

Global Infrastructure Hub Ltd.

Strategic Council Meeting

5 May 2020

Date	5 May 2020
Time	9.00pm – 11.00pm (Australian Eastern Standard Time)
Venue	Via Teleconference

Priority Items:

- 3.1 GI Hub Concept Note: Post-COVID-19 recovery
- 3.2 GI Hub Business Plan and activities for 2020-2021
- 2.3 GI Hub Cross-border Infrastructure Guidance

Global Infrastructure Hub Ltd.

Strategic Council Members

Name	Position	Country Representing
Mr. Steven Kennedy	Co-Chair (Chairman, GI Hub Board)	Australia
Ms. Maia Colodenco	Member	Argentina
Ms. Meghan Quinn	Member	Australia
Mr. Erivaldo Gomes	Co-Chair	Brazil
Ms. Katharine Rechico	Observer (Director, GI Hub)	Canada
Ms. Elke Baumann	Member	Germany
Mr. Alessandro Rivera	Member	Italy
Mr. Shuichi Hosoda	Member	Japan
Mr. Abdulaziz Alrasheed	Member	Saudi Arabia
Mr. Alvin Lim	Member	Singapore
Mr. Carlos San Basilio	Member	Spain
Mr. Mark Bowman	Member	UK
Mr. Jeffrey Baker	Member	USA
Ms. Katherine Sierra	Observer (Independent Director, GIH Board)	
Mr. Robert Milliner	Observer (Independent Director, GIH Board)	
Mr. Matthew Jordan-Tank	Observer (Chair, ICP)	MDB representative

GIH representatives: Mrs. Marie Lam-Frendo (Chief Executive Officer)
Ms. Katharina Surikow (Head of External Relations)

5 May 2020 Strategic Council Meeting

Meeting time: 9.00pm – 11.00pm (AEST)

By Teleconference

Item	Topic	Responsible	Time
1	Meeting Opening 1.1 Welcome and apologies 1.2 Meeting Notes and Action Items	Co-Chairs	5 Minutes
2	Matters for Noting 2.1 GI Hub Board update 2.2 GI Hub Activities update 2.3 GI Hub Cross-border Infrastructure Guidance 2.4 InfraCompass 2.0	Steven Kennedy CEO CEO CEO	25 Minutes
3	Matters for Discussion 3.1 GI Hub Concept Note: Post-COVID-19 recovery 3.2 GI Hub Business Plan and activities for 2020-2021	Council to discuss Council to discuss	20 Minutes 60 Minutes
4	Other Business 4.1 Any other business	Co-Chairs	5 Minutes
5	Meeting Finalisation 5.1 Next Meeting 5.2 Meeting summary and close	Co-Chairs	5 Minutes

5 May 2020 Strategic Council Meeting

1.1 Apologies

APOLOGIES RECEIVED

At the time of circulation, the following apologies had been received for this meeting:

- Mr. Alessandro Rivera, Italy

5 May 2020 Strategic Council Meeting

1.2 Meeting notes and action items

EXECUTIVE SUMMARY

The draft meeting notes of the previous Strategic Council Meeting, which took place on 7 December 2019, are attached for consideration by members.

STRATEGIC COUNCIL GUIDANCE SOUGHT

- Do members have any proposed amendments to the meeting notes?

ATTACHMENTS

Attachment A: Notes of the Previous Meeting

ITEM 1.2 ATTACHMENT A

Notes of the Previous Meeting

Notes of the Global Infrastructure Hub Strategic Council Meeting held on 7 December 2019 for comment (if any) by the Council.

Meeting Notes

Global Infrastructure Hub Strategic Council Meeting: 7 December 2019

Date and Time:	2:00 PM – 4:00 PM (Arabic Standard Time), Saturday 7 December 2019
Location:	King Abdulaziz International Conference Center, Riyadh, Saudi Arabia
Attendees:	<p>Mr. Robert Milliner (Co-Chair and GI Hub Independent Director and Acting Chair)</p> <p>Mr. Erivaldo Gomes (Co-Chair, Brazil)</p> <p>Ms. Lisa Elliston (Australia)</p> <p>Mr. Jakob von Weizsäcker (Germany)</p> <p>Ms. Manuela Nenna (Italy)</p> <p>Mr. Rakan Bin Dohaish (Saudi Arabia)</p> <p>Ms. Serene Ong (Singapore)</p> <p>Mr. Carlos San Basilio (Spain)</p> <p>Ms. Meghan Ormerod (UK)</p> <p>Mr. Jeffrey Baker (USA) [by phone]</p> <p>Ms. Katherine Sierra (Observer, GI Hub Independent Director)</p> <p>Ms. Katharine Rechico (Observer, GI Hub Director, Canada)</p> <p>Mr. Gilles Alfandari (World Bank, Infrastructure Collaboration Platform (ICP) representative)</p>
Executive and Staff:	<p>Mrs. Marie Lam-Frendo (Chief Executive Officer)</p> <p>Ms. Katharina Surikow (Head of External Relations)</p>
Apologies:	<p>Ms. Meghan Quinn (Australia)</p> <p>Ms. Laura Jaitman (Argentina)</p> <p>Mr. Abdulaziz Alrasheed (Saudi Arabia)</p> <p>Mr. Mark Bowman (UK)</p> <p>Mr. Alvin Lim (Singapore)</p> <p>Mr. Matthew Jordan-Tank (EBRD, Infrastructure Collaboration Platform Chair)</p>

Item Number	Topic
1.	<p>1. Meeting Opening</p> <p>Mr. Milliner (Co-Chair) welcomed all members to the second meeting of the GI Hub's Strategic Council, and thanked members for their ongoing support.</p>
2.	<p>Matters for Noting</p> <p>2.1 GI Hub Board update</p> <p>Mr. Milliner provided an update of the recent Board meeting at which the Board considered and approved the Financial Statements and Directors' Report for the 2018-19 Financial Year, and the appointment of Ms. Katharina Surikow as the Head of External Relations. Mr. Milliner noted the Board were very pleased with the level of engagement of members at the first Strategic Council meeting and expressed their appreciation to members for that commitment.</p> <p>2.2 GI Hub Activities update</p> <p>The CEO provided members with an update on the recent activities of the GI Hub, in particular the launch of the InfraChallenge initiative. This initiative is a global competition</p>

that seeks digital- and technology-driven solutions to the challenges facing infrastructure markets around the world, and is aligned with the priority of the current G20 Presidency to focus on realising the benefits of technology in infrastructure. The initiative will be delivered in partnership with MIT Solve and other organisations, culminating in a final event to select a winning idea in June 2020. The CEO advised that the competition was open to all ideas, and all sizes of organisations, and requested Members' assistance in promoting the initiative in their jurisdictions and networks.

Mr. Milliner advised that these updates should not only improve transparency of the GI Hub's work, but also that the Board and management of GI Hub are seeking ongoing feedback from members on any of the initiatives presented the GI Hub is working on, and guidance on what further information could be provided to meet Member needs.

2.3 GI Hub capacity mapping

The CEO advised that in response to a request from the members at the last meeting, a map of the skills and capabilities of GI Hub staff working on country engagement had been presented, along with the allocation of role-types across the 17 initiatives under development. **This was noted by the members without further comment.**

2.4 Strategic Council 2020 meeting schedule

The CEO advised that a proposed meeting schedule had been presented for members' consideration. Several members advised that G7 Finance meetings would prevent their attendance on the date proposed.

Management will work with members to find a suitable date and time for the meeting in the margins of the G20 Finance meetings in Washington D.C. in April.

3. Matters for Discussion

3.1 Principles for Country Programs

The CEO advised that in response to requests from the last meeting, a copy of the principles guiding selection of countries for the GI Hub's Country Program workstream had been provided for consideration by the members, and requested members' views.

Mr. von Weizsäcker suggested quantitative metrics should also be developed to assist in prioritisation of countries, given that the Principles were qualitative in nature currently. Ms. Elliston agreed, suggesting that the Principles would all be logical conditions for an MoU to be considered, and suggested that there be greater consideration of alignment to the G20 priorities or initiatives, including IWG workstreams and the Compact with Africa initiative. These comments were supported by the members present.

Ms. Ormerod suggested greater clarity was required on the objective of the workstream, and that a clearer link should be made between the Country Program work and the other initiatives and priority topics of the GI Hub.

Mr. San Basilio requested that environmental and social issues should also be considered in determining alignment, noting it was important to take lessons from the work program in Brazil.

Ms. Elliston queried what the evaluation process would be for the Country Program work and the MoU/agreement, and specifically whether it would reflect both parties' views on the achievement of set outcomes. Mr. Gomes advised that in the case of Brazil, the government

had clear objectives for the collaboration, and that the work program was reflective of these.

Members agreed that further detail would be required to address the comments raised, and that a revised version should be circulated by GI Hub for consideration at the next meeting.

[Written comments provided to GI Hub following the meeting] Mr Baker agreed generally with the proposed principles, and particularly with private sector engagement. He also expressed support for flexibility in defining the countries eligible for consideration beyond G20 members.

3.2 InfraCompass 2.0

The CEO presented the process and rationale for the update to the GI Hub's InfraCompass tool, including the two priority areas that members' feedback was being sought – the issue of country rankings in the tool, and the collaboration options as proposed in the supporting paper.

Mr. Alfandari advised that on behalf of the MDB ICP group, the level of collaboration and alignment of agendas being led by the GI Hub was very welcome, and that the MDBs looked forward to continuing to work with the GI Hub. This applied not just to the InfraCompass project and consultation, but also to the workshops delivered in partnership and engagement on other joint initiatives.

Mr. von Weizsäcker queried why the 'so what?' for this initiative has only been considered at this stage. Mr. Milliner advised that the background to the tool had been a desire to create a tool similar to the World Bank's Ease of Doing Business report, but infrastructure-focussed.

Ms. Elliston queried the rationale for selecting the additional countries, and what the requirements of those countries would be, noting in particular that there were no Pacific Island nations represented.

Members were generally agreed that 'Option 5' from among the collaboration options was preferred, with Ms. Ormerod noting that the data aggregator concept was of greater interest than its listing suggested, recognising that there were substantial challenges with that approach.

Mr. San Basilio stated that the purpose of this tool is clear, in providing authorities an expert and external assessment on the situation and how it could be improved and that while the list of countries was ambitious, he was fully supportive. He further noted that country rankings would be of use and suggested that the InfraCompass tool be used as a means of evaluating countries for the Country Program workstream.

Ms. Nenna agreed that country rankings would be a powerful tool, however expressed concern that they could be a distraction from the value of the tool. She suggested focussing on the element levels.

Mr. Milliner advised that the InfraCompass was one of the most frequently used of the GI Hub tools, and that it would be helpful for Management **to provide some of the user feedback to the Strategic Council members for information.**

The CEO agreed to provide this feedback, to advise the Technical Panel and project team of the members' preference for Option 5 of the consultation approaches, and to ask the project team to consider whether the availability of data allowed for the addition of countries mentioned by members.

[Written comments provided to GI Hub following the meeting] Mr Baker suggested further consideration be given to the data aggregation proposal which could be efficient and valuable. He also supported the inclusion of country rankings, noting that it could be used as an incentive for reforms but that not all countries would have the same perspective. He further queried the process for selecting additional countries, noting the US would favour additional coverage in Central America and the Caribbean.

3.3 G20 Priority alignment

The CEO provided an outline of the GI Hub's ongoing work on digital infrastructure, noting that this topic had been identified at the beginning of the year as a priority for the GI Hub and was now also closely aligned with the G20 Presidency's priorities around InfraTech. She requested members' guidance on the question posed in the supporting papers, in particular as to how far the GI Hub should continue the work. She also advised that the **GI Hub would create a map of its initiatives against current and past G20 infrastructure priorities in advance of the next meeting.**

Mr. Bin Dohaish thanked the GI Hub for participation in the consultation process the Presidency had undertaken to determine deliverables for the IWG, noting that the Stocktake which would be delivered by the GI Hub was only one element of the program which would be discussed at the upcoming IWG meeting.

Ms. Elliston congratulated the GI Hub on the alignment with the G20 priorities, noting that G20 members had been wanting to see this for some time, recognising the challenges facing management in aligning business planning and financial year with the G20 calendar. She stated that the use case library should be incorporated into the G20 deliverables and form part of the work for this G20 year. This was echoed by Ms. Ormerod and other members.

The CEO presented the background of the work on innovative funding for infrastructure projects, noting that again this has been a priority topic for the GI Hub this year which is now aligned to the priorities of the G20 Presidency. She again sought member guidance on which direction the work should take and how far it should extend beyond what is being considered by the IWG. Members suggested focussing on the areas with alignment to the IWG priorities.

Ms. Elliston queried whether the GI Hub would be involved in the work on women in infrastructure. The CEO noted that the GI Hub has an ongoing campaign for the year on inclusive infrastructure, and management are in discussions with the EBRD to convert the Inclusive Infrastructure tool into a project-level checklist that the EBRD can adopt for all projects going forward. She further advised that the GI Hub would support the OECD on their IWG deliverable for women in infrastructure. Mr. Bin Dohaish noted that the part of the InfraTech agenda will include consideration of how technology can promote the inclusion of women in infrastructure at all stages.

Mr. von Weizsäcker advised that a deep comparison of data issues across countries, and a similar comparison of regulatory frameworks, would be a useful piece of work in relation to this topic.

The CEO also presented the GI Hub's Infrastructure Futures work, which is due to be completed soon. Members requested further clarity on this, noting a preference for small and country-specific engagement and work.

[Written comments provided to GI Hub following the meeting] Mr Baker expressed support for GI Hub to focus on revenue in the context of opportunities for innovative models, and also supported the continuation of thought leadership work beyond 2020 as proposed.

4. Other Business

No other business was raised.

5. Meeting Finalisation

5.1 Next Meeting

Mr. Milliner advised that Management would consult with members and advise of the next meeting date in due course.

5.2 Meeting Summary and Close

Mr. Gomes thanked members for their participation and engagement in the meeting, noting members were very pleased to see tangible outcomes being produced and looked forward to further updates.

Mr. Milliner reiterated that both the Board and Management would be pleased to receive feedback on the papers and how the GI Hub could further improve to meet member needs.

The CEO noted that there had been substantial progress in engaging with the G20 and aligning the work that the GI Hub was doing to the Presidency's agenda, and thanked members for their ongoing support.

The Co-Chairs again thanked all Strategic Council members for their time and input to the meeting.

The meeting was closed at 4:00PM (Arabic Standard Time).

Action Items

Action items from a meeting of the Strategic Council of the Global Infrastructure Hub Ltd.

Date and Time: 2:00 PM – 4:00 PM (Arabic Standard Time), Saturday 7 December 2019

Location: King Abdulaziz International Conference Center, Riyadh, Saudi Arabia

Item/Action	Person(s) Responsible	Due Date
Management to consult members to find a suitable date and time for the meeting in the margins of the G20 Finance meetings in Washington D.C. in April.	Company Secretary	End Feb 2020
Management to circulate revised principles for Country Programs incorporating member feedback.	GI Hub Management	Next meeting
Management to provide user feedback on the InfraCompass tool to Strategic Council members for information.	GI Hub Management	Next meeting
CEO to advise InfraCompass project team and Technical Panel and project team of the Strategic Council's preference for Option 5 of the consultation approaches.	CEO	13 December 2019
Management to create a map of GI Hub initiatives against current and past G20 infrastructure priorities.	GI Hub Management	Next meeting

5 May 2020 Strategic Council Meeting

2.1 GI Hub Board update

EXECUTIVE SUMMARY

The Board of the Global Infrastructure Hub met on 7 December, immediately following the last Strategic Council meeting in Riyadh, KSA.

The Board agreed that where possible they would attend the meetings of the Strategic Council to ensure greater transparency, information flows and collaboration between the two bodies.

Mr. Robert Milliner will present a verbal update from the Board, with other Board members present to provide additional comments if required.

STRATEGIC COUNCIL GUIDANCE SOUGHT

N/A

ATTACHMENTS

Nil.

BACKGROUND

The Strategic Council has been created by the GI Hub Board to provide a mechanism for G20 members to provide meaningful guidance and feedback on the GIH activities. As part of this, the Board has also committed to a two-way flow of information between it and the Strategic Council.

At the last Board meeting, the Directors approved a number of internal operations mechanisms, including the implementation of internal reporting frameworks for projects and initiatives (the Objectives and Key Results Framework). The Directors also considered and approved the postponement of the E-Learning initiative given resource constraints and the need to prioritise G20-related work.

The next meeting of the GI Hub Board will take place on or around 7 May 2020.

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2.2 GI Hub Activities Update

EXECUTIVE SUMMARY

GI Hub is finalising, or has finalised, delivery of 13 of the 17 projects within the Business Plan for FY2019-20.

The impacts of the COVID-19 pandemic has meant that several initiatives are delayed due to events or workshops being postponed to the second half of 2020. These initiatives will therefore be completed in FY2020-21. A summary of the impacted initiatives is below:

Initiative	Original Deliverables	COVID-19 impacts
InfraChallenge	Global competition to surface digital and technology innovations that can be applied to solve infrastructure challenges.	In consultation with partners, the final event has been postponed from June 2020 to October; change to timing of announcements of Top 10 finalists; change to timing of mentoring program.
G20 Presidency Support	IWG Deliverables (InfraTech Use Case Reference note; Reference note on emerging funding model; QII implementation survey)	InfraTech deliverable submitted to IWG prior to meeting 2, discussion on other deliverables delayed until second half of 2020 at direction of Presidency and Co-Chairs. GIH has provided a Concept Note to the IWG to support the infrastructure related elements of the G20 Action Plan in response to COVID-19.
Country Program 1 – Brazil	Tailored program of support provided in partnership with IADB and BNDES and based on a needs assessment, focussing on capacity building and review of reforms in the port sector to increase attractiveness of assets to the private sector.	Work on the port sector reform is not affected. Workshops were planned for April 2020 and have been delayed to the second half of 2020. GIH also exploring digital/virtual delivery options.
Africa Infrastructure Fellowship Program	A program of targeting capacity building and training for selected African Government civil servants.	First cohort had been due to commence in April 2020 but is now delayed to October in agreement with partners.

Sustainable Infrastructure Fellowship Program (ILN)	Support of the ILN's fellowship program, to provide education and training to public servants from emerging markets (mainly Latin America).	Second cohort due to commence in June 2020. Decision made by ILN and partners to postpone for 12 months.
Cross-border Infrastructure Guidance	Guidance note on cross-border infrastructure projects, highlighting best practices and lessons learned from a series of case studies.	Consultation workshop planned for May in conjunction with OECD infra governance meetings will be held virtually. Minor delays to delivery date.

STRATEGIC COUNCIL GUIDANCE SOUGHT

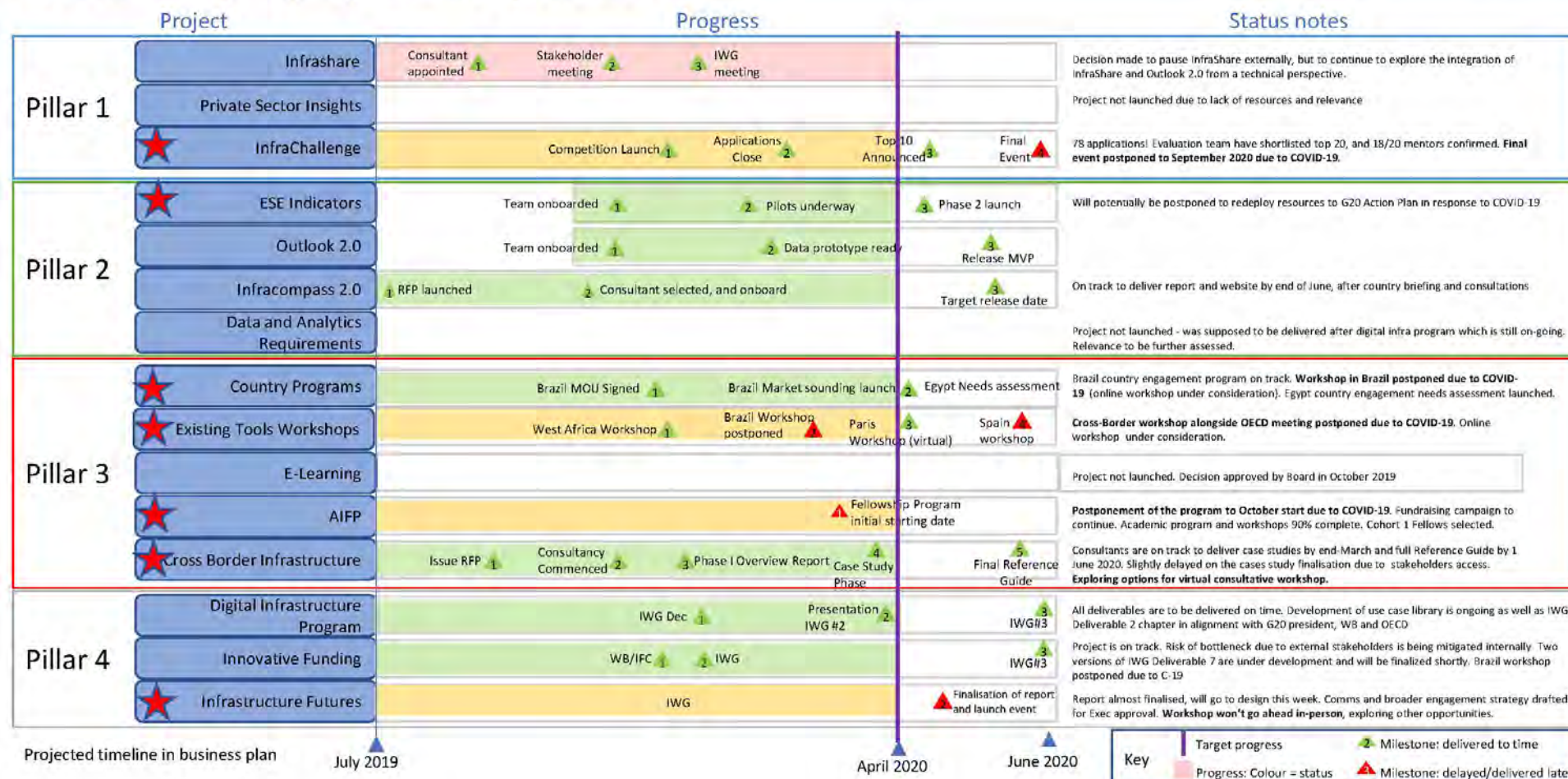
- Do members have any questions regarding the progress of initiatives?
- Are the responses to COVID-19 impacts for each project appropriate?

ATTACHMENTS

Attachment A: GI Hub Activities Update

ITEM 2.2 ATTACHMENT A

GI Hub activity Update: April 2020



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2.3 GI Hub Cross-border Infrastructure Guidance

EXECUTIVE SUMMARY

Cross Border infrastructure projects are complex to deliver. Their planning, governance and structuring, delivery and operations require strong alignment between countries at all stages of the project.

During the formulation of the 2019-20 Business Plan, we identified a knowledge gap in this space. Given the emphasis of the G20 of promoting QII and regional connectivity, this initiative was approved by the Board in 2019 for inclusion in our activities for this year.

The GI Hub is developing a reference guide on cross-border infrastructure, to assist infrastructure policy makers and practitioners to manage the additional considerations and complexities which arise in projects which cross national boundaries.

As with previous leading practices tools developed by the GI Hub, a consultative workshop in Paris in mid-May had been planned to take place alongside the OECD Governance Roundtable event. Due to the current travel restrictions, this workshop can no longer go ahead before the planned delivery of the final reference guide in June.

An online consultation process is being planned, and Strategic Council members will be provided an opportunity to provide feedback on the reference guide if they wish.

The final guidance will be released publicly at the end of August / early September 2020.

STRATEGIC COUNCIL GUIDANCE SOUGHT

- Is the proposed timeline (including dates) and revised approach to consultation on the Cross-border Infrastructure reference guide sufficient and appropriate? (note – involvement is on a voluntary basis)
- Would members like further updates on this project?

ATTACHMENTS

N/A

BACKGROUND

In place of the planned consultation workshop, a multi-stage online consultation process will be conducted with our relevant stakeholders, plus a four-week open public consultation period, during which the Strategic Council members and others will have an opportunity to provide voluntary feedback on the reference guide.

Stakeholder Consultation Process

1. Survey

An online survey will be conducted to supplement findings in the reference guide i.e. identify success stories from targeted stakeholders.

2. Webinar

The webinar will inform a select group of stakeholders of the outcomes of the project and collect feedback from the group on draft content from the reference guide, which will be shared with the stakeholders prior to the event. The expert group for this webinar will consist of OECD delegates, TEN-T experts and International Transport Forum representatives.

3. Public Consultation

After delivering the final draft reference guide and completion, the GI Hub will launch a consultative version of the document on the GI Hub website, open for public consultation for a period of four weeks. It is at this point in time that the Strategic Council will be able to provide any feedback on the document.

Timeline

Late April	Survey opens, available for 2-3 weeks
Early June	Online webinar with experts on selected content in draft reference guide
Late June	“Final Draft” reference guide available
July	Four-week open, public consultation period
August	Public release of the reference guide

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2.4 InfraCompass 2.0

EXECUTIVE SUMMARY

The GI Hub's InfraCompass tool objectively compares countries' infrastructure enabling environment by aggregating data across six elements - governance, regulatory frameworks, permits, planning, procurement and delivery.

In December 2019, the Strategic Council provided feedback to GI Hub regarding updates to the InfraCompass tool, including expanding coverage of the tool to additional countries, preferred collaboration approaches, and the inclusion of country rankings for indicators.

In response to the feedback, the GI Hub has expanded coverage of the InfraCompass tool to include additional Pacific Island countries where data is available and to include country rankings.

The GI Hub will release InfraCompass 2.0 to G20 members only as of mid-April. Tailored briefing materials will be provided to countries via G20 Finance Deputy and IWG contacts, and the GI Hub's Chief Economist and InfraCompass team will be available to provide bilateral briefings via tele/videoconferences at the request of countries.

Recognising the current COVID-19 crisis is placing significant pressures on government resources and availability, the GI Hub will provide a 6-week period for G20 consultation, from 27 April to 5 June.

InfraCompass 2.0 will be released publicly in later June.

STRATEGIC COUNCIL GUIDANCE SOUGHT

- Do Strategic Council members agree with the proposed process and timeline for consultation on InfraCompass?
- Do members have any views on the point of contact for the consultation process? (G20 Finance Deputy and IWG representatives are proposed)

ATTACHMENTS

N/A

5 May 2020 Strategic Council Meeting

3.1 GI Hub Concept Note: Post-COVID-19 response

EXECUTIVE SUMMARY

G20 governments have responded to the current COVID-19 pandemic with unprecedented levels of fiscal response to alleviate the immediate impact of lockdowns and other effects of the crisis, and to provide the basis for a resumption of growth.

As the policy challenge turns from an immediate response to the economic shock to recovery, infrastructure related investments can and should become an important element of the medium- and long-term stimulus packages to help drive an economic rebound and be a driver of a sustainable transformation of the G20 economies.

On 15 April the G20 FMCBG endorsed the Action Plan in Response to COVID-19, with infrastructure mentioned as a key component in sections 3 and 5.

The GI Hub proposes to support the G20 Action Plan by delivering an analysis and report that will help inform infrastructure policy actions as part of the COVID-19 economic recovery efforts.

Importantly, infrastructure stimulus formed a fundamental component of G20 government responses during the last global economic downturn, and its contribution to short- and medium-term economic output has not been properly quantified. Finance Ministers may find value in examining evidence on its past performance and in considering some contemporary factors that will shape infrastructure's role in recovery and resilience for today's economy. Deliverables will be timed to help inform the G20 FMCBG as they prepare for the July meeting and this work will be delivered in close partnership with MDBs and IOs.

Objectives of the report:

- Strengthen the quantitative evidence of the role of infrastructure spending as part of previous fiscal stimulus in boosting GDP in the short- to mid-term.
- Collect information on effective approaches drawn from previous situations where infrastructure stimulus supported a strong rebound of economies around the world. This will include results of a structured survey of G20 governments collating emerging thinking on infrastructure policy in G20 economies post COVID-19. It will also include key lessons for the design of transformative infrastructure programmes and their financing.
- Examine options for planning, prioritisation and development of Quality Infrastructure through fiscal measures, as well as ways to mobilise private sector investment in the context of limited fiscal space, with innovative funding and financing approaches to deliver resilient, sustainable and economically efficient infrastructure.
- Examine InfraTech related innovations that could help mitigate pandemic risk and improve the pandemic response. It will include targeting select innovations that have come to the fore in this crisis and examining their implications for detection, spread containment and surge capacity management. Another focus will be on innovations that could support the continuity of operations of critical networks, including resilience to cyber risk.

STRATEGIC COUNCIL GUIDANCE SOUGHT

- Do members agree there is a need for the GI Hub to undertake the work proposed in the Concept Note?
- Do members have any additions or alterations to proposed to the scope of the work proposed?
- Do members agree that this work should be prioritised by the GI Hub, potentially at the expense of another initiative?

ATTACHMENTS

Attachment A: GI Hub Concept Note: A post-COVID-19 transformative and resilient economic recovery through infrastructure

ITEM 3.1 ATTACHMENT A

A post-COVID-19 transformative and resilient economic recovery through infrastructure

Context

Infrastructure is a driver of economic prosperity and provides a solid basis for strong, sustainable, balanced and inclusive growth, which are the key goals of the G20 agenda and critical for promoting global, national and local development priorities. Infrastructure development does not only have positive short-term economic impacts by raising productivity, lifting growth, and promoting job creation; it also creates the conditions for long term competitiveness, and the transition towards a resource-efficient, sustainable economy.

G20 statements in recent years have therefore stressed the importance of maximising infrastructure investment's positive impact while preserving the sustainability of public finances. Critical issues include: raising economic efficiency in view of life-cycle costs, including improved business case methodologies, as well strengthening infrastructure governance to increase economic and social returns on investment; integrating environmental and social considerations including women's economic empowerment; and building resilience against natural disasters and other risks, including pandemics.

G20 governments have responded to the current COVID-19 pandemic with unprecedented levels of fiscal response to alleviate the immediate impact of lockdowns and other effects of the crisis, and to provide the basis for a resumption of growth. The nature of the supply shock and the resulting need to boost health systems and expenditures, and to support workers and businesses, has meant that G20 governments have not yet prioritised and fully formed their infrastructure response in the first round of near-term stimulus and recovery scenarios.

However, as the policy challenge turns from an immediate response to the economic shock to recovery, infrastructure related investments can and should become an important element of the medium- and long-term stimulus packages to help drive an economic rebound and be a driver of a sustainable transformation of the G20 economies. The most pressing goals will include the stabilisation, improved preparedness and enhanced resilience in key affected sectors including health; boosting economic competitiveness through harnessing digital transformation and InfraTech opportunities; maximising private sector infrastructure investment through improved regulation, pipeline planning and innovative funding and financing models; and the systematic application of resilience and inclusiveness criteria to deliver sustainability while increasing economic participation.

Background

The role of infrastructure in the previous global downturn

In response to the financial and economic crisis of 2008-09, most major economies embarked on a then-unprecedented level of fiscal expansion in the form of stimulus packages. In the G20 countries,

the size of fiscal stimulus amounted to USD \$2 trillion—roughly 1.4 per cent of world GDP, largely deployed within the first 5 months of the collapse of Lehman Brothers in September 2008¹.

While limited fiscal space and large public debt burdens in the recovery phase did result in persistent fiscal austerity in some economies, the coordinated global response is considered to have played a decisive role in restoring global economic growth. In 2018, the IMF found that *‘the policy efforts of the past decade helped forestall an even worse outcome with deeper output and employment losses’*, and while *‘unconventional monetary policy actions by advanced economy central banks helped limit output declines and employment losses at home while supporting imports from abroad’*, there was also *‘some confirmation of the efficacy of fiscal measures in limiting persistent losses after a recession’*². While the considerable monetary response available to governments in the 2008/09 scenario may have had an outsized impact on that economic recovery, and given their limited possible extension moving forward, the potential for fiscal measures to play a positive role is particularly relevant today.

In 2008/09, early infrastructure spending was fundamental to many of these fiscal stimulus packages [See **Figure 1³**]. At the three-year mark in 2011, infrastructure spending was identified as the dominant proportion of the packages of developing economies such as India, China and Mexico. While many mature G20 economies ended up spending a greater amount of their packages on tax cuts and additional measures to boost output, France, Canada and Australia also featured infrastructure spending as headline components of their approach⁴. General analysis suggests infrastructure packages were mostly aimed at infrastructure development and improvement to lift aggregate demand and create employment opportunities, while leveraging the opportunity to strategically invest in long-term economic, social and environmental goals.

There is value in identifying the economic impact of the infrastructure components of these policy and investment efforts as these countries emerged from the global financial crisis, as well as examining case studies of subsequent infrastructure investment in growth scenarios globally.

The case for infrastructure’s positive economic impacts due to its efficiency and productivity benefits continues to be a focus for policy makers: a 2018 report to the US Members of Congress found that *‘a recent review of the literature utilized meta-regression analysis to take advantage of the nearly 30 years of international research’* to find that *‘on average for the United States, a 1% increase in the public capital stock (about \$138 billion in 2016) would result in a higher level of private-sector economic output by 0.083% in the short term (about \$12.8 billion), compared with a baseline’*⁵. This report is among the research worth highlighting, as it also examines how infrastructure spending might be used to boost short-term aggregate demand, depending on the financing mechanism, overall economic conditions, and the type of infrastructure.

¹ In comparison, the size of the 2020 fiscal stimulus for the USA alone to date is USD \$2 trillion; both the EU and Australia’s announced stimulus as end of March 2020 are equivalent to 16% of each economy’s respective GDP.

² The Global Economic Recovery 10 Years After the 2008 Financial Crisis, IMF Working Paper WP/19/83, March 2019

³ More detailed comparative analyses of the G20 infrastructure packages is not readily available. This graph is indicative and replicated from the source report, which did not include the raw data or methodology used, and few reliable alternatives exist for this exact data range in question. Thus, we recommend it be collated afresh to provide deeper insight and include all G20 economies as well as include permanent guests (Spain), and other G20 guest members

⁴ A Review of Global Fiscal Stimulus, EC-IILS Joint Discussion Paper Series No 5. 2011, p 4-7

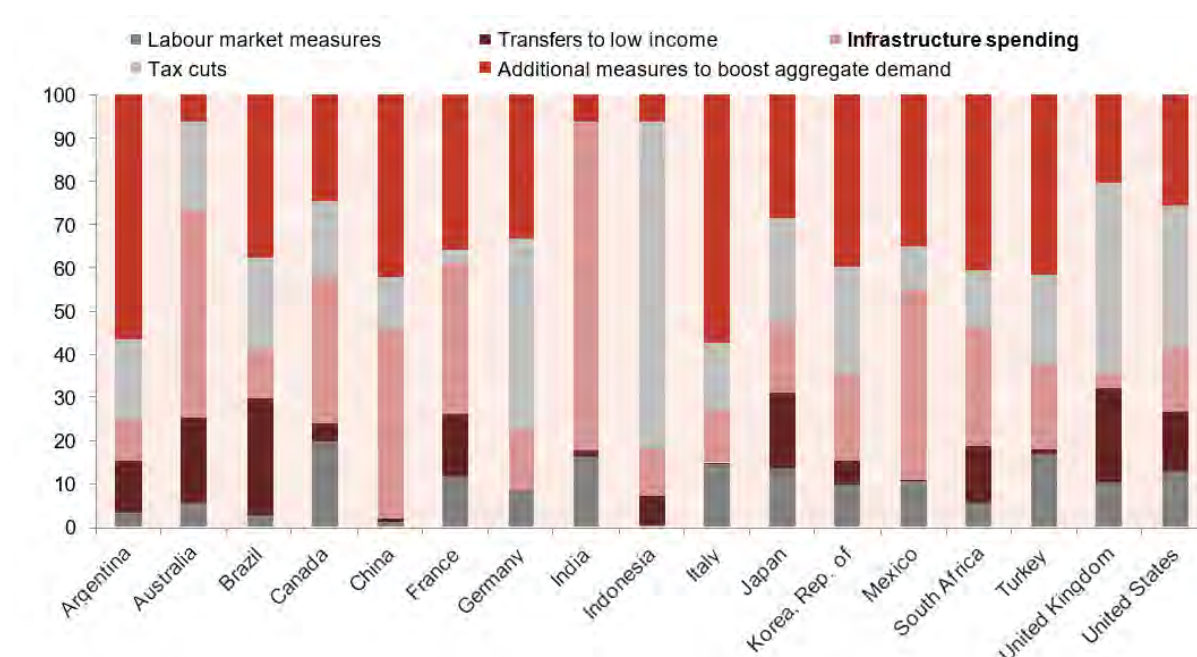
⁵ Jeffrey M. Stupak and the Congressional Research Service, Economic Impact of Infrastructure Investment, 2018, <https://fas.org/sgp/crs/misc/R44896.pdf>, accessed 3 April 2020

A unique challenge requires a new approach

Fiscal constraint presents an opportunity for private sector investment to play a greater role

The COVID-19 crisis and the associated lockdowns are placing significant and simultaneous pressure on private individuals, SMEs, investors, the supply chain and key industries, as well as on governments. Near-term fiscal expenditures on health, unemployment benefits and support to businesses and banks are straining budgets and increasing debt to unsustainable levels. The near to medium term budget capacity of governments to embark on large-scale public sector led investment in core and new infrastructure may be extremely limited compared to 2009 (when 20% of the G20 public spending went to this purpose).

Figure 1: Composition of spending as a % of total package, by spending measure, by country⁶



Hence, foreign direct investment and private sector partnerships may need to play a more important role in infrastructure programs, from development through to service delivery, and through innovation from smart cities to communications. There is an urgent call to accelerate the shaping of policy levers to encourage it. In particular, the enabling environment for private sector participation will need to be strengthened, especially the improvement of the regulatory framework to provide certainty for all stakeholders in the delivery of needed infrastructure⁷. Active participation of the private sector⁸ will also require a more collaborative approach to contracting to make larger projects become reality, expediting risk mitigation and innovative funding models to realise a larger pool of urgently needed projects.

⁶ A Review of Global Fiscal Stimulus, EC-IILS Joint Discussion Paper Series No 5. 2011, p 4-7. More detailed comparative analyses of the G20 infrastructure packages is not readily available.

⁷ Key findings from GI Hub InfraCompass report 2020 (to be published in June).

⁸ This has been recognised by the G20's IWG selection of Innovative Funding and Financing as a priority focus area for 2020, through the G20/OECD report on the collaboration with Asset Managers

Better coordination and planning is required to prepare for more complex futures⁹

Well-established trends in globalisation are already disrupting the infrastructure sector—including the rapid evolution of technology, increasing urbanisation, climate change, cyber security, and now the destabilising threat of pandemics. As a result, higher expectations will be placed on the planning, prioritisation, design, delivery and efficiency of quality infrastructure as defined in the G20 Quality Infrastructure Investment (QII) Principles endorsed in 2019.

For instance, government and the private sector continue to reflect on the role of data in infrastructure, as economies strive to maintain a competitive edge to optimise infrastructure asset design and maintenance and improve interaction between industry, services and the infrastructure sector. Planned investments will need to consider ongoing labour market dislocations, changing industrial value chains and the urgent new skills needed across the sector.

Most importantly, infrastructure is the essential foundation for economic and social activities, yet it is not a given that assets will be built and managed in a way that serves society equitably or safeguards the environment, while maximising their resilience. Ensuring that infrastructure is fully inclusive in the future will take the combined efforts of government and the private sector, with particular urgency in maintaining advances made in gender equality.

There is a need to consider more innovative funding and financing for infrastructure¹⁰

Infrastructure related recovery measures will likely need to factor in new approaches to reap the benefits observed in the transformative infrastructure programmes after the previous global downturn. In approaching the above challenges, there is both a need and an opportunity for governments to learn from existing infrastructure programmes that have addressed the above points, especially from a funding and financing perspective.

The G20 focus will continue to be on alternative funding models¹¹, but also ways in which innovative financing and risk mitigation support can crowd in private finance to take pressure off public budgets. In order to return to sustainable growth in an era of extremely limited fiscal space and the long-term persistence of historically low interest rates, innovative financing approaches will need to keep being supported by appropriate regulatory reforms. For example, some immediate measures could focus on how to alleviate capital requirements for infrastructure projects, enhancing export credit finance regulations to support the development and implementation of quality infrastructure projects, while strengthening regulations to limit fiscal costs and risk on the long term¹².

The opportunities of technology will need to be better understood¹³

The greater adoption of technology in infrastructure has the potential to reduce the infrastructure gap by reducing costs in the same way it has in other contexts, with further scope to provide broader economic benefits and drive better outcomes for sustainability, resilience and quality infrastructure service delivery.

⁹ Some insights in this section are drawn from a forthcoming report by the Global Infrastructure Hub, titled *Infrastructure Futures*, on impacts of mega-trends on the infrastructure industry (to be published early May 2020).

¹⁰ This has been recognised by the G20's IWG selection of Innovative Funding and Financing as a priority focus area for 2020. Some insights in this section are drawn from a collaborative project supporting this focus area that uses a Funding Typology developed by the GI Hub and Taxonomy for Financing Instruments developed by the OECD.

¹¹ The GIH funding Typology outlines 5 possible revenue levers, including ancillary revenues, value capture, and data monetization

¹² By systematising the use of the IMF/WBG PFRAM tool.

¹³ This has been recognised by the G20's Infrastructure Working Group (IWG) selection of InfraTech as a priority focus area for 2020. Some insights in this section are drawn from an in-progress investigation to support this agenda as part of a collaborative effort by the GI Hub and the World Bank Group.

However, current adoption of technology in infrastructure—including AI, the Internet of Things and Smart Cities—is low relative to technology adoption in other sectors. The challenge is that technology is advancing at such an extraordinary speed and breadth that it both creates significant opportunities in the delivery of infrastructure and constrains the capability of asset managers to quickly adopt them. Guidelines and regulatory frameworks for advancing quality InfraTech adoption will be needed for governments to maximise opportunities, and manage risks by removing barriers, catalysing investment and fostering conditions for innovation.

Better preparedness and resilience against future pandemic risks

The full scope of country-based healthcare investments and policy priorities, as well as measures for critical networks operations continuity and enhancement (including ICT, water, gas and electricity) and the critical role of global co-ordinated measures for better pandemic risk management is still emerging at this stage of the COVID-19 pandemic.

InfraTech could play a critical role in future scenarios, such as deploying AI and thermal tech in tracking the outbreak, informing decision-making and public communication around social distancing, and deploying smart technology to reduce high-touch public surfaces. Greater digital inter-connectedness could speed up the crisis response, from faster creation and deployments of temporary ICUs, point-of-sale measures to limit stock-piling, and supply-chain adaptation (e.g. breweries producing alcohol for hand sanitizers).

Way forward

It is expected that the G20 FMCBG will be endorsing the Action Plan in Response to COVID-19 on April 15th, with infrastructure mentioned as a key component in sections 4. *Returning to sustainable growth* and 5. *Lessons for the future*.

The GI Hub proposes to support the G20 Action Plan by delivering an analysis and report that will help inform infrastructure policy actions as part of the COVID-19 economic recovery efforts. Importantly, infrastructure stimulus formed a fundamental component of G20 government responses during the last global economic downturn, and its contribution to short- and medium-term economic output has not been properly quantified. Finance Ministers may find value in examining evidence on its past performance and in considering some contemporary factors that will shape infrastructure's role in recovery and resilience for today's economy. This work could be integrated into the IWG work if this is agreeable to the G20 membership, and support infrastructure related items of the G20 Action Plan. Deliverables will be timed to help inform the G20 FMCBG as they prepare for the July meeting. This work will be delivered in close partnership with MDBs and IOs.

Objectives of the report

- Strengthen the quantitative evidence of the role of infrastructure spending as part of previous fiscal stimulus in boosting GDP in the short- to mid-term.
- Collect information on effective approaches drawn from previous situations where infrastructure stimulus supported a strong rebound of economies around the world. This will include results of a structured survey of G20 governments collating emerging thinking on infrastructure policy in G20 economies post COVID-19. It will also include key lessons for the design of transformative infrastructure programmes and their financing.
- Examine options for planning, prioritisation and development of Quality Infrastructure through fiscal measures, as well as ways to mobilise private sector investment in the context of limited fiscal space, with innovative funding and financing approaches to deliver resilient, sustainable and economically efficient infrastructure.
- Examine InfraTech related innovations that could help mitigate pandemic risk and improve the pandemic response. It will include targeting select innovations that have come to the fore in this crisis and examining their implications for detection, spread containment and surge capacity management. Another focus will be on innovations that could support the continuity of operations of critical networks, including resilience to cyber risk.

Timeline

Timeline	Milestones
Before 15 April 2020	Distribution of this note to the IWG for considerations and feedback on scope of work (subject to agreement of G20 Presidency and IWG Co-Chairs)
End of May 2020	Distribution of the key findings and draft report to the IWG
9 June 2020	Presentation at IWG meeting 3

End of June 2020	Report finalisation and inclusion of policy responses and measures in the G20 Action Plan
15 July 2020	Report back to FCBD and FMCBG

5 May 2020 Strategic Council Meeting

3.2 GI Hub Business Plan and Activities for 2020-2021

EXECUTIVE SUMMARY

The GI Hub Business Plan 2019-2020 ends on 30 June 2020, at the end of the Australian financial year.

As agreed by the GI Hub Board in January 2019, Management undertook a review of the operations and activities of the GI Hub over the past twelve months, the results of which are to inform the development of the Business Plan and activities for the coming 2020-2021 financial year.

The 2020-21 Business Plan builds on the achievements and work of the previous year, to further enhance the alignment between the GI Hub's initiatives and the G20 infrastructure agenda, as well as to strengthen partnership, engagement and dissemination efforts.

Given the impact of COVID-19 in recent months, GI Hub management have emphasised the need for the workplan to be flexible and adaptable to the G20's evolving crisis response, to allow the GI Hub to support the G20 as needed.

Throughout April, GI Hub management will provide bilateral briefings to Strategic Council members to seek detailed feedback on the proposed Business Plan, and to ensure the discussion at the virtual meeting is as efficient as possible.

STRATEGIC COUNCIL GUIDANCE SOUGHT

Initiatives and G20 alignment

- Is the new mission statement better aligned with the GI Hub's mandate to support the G20?
- Is the proposed division of activities between G20 Presidency support and the ongoing G20 Agenda appropriate?
- Are the initiatives proposed in the business plan aligned with the G20 and members' infrastructure priorities for the coming year (July 2020 – June 2021) and sufficiently action-oriented?
- From the proposed initiatives, including Alternative Initiatives, which 3 – 5 initiatives do members consider to be the highest priority?
- Are the proposed initiatives relevant to the G20 Agenda in a post-COVID-19 context? Are there other initiatives we should consider that would be valuable for the G20, including for the IWG?
- Are the deliverables of the proposed initiatives the right ones, and ambitious enough to support the G20 Agenda to be further developed, implemented and monitored?
- If some proposed initiatives are not well-aligned with the G20 agenda, are the alternative initiatives the right ones to be considered? Are there further alternatives initiatives that should be considered?
- Do members agree with the creation of an Academic Advisory Panel?
- Do members agree that initiatives relating to the upcoming (2021) G20 Presidency should be discussed at the next Strategic Council meeting (December 2020)?

- Do members have any other suggestions or comments on the proposed initiatives and activities in the FY2020-21 Business Plan?

Members are requested to advise the GI Hub as soon as possible if they would like a bilateral briefing on the business plan and proposed initiatives.

ATTACHMENTS

Attachment A: Background Note and GI Hub Business Plan and activities for 2020-2021 (Draft)

ITEM 3.2 ATTACHMENT A

GI Hub Business Plan and activities 2020-2021

The draft FY2020-21 Business Plan is presented to Strategic Council members for consideration and feedback, supported by a background note.



Global Infrastructure Hub

Consultative draft Business Plan 2020 – 2021

April 2020

A G20 INITIATIVE



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Executive Summary

The 2020-21 Global Infrastructure Hub Business Plan

The 2020-2021 Business Plan builds on **three critical achievements** made in 2019-20:

- The **fundamental transformation program** initiated last year
- The **closer relationship built with the G20** and the G20 Presidency
- The **substantive initiatives completed or nearly completed** in 2019-20

The 2020-21 Business Plan has **four key elements**:

- The activities are explicitly aligned to G20 infrastructure priorities and **organised around four themes**:
 - the **development of infrastructure as an asset class**;
 - the **Quality Infrastructure Investment agenda**;
 - the **InfraTech agenda**; and,
 - **country capacity building and support**.
- Given the significant uncertainty **due to COVID-19** and the role that infrastructure will need to play in the global economic recovery, the Hub's **work program needs to be flexible and adaptable to the G20's evolving crisis response**
- An **increase in the Hub's efforts to engage with public and private stakeholders** to better understand what data, tools and insights are needed
- A **broadening of our dissemination efforts** to reach a wider audience

The GI Hub's journey from launch through transformation to consolidation

2014 – 2018

Launch



Generate insights and guidance on countries' infrastructure needs and capabilities

- Created Outlook and InfraCompass to generate specific insights on the infrastructure financing gap and enabling environment
- Delivered a suite of practical tools and resources for practitioners in the public and private sectors
- Secured renewal of the Mandate and funding for a further four years (2018)

However – there were issues

- Engagement with both the G20 and MDBs was poor
- Certain initiatives alienated some core stakeholders
- Initiatives were not always reflective of the G20 agenda
- There was a lack of focus on impact or value for money
- Internally, the Hub was deeply siloed and there was little collaboration

2019-2020

Transformation



Implementing a new governance and organisational structure and a renewed engagement strategy

- **The new governance structure** established a Strategic Council of G20 members and guests (currently attended by 13 countries)
- **The new organisational structure included** a revised management structure, the recruitment of ~20 new staff across the business, and the establishment of the Toronto office, now fully staffed and operational, well ahead of schedule
- The heart of **the new engagement strategy included a close partnership with the G20** including the Saudi G20 Presidency on their two central infrastructure priorities, active support to and participation in the G20 Finance Track (from Infra Working Group to Ministerial level), and a more active engagement with G20 members to co-create and demonstrate value
- The new engagement strategy also involved **new strategic partnerships** with several entities including the Investor Leadership Network (ILN); SOURCE; several MDBs, academic institutions and governments

This transformation enabled strong delivery of the GI Hub's core agenda, with 13 (out of 17) initiatives fully delivered or close to final delivery

2020-2021

Consolidation



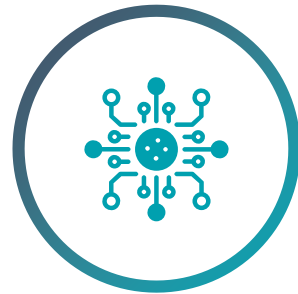
Continue building on the GI Hub's transformation and strengthen our strategic alignment, delivery and engagement

- Focus our workplan by organising it around themes reflective of the G20 infrastructure agenda, allowing for greater synergies across activities
- Retaining flexibility to support the G20 in their response to the economic impacts of COVID-19
- Consolidate and continue building on our relationships with the G20 and MDBs
- Leverage the new infrastructure expertise in the GI Hub team who joined the organisation in 2020 to support a 'centre of excellence' approach around core topics and themes
- Disseminate and embed our initiatives through partnerships and stakeholder outreach, and increased external engagement

We have evolved our mission statement to reflect our greater focus on the G20 infrastructure agenda



Why we are here: To support the G20 to drive an ambitious agenda on sustainable and inclusive infrastructure through action-oriented programmes.



How we deliver: Facilitate infrastructure outcomes by identifying and bridging gaps, aligning efforts, creating partnerships and promoting shared solutions.

To enhance the impact of our initiatives we have identified five action areas for 2020-21 to build on and consolidate the approach developed in 2019-20



Increasing our focus

We had the most impact in areas where we have had the greatest focus – i.e. in supporting the G20 Presidency in the InfraTech agenda (2019-20).

Aligning our focus with the G20 agenda on infrastructure will support optimum delivery against our mandate.



Making core topics multi-year initiatives

The G20's infrastructure agenda is a multi-year agenda.

To best support this, the GI Hub will manage its initiatives in the same way to increase impact.



Improving dissemination and embedding

There is a need to better understand and communicate with our stakeholders beyond the G20.

We need to engage our stakeholders, understand their needs, deliver against these needs, and communicate in a clear and compelling way.



Leveraging digital

We will leverage digital to design, deliver and disseminate our initiatives.



A matrix approach to initiatives

While the pillars have been a useful organisational model for a largely functional team, as we expand the team with more experts, a matrix approach to initiative delivery (taking into account topics and pillars) will allow for greater synergies across aligned topics. Partnerships will remain core to our delivery model.

We divide resources and focus between the long term agenda of the G20,
and the shorter agenda of the Presidency

70%

of our activities support the
broader G20 agenda
on infrastructure

30%





of our activities directly
support the G20 Presidency

Rationale underlying 2020-21 Business Plan

- We have organised our work around four themes, three of which are taken directly from the G20 agenda, and one from our mandate:
 - **Infrastructure as an Asset Class:** Take the pressure off government budgets through increased private sector participation and/or reducing the capital and maintenance costs of infrastructure.
 - **Quality Infrastructure Investment:** Support sustainable growth and development, economic efficiency, environmental considerations, building resilience, social considerations and infrastructure governance.
 - **InfraTech:** Leveraging technology to reduce cost, build in resilience, improve delivery, enhance operation and maximise value to the end users.
 - **Countries and Capabilities:** Ensuring that Governments have the tools and knowledge necessary to deploy infrastructure investment in the most impactful way.
- This Business Plan has also been developed with the current COVID-19 crisis firmly in view, recognising that infrastructure is uniquely placed to support economic recovery. Therefore, flexibility has been built into next year's program to support implementation of the G20 Action Plan.
- Under each theme, initiatives either build on or are supportive of work that the GI Hub has previously undertaken.
- This Business Plan is designed to build a Centre of Excellence (CoE) around core topics or themes, supporting the ambition to develop a stronger relationship with the G20, and to ensure that all initiatives are well disseminated and embedded in our programme to raise awareness and increase usage of our tools.

Overview of the GI Hub Business Plan 2020-2021

Mission To support the G20 to drive an an ambitious agenda on sustainable and inclusive infrastructure through action-oriented programmes

Cross-cutting purpose	G20 <ul style="list-style-type: none">Support the G20 Presidency - in advance (scoping an agenda), during (delivering), and afterwards (monitoring progress on initiatives)Supporting the G20 on infrastructure-related post-COVID-19 economic recovery strategiesInitiatives to be defined by the beginning of each Presidency – representing 30% of activities									
Themes	Infrastructure as an Asset Class  Examining roadblocks to the deployment of private capital, and proposing solutions to them	Quality Infrastructure Investment  Measuring the impact of infrastructure, be it at scale through ESE indicators, or subsets such as women or low income groups	InfraTech  Forward-looking work that identifies trends, disruptors and opportunities in the infrastructure space	Countries and Capabilities  Exploring the challenges that individual countries face, and building capabilities within those countries						
Proposed Initiatives	<ol style="list-style-type: none">1 Advancing Infrastructure Data2 Regulatory Capital Reform3 Ensuring the Viability of the PPP Model post-COVID-194 Outlook¹	<ol style="list-style-type: none">1 Transformative Recovery through Infrastructure2 The Economic Case for Women in Infrastructure	<ol style="list-style-type: none">1 GI Hub InfraTech Centre of Excellence2 InfraChallenge 2.0¹	<ol style="list-style-type: none">1 Case Studies2 Pipeline Transition3 Country Engagements¹4 Africa Infrastructure Fellowship Program¹5 ILN Sustainable Infrastructure Fellowship¹						
Alternative Initiatives	<ol style="list-style-type: none">1 Impact of Electric Vehicles on Fuel Tax Revenue	<ol style="list-style-type: none">1 Circular Economy and Infrastructure	<ol style="list-style-type: none">1 Smart Cities							
2019-20 projects delayed by COVID-19	<ul style="list-style-type: none">Innovative Funding²	<ul style="list-style-type: none">ESE Indicators²	<ul style="list-style-type: none">InfraChallenge 1.0Digital Infrastructure							
Dissemination	<ul style="list-style-type: none">Cross-Border InfrastructurePPP Risk AllocationPPP Contract ManagementProject Preparation GuidanceNational Infrastructure Banks	<ul style="list-style-type: none">Inclusive Infrastructure ToolkitOutput Specifications for QII	<ul style="list-style-type: none">Infrastructure Futures²	<ul style="list-style-type: none">InfraCompass²						
Enablers	<table><tr><td>Dissemination</td><td>Leveraging relevant channels to ensure that the broader infrastructure community is aware of, and engages with our initiatives</td></tr><tr><td>Partnerships</td><td>GI Hub will continue to build and leverage partnerships to deliver impact and embed our tools and insights</td></tr><tr><td>Data</td><td>Collecting and analysing data that informs GI Hub's initiatives and outcomes</td></tr></table>				Dissemination	Leveraging relevant channels to ensure that the broader infrastructure community is aware of, and engages with our initiatives	Partnerships	GI Hub will continue to build and leverage partnerships to deliver impact and embed our tools and insights	Data	Collecting and analysing data that informs GI Hub's initiatives and outcomes
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¹Ongoing initiatives

²Priority dissemination topics

Positioning and approach

1. Positioning and approach

- **The Hub's journey**
- Update 2019-2020
- Governance
- Increased G20 focus for 2020-2021

The GI Hub's journey from launch through transformation to consolidation

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Generate insights and guidance on countries' infrastructure needs and capabilities

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2020-2021

Consolidation



Continue building on the GI Hub's transformation and strengthen our strategic alignment, delivery and engagement

- Focus our workplan by organising it around themes reflective of the G20 infrastructure agenda, allowing for greater synergies across activities
- Retaining flexibility to support the G20 in their response to the economic impacts of COVID-19
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1. Positioning and approach

- The Hub's journey
- **Update 2019-2020**
- Governance
- Increased G20 focus for 2020-2021

What we have delivered in 2019-2020





- We re-positioned the GI Hub closer to the G20, and proactively engaged to help in the development and delivery of the G20's infrastructure agenda
- We significantly improved our engagement with, and support of, the G20 Presidency, with three deliverables in 2020, and one in 2019
- Before the disruptive effects of COVID-19 we were on track to deliver 13 out of 17 initiatives in the 2019-20 Business Plan. As it stands we will deliver 10 of the 17 before year-end, six of which are delivered in partnership with MDBs and/or IOs
- In parallel we rolled out an entirely new operating model as proposed in the 2019-20 Business Plan, to create a high performing and responsive organisation. We:
 - Implemented a reporting framework for organisational performance
 - Implemented agile ways of working
 - Recruited 19 staff and delivered a large HR transformation program
 - Established our office in Toronto
- We organised our initiatives around four pillars:
 1. Facilitating and connecting the infrastructure community
 2. Developing data-driven insights for decision-makers
 3. Providing practical tools and knowledge for practitioners
 4. Thought leadership for better infrastructure

2019-20 Initiatives – Core products which will continue to be disseminated for the remainder of the mandate period





 Initiative	 Status	 Description	 Partners
InfraCompass 2.0	To be launched in June 2020	<p>Analysis on the capability of countries to deliver infrastructure projects, identify priority reforms and pinpoint leading practices across infrastructure governance & institutions, regulatory frameworks, permits, planning, procurement and delivery.</p> <p>InfraCompass 2.0 will expand on the first version by incorporating additional countries and expanding indicators to incorporate the enabling environment for digital infrastructure, and the enabling environment for environmental outcomes in infrastructure</p>	
Outlook	In progress – still at scoping stage	Data-driven insights into the G20 infrastructure agenda, through monitoring of key infrastructure indicators, regular online commentaries, and infrastructure data analytics.	TBD - World Bank, OECD, MDBs
Cross-Border Infrastructure	In progress – to be launched in June 2020	This work will develop a practical reference guide on cross-border infrastructure based on analysis of successful experiences and lessons learned from existing cross-border projects. It will assist infrastructure policy makers and practitioners in addressing the additional considerations and complexities which arise in projects that cross national boundaries.	
Country Programs	In progress	<p>Partnering with countries to help them accelerate development of their capability, capacity and infrastructure markets, including development of a needs analysis approach,</p> <p>The Brazil program is delivered in partnership with IADB, providing targeted capability development support including application of GI Hub tools, and engagement and partnerships with the private sector.</p> <p>The second country is currently being identified, using the framework discussed at the Strategic Council meeting in October</p>	BNDES IADB
Existing Tools Workshop	1 workshop delivered 2 delayed due to COVID-19	West Africa workshop to disseminate GI Hub tools and guidance to their intended audiences and build the capacity of government and wider infrastructure actors across the project lifecycle to help promote the quality and flow of infrastructure development.	UN World Bank AfDB

2019-2020 Initiatives : Multi-year initiatives designed at inception to be active for the remainder of the mandate







 Initiative	 Status	 Description	 Partners
InfraChallenge	In progress, final event postponed from June 2020 to October	Global competition to surface InfraTech ideas to drive digital innovations that can be applied to solve economic or social infrastructure issues and build momentum towards better infrastructure.	MIT Solve
ESE Indicators	In progress	Tool to assess the economic, social and environmental impacts of infrastructure investments.	
Africa Infrastructure Fellowship Program (AIFP)	Ongoing – First cohort start was delayed from April 2020 to October	Program of targeted skills and capacity building for civil servants to help improve planning and procurement of major infrastructure projects in Africa. Th program is a combination of academic and practical classes and workshops, and an intensive practical placement with private sector firms.	Meridiam Ecole National des Ponts et Chaussées IFC MIGA
ILN Sustainable Infrastructure Fellowship Program	Ongoing	The SIFP, in collaboration with the Investor Leadership Network (ILN), is a capacity building program which is focusing on training emerging market public servants (mainly from Latin American countries), by providing them with a formal and tailored infrastructure finance program, in partnership with Schulich Business School at York University in Toronto. The program includes a content and presentations from the institutional investors, as well as a short (2-week) internship.	Schulich School of Business (York University) 14 Institutional investors from 6 countries

2019-2020 Initiatives – G20 Presidency-linked initiatives

 Initiative	 Status	 Description	 Partners
G20 Presidency support	Ongoing	Support the G20 Presidency - in advance (scoping an agenda), during (delivering), and afterwards (monitoring progress on initiatives). Support on infrastructure component of the G20 Action Plan in response to COVID-19.	World Bank OECD ICP
Digital Infrastructure	IWG Deliverable Report to be launched after July 2020	Examining the ways that digital can improve infrastructure outcomes, including by: <ul style="list-style-type: none"> • Improving asset management • Improving policy and program development through analytics, simulation and visualisation • Improving speed and quality of design of new assets • Improving the insights available to decision-makers at all parts of the value chain 	IWG World Bank
Innovative Funding	IWG Deliverable Report to be launched after July 2020	Work to identify and disseminate a range of new approaches and models for the funding of infrastructure. This work will look at new, emerging and innovative funding models which could and are being used to expand the funding base and revenue streams available for infrastructure. This will include models specific to sectors or infrastructure types as well as broader models potentially applicable across infrastructure types	IWG
G20 Action Plan in response to COVID-19	First report to be delivered in June 2020	Direct support to the G20 Action Plan by providing quantitative evidence around the role of infrastructure spending in previous economic downturns, and collecting effective approaches. Additional work triggered by the COVID-19 response will continue in 2020-2021 activities	IOs and MDBs

2019-20 Initiatives – One-off projects

 Initiative	 Status	 Description	 Partners
InfraFutures	Report to be launched in May 2020	Report identifying which topics are likely to impact infrastructure most in the coming years, map activity, identify gaps and facilitate the infrastructure community to align on how to address those topics	WEF

1. Positioning and approach

- The Hub's journey
- Update 2019-2020
- **Governance**
- Increased G20 focus for 2020-2021

Responding to feedback, we implemented a revised Governance structure, strengthening our links to the G20 and streamlining operations

From opaque, administrative and reactive

- Board of Directors only
- G20 Troika, Australia + 2 Independent Directors
- Operationally focused, and reactive
- Non-consultative and lacking transparency
- Disengaged from G20 agenda and discussions
- Limited links to funding partners

To streamlined, strategic and transparent

- Smaller operational Board for administration + Strategic Council made up of G20 members
- Direct G20 input into workplan priorities and activities, and close link to G20 priorities
- Transparency of project development and initiatives, and ongoing consultation
- Direct link to and representation of funders

We brought the G20 into our strategic planning for activities, allowing the Board to focus on governance and operational requirements

Strategic Council

- Direct G20 connection to provide transparency of our activities and priorities
- Open to all G20 member and guest economies
- Representation from MDBs through the chair of the Infrastructure Collaboration Platform
- 2 meetings per year
 - April - Input into activities for the coming year to align with G20 priorities
 - December – Update on progress halfway through financial year + adjusting to ensure alignment with new G20 Presidency priorities



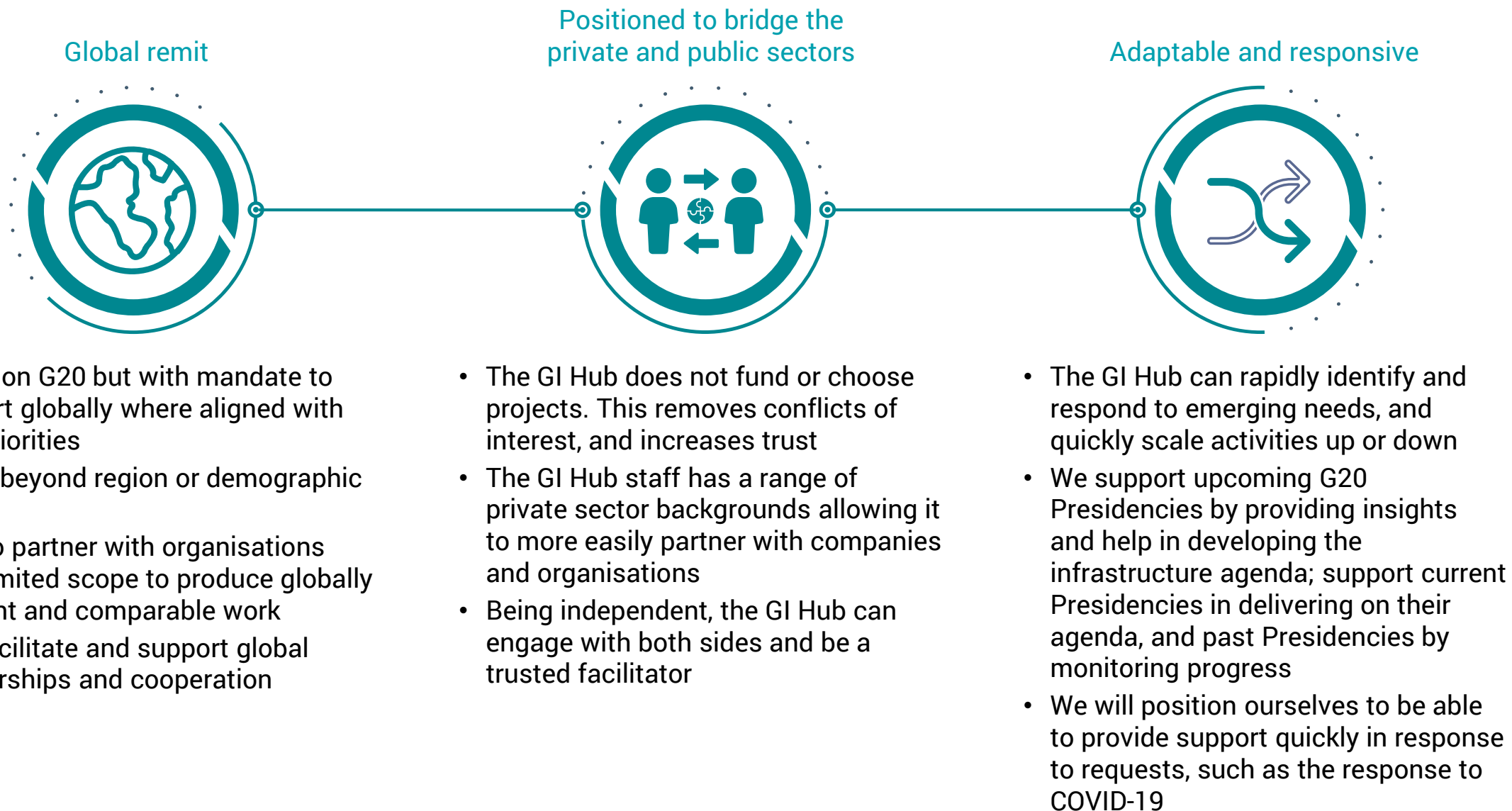
Board of Directors

- Focused on operations and corporate governance requirements
- Composed of funding partners, Independent Directors, and G20 Presidency Troika representative (immediate past-President)
- Quarterly meetings, with flexibility to add further meetings as required
- Responsible for approving budgets and annual reports
- Board members also participate in the Strategic Council to ensure connection and two-way flow of information




1. Positioning and approach

- The Hub's journey
- Update 2019-2020
- Governance
- **Increased G20 focus for 2020-2021**

We have re-centred our purpose around the G20, and made our responsiveness to evolving shocks and challenges a core value



Our relationship with the G20 will drive both our resource allocation and our initiative agenda

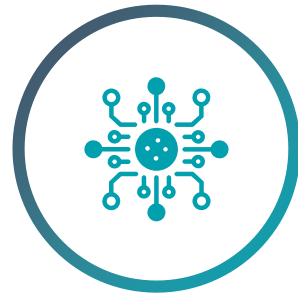
	 Argentina (2018)	 Japan (2019)	 Saudi Arabia (2020)	Italy (2021)
Infrastructure topics/focus	<ul style="list-style-type: none"> Infrastructure for development 	<ul style="list-style-type: none"> Infrastructure for development Ageing populations 	<ul style="list-style-type: none"> COVID-19 immediate response InfraTech Agenda: Utilising the benefits of technology for infrastructure Regulatory frameworks and addressing impediments to creating infrastructure as an asset class Effective implementation of the G20 QII Principles 	Potential topics canvassed in early discussions – Not confirmed: <ul style="list-style-type: none"> Post COVID-19 recovery strategy Maintenance (emphasis on financing for maintenance, and on data) Infrastructure governance Environment / ESG/ SDGs and Infrastructure Resilience against natural disasters Data Regional connectivity in infra projects (to reduce inequality)
Outcomes	<ul style="list-style-type: none"> Endorsed G20 Roadmap to Infrastructure as an Asset Class Endorsed G20 Principles for the Infrastructure Project Preparation Phase 	<ul style="list-style-type: none"> Endorsed G20 Principles for Quality Infrastructure Investment Supporting reference notes Commitment to explore possible QII indicators (2020) 	<ul style="list-style-type: none"> Intention to endorse the InfraTech Agenda, supported by the three reference notes developed by WBG and GIH Intention to endorse the G20/ OECD Asset Manager report 	
GI Hub Involvement	<ul style="list-style-type: none"> Limited involvement beyond participation in IWG meetings Developed best practices reports related to G20 Agenda: <ul style="list-style-type: none"> Project Preparation Inclusive Infrastructure 	<ul style="list-style-type: none"> GI Hub/OECD/World Bank Database of Resources and Facilities for Quality Infrastructure Investment Participation in all FMCBG, FCBD and IWG meetings 	<ul style="list-style-type: none"> Participation in all FMCBG, FCBD and IWG meetings Helped define topics for the agenda and approach to delivery Responsible for 3 deliverables for the IWG Supporting the G20 Action Plan for COVID-19 response 	

The GI Hub is the G20's only dedicated infrastructure body. It has a duty to inform, support, and deliver for the G20 community.

We have evolved our mission statement to reflect our greater focus on the G20 infrastructure agenda



Why we are here: To support the G20 to drive an ambitious agenda on sustainable and inclusive infrastructure through action-oriented programmes.



How we deliver: Facilitate infrastructure outcomes by identifying and bridging gaps, aligning efforts, creating partnerships and promoting shared solutions

Proposed Business Plan for 2020-21

To enhance the impact of our initiatives we have identified five action areas for 2020-21 to build on and consolidate the approach developed in 2019-20



Increasing our focus

We had the most impact in areas where we have had the greatest focus – i.e. in supporting the G20 Presidency in the InfraTech agenda (2019-20).

Aligning our focus with the G20 agenda on infrastructure will support optimum delivery against our mandate.



Making core topics multi-year initiatives

The G20's infrastructure agenda is a multi-year agenda.

To best support this, the GI Hub will manage its initiatives in the same way to increase impact.



Improving dissemination and embedding

There is a need to better understand and communicate with our stakeholders beyond the G20.

We need to engage our stakeholders, understand their needs, deliver against these needs, and communicate in a clear and compelling way.



Leveraging digital

We will leverage digital to design, deliver and disseminate our initiatives.



A matrix approach to initiatives

While the pillars have been a useful organisational model for a largely functional team, as we expand the team with more experts, a matrix approach (taking into account topics and pillars) to initiative delivery will allow for greater synergies across aligned topics.

Partnerships will remain core to our delivery model.

We divide resources and focus between the long term agenda of the G20, and the shorter agenda of the Presidency



70%

of our activities support the
broader G20 agenda
on infrastructure

30%

of our activities directly support
the G20 Presidency

2. Proposed Business Plan for 2020-21

- **Activities**

- Overview of new initiatives for consideration across themes
- Overview of changes to existing initiatives
- Overview of enabling initiatives
- Initiatives detail by theme
- Changes to existing initiatives
- Enabling initiatives
 - Dissemination
 - Consultation
 - Collaboration
 - Marketing & Communication
 - Partnerships
 - Data

Initiatives – supporting rationale

- The following proposed workplan has been designed to build on the GI Hub's existing initiatives, address the G20 infrastructure agenda, and be able to respond to upcoming challenges.
- This workplan has also been created during the COVID-19 crisis. Indications are that the economic impacts will be at least as severe as those encountered during 2008 GFC. Given infrastructure is uniquely placed to support mid- to long-term recovery, we expect part of our next year's programme will be linked to the implementation of the G20 Action Plan in response to Covid-19. As we prepare this plan, the Action Plan has not yet been endorsed.
- We have organised our work around four themes, three of which are taken directly from the G20 agenda, and one from our mandate: Infrastructure as an Asset Class, Quality Infrastructure Investment, InfraTech and Countries and Capabilities.
- Building on our themes we defined four objectives that we felt it was important for our initiatives to support:
 1. **Infrastructure as an Asset Class:** Take the pressure off government budget through increased private sector participation and/or reducing capital and maintenance cost of infrastructure
 2. **Quality Infrastructure Investment:** Support sustainable growth and development, economic efficiency, environmental considerations, building resilience, social considerations and infrastructure governance.
 3. **Infra Tech:** Leveraging technology to reduce cost, build in resilience, improve delivery, enhance operation and maximise value to the end users.
 4. **Countries and Capabilities:** Ensuring that Governments have the tools and knowledge necessary to deploy infrastructure investment in the most impactful way.
- Across each of the themes we have selected initiatives that either build on, or are supportive of, work that the GI Hub has previously undertaken. Our objective is to build a centre of excellence around core topics and themes, supporting the ambition of the GI Hub to develop a USP that is defined both by our relationship to the G20, and the areas where we have developed tools and knowledge. This objective will be supported by our dissemination and embedding programme, to raise awareness and increase usage of our tools.

Overview of the GI Hub Business Plan 2020-2021



Mission To support the G20 to drive an ambitious agenda on sustainable and inclusive infrastructure through action-oriented programmes

Cross-cutting purpose	G20 <ul style="list-style-type: none">Support the G20 Presidency - in advance (scoping an agenda), during (delivering), and afterwards (monitoring progress on initiatives)Supporting the G20 on infrastructure-related post-COVID-19 economic recovery strategiesInitiatives to be defined by the beginning of each Presidency – representing 30% of activities									
Themes	Infrastructure as an Asset Class	Quality Infrastructure Investment	InfraTech	Countries and Capabilities						
	Examining roadblocks to the deployment of private capital, and proposing solutions to them	Measuring the impact of infrastructure, be it at scale through ESE indicators, or subsets such as women or low income groups	Forward-looking work that identifies trends, disruptors and opportunities in the infrastructure space	Exploring the challenges that individual countries face, and building capabilities within those countries						
Proposed Initiatives	<ol style="list-style-type: none">1 Advancing Infrastructure Data2 Regulatory Capital Reform3 Ensuring the Viability of the PPP Model post-COVID-194 Outlook¹	<ol style="list-style-type: none">1 Transformative Recovery through Infrastructure2 The Economic Case for Women in Infrastructure	<ol style="list-style-type: none">1 GI Hub InfraTech Centre of Excellence2 InfraChallenge 2.0¹	<ol style="list-style-type: none">1 Case Studies2 Pipeline Transition3 Country Engagements¹4 Africa Infrastructure Fellowship Program¹5 ILN Sustainable Infrastructure Fellowship¹						
Alternative Initiatives	<ol style="list-style-type: none">1 Impact of Electric Vehicles on Fuel Tax Revenue	<ol style="list-style-type: none">1 Circular Economy and Infrastructure	<ol style="list-style-type: none">1 Smart Cities							
2019-20 projects delayed by COVID-19	<ul style="list-style-type: none">Innovative Funding²	<ul style="list-style-type: none">ESE Indicators²	<ul style="list-style-type: none">InfraChallenge 1.0Digital Infrastructure							
Dissemination	<ul style="list-style-type: none">Cross-Border InfrastructurePPP Risk AllocationPPP Contract ManagementProject Preparation GuidanceNational Infrastructure Banks	<ul style="list-style-type: none">Inclusive Infrastructure ToolkitOutput Specifications for QII	<ul style="list-style-type: none">Infrastructure Futures²	<ul style="list-style-type: none">InfraCompass²						
Enablers	<table><tr><td>Dissemination</td><td>Leveraging relevant channels to ensure that the broader infrastructure community is aware of, and engages with our initiatives</td></tr><tr><td>Partnerships</td><td>GI Hub will continue to build and leverage partnerships to deliver impact and embed our tools and insights</td></tr><tr><td>Data</td><td>Collecting and analysing data that informs GI Hub's initiatives and outcomes</td></tr></table>				Dissemination	Leveraging relevant channels to ensure that the broader infrastructure community is aware of, and engages with our initiatives	Partnerships	GI Hub will continue to build and leverage partnerships to deliver impact and embed our tools and insights	Data	Collecting and analysing data that informs GI Hub's initiatives and outcomes
Dissemination	Leveraging relevant channels to ensure that the broader infrastructure community is aware of, and engages with our initiatives									
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Data	Collecting and analysing data that informs GI Hub's initiatives and outcomes									

¹Ongoing initiatives

²Priority dissemination topics

G20

How we support the Presidency

- We work with countries in advance of their assuming the Presidency, to provide insights and topics for consideration to help them craft an impactful infrastructure agenda, and to provide advice on approaches to delivery
- Actively deliver G20 outputs as agreed with Presidency (Reference notes, stocktakes, databases, and other deliverables)
- We work closely with MDBs and IOs to build partnerships and an integrated approach to support the IWG and Presidency on the deliverables for a given year
- On request, we have the ability to embed a GI Hub team member in the Presidency's infrastructure team
- The GI Hub CEO and senior team engage closely with the Presidency, to provide insights and test ideas
- GI Hub supporting resources, databases, data and research are always made available to Presidencies
- Where appropriate, GI Hub will monitor the implementation of initiatives – e.g. QII Database and Outlook

The following slides lay out the high level detail of our proposed initiatives, alongside alternative initiatives

All the initiatives mentioned in the following slides are proposed for consideration and prioritisation by the Strategic Council

Proposed new initiatives:

Those initiatives that the GI Hub Executive has identified as best fitting the prioritisation framework, delivering on the Hub's overarching outcomes, and meeting the specific aims of the 2020-21 business plan

Alternative initiatives:

Those initiatives that the GI Hub Executive has identified as topics of interest, that also align with outcomes and business plan but were less of a good match when assessed against the prioritisation framework. If the Strategic Council sees fit these can replace proposed initiatives, or these can be added to the proposed workplan, but this will require additional resource.


On-going initiatives:




Those initiatives which were part of last year's business plan, but will be delivered this year and/or which are multi-year initiatives. These initiatives are detailed in 2019-2020 business plan, and provided in annexes to this deck for reference

Infrastructure as an Asset Class

Proposed new initiatives - Overview 1 of 4



 Initiative	 Overview
<div>1</div> <div>Advancing Infrastructure Data</div>	<p>G20 IWG members have noted that a lack of access to reliable investment performance benchmarks is impeding progress on many components of the Roadmap to Infrastructure as an Asset Class. The Infrastructure Data Initiative (IDI) is a proposed holistic approach for addressing data gaps, but has been unable to make significant progress to date due to funding, governance and other issues.</p> <p>A more incremental approach to addressing infrastructure data gaps could make tangible progress in improving infrastructure data and could demonstrate the need for, and viability of, a larger scale IDI. Internal GI Hub research and analysis will create a guidance note that incrementally advances infrastructure data by demonstrating what is currently available publicly and identifying options for filling high priority data gaps.</p>
<div>2</div> <div>Regulatory Capital Assessment</div>	<p>In response to the recommendations of the 2018 G20 Eminent Persons' Group (EPG) report on global financial governance, the Hub will use available infrastructure data sources to evaluate whether the regulatory capital requirements of the banking and insurance industries are aligned to the level of risk inherent in infrastructure investment. If regulatory capital requirements are in excess of historical risk levels, a realignment of regulatory capital requirements could drive increased investment in infrastructure around the world.</p> <p>We will deliver a guidance document that calibrates regulatory capital requirements against historical performance of infrastructure investment, and a process guide that outlines how banking and insurance regulatory changes are made, and how G20 members could navigate adjustments.</p>

 Stakeholders	 Partners	 Impact
Private investors	OECD MDBs Credit rating agencies	Increased investment
Banks, insurance investors	Standard setting bodies	Increased investment

Infrastructure as an Asset Class

Proposed new initiatives - Overview 2 of 4



Initiative	Overview
3 Ensuring Viability of the PPP Model post-COVID-19	<p>PPPs have been one of the most effective mechanisms for crowding private finance into infrastructure, but the model is under threat as some large developers are stepping out of bids for large-scale turn-key projects.</p> <p>As a result of increased complexity and size of PPP contracts in a competitive environment, contractor margin risk has increased significantly. In mature markets, during the period 2000 to 2015, it appears that about half of the contracts generated losses to the fixed price contractors, often well in excess of 20%.</p> <p>In the foreseeable future, this will lead to a severe decline in the ability of the private sector to deliver on PPPs and the wholesale withdrawal of firms from specific markets. At the same time the financial headroom available for government to finance infrastructure projects conventionally on-budget may reduce dramatically in the aftermath of the COVID-19 crisis.</p> <p>We will produce a report to the G20 based on a survey of PPP participants from developers, governments, investors and operators to surface alternative models, alongside policy recommendations</p>



Governments Private Sector – financiers, contractors, investors	Partners	Impact Preservation of PPP Model
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Alternative Initiative*

Impact of Electric Vehicles on Fuel Tax revenues	<p>Car fuel tax, a primary source of income for the Government, averages around 1 percent of GDP and contributes around 5 percent of average government income across OECD countries. In some OECD countries, car fuel tax, based on its favourable collection attributes, makes significantly higher contributions to government budgets. This revenue source is coming under extreme pressure with the roll-out of electric cars.</p> <p>As G20 economies recover from the effects of the COVID-19 induced recession, public budgets will have to be rebalanced again, while at the same time sustainable and resilient growth policies, particularly the adoption of e-mobility, might put increased pressure on public finance by further reducing car fuel tax. Alternative funding options to replace car fuel tax will therefore become a key policy objective.</p>	Governments	Sub-national governments with early experience with widespread e-mobility and corresponding funding models	Alternative funding models implemented
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*to be considered in replacement of one outlined above in this section, to ensure the number of Hub’s initiatives is aligned with its current resources

Quality Infrastructure Investment

Proposed new initiatives - Overview 3 of 4



Initiative



Overview



Stakeholders



Partners



Impact

1

Transformative Recovery through Infrastructure

G20 governments have responded to the current COVID-19 pandemic with unprecedented levels of fiscal response to alleviate the immediate impact and to provide the basis for resumption of growth. While infrastructure-related investments have a limited role to play in this short-term scenario, they will be important drivers for G20 economies to support longer term recovery, harnessing the transformative potential of new technologies to boost competitiveness and supporting quality, equitable and sustainable growth. Working closely with the G20, we will work to:

- 1) Strengthen the quantitative evidence around the role of infrastructure spending as part of previous fiscal stimulus in boosting GDP in the short to mid term
- 2) Collect effective approaches drawn from previous situations where infrastructure stimulus supported a strong rebound of economies around the world
- 3) Provide recommendations around the prioritisation and facilitation of Quality Infrastructure and InfraTech projects through dedicated fiscal and monetary measures to create resilient, sustainable and economically efficient infrastructure
- 4) Provide support to implement these recommendations
- 5) Examine InfraTech related innovations that could help mitigate pandemic risk and improve the pandemic response

Governments

G20 Presidency
G20
Governments
IFIs

Limited resources deployed to deliver the greatest impact

2

The Economic Case for Women in Infrastructure

Building on the GI Hub's Inclusive Infrastructure report and the OECD's policy framework and guidance on women in infrastructure, the GI Hub will publish a report with stylised evidence on the main economic benefits of improving women's inclusiveness in infrastructure. The assessment of gender impacts would be prototyped in the transport sector in the context of specific infrastructure investments, and could be expanded out to other infrastructure sectors in due course.

Governments

WBG
OECD
EBRD

Improved outcomes for both women and the economies they become a more active participant in

Alternative Initiative*

Circular Economy and Infrastructure

45% of global greenhouse gas emissions are contributed through the production and eventual disposal of materials. Using Circular Economy principles in infrastructure could reduce CO2 emissions – compared to an “as is” scenario – by 38%, or 2 billion tonnes, through elimination of waste in buildings and construction, sharing, materials re-use and cement recycling across the four product groups. Extracting maximum value and use of raw materials through waste prevention, eco-design, and re-use can also reduce costs and the reliance of imported of raw materials, an aspect that may become important in a global re-evaluation of cross-border supply chains in the aftermath of COVID-19. We will deliver a stocktake for policy makers on possible near and medium term approaches to circular economy and its alignment with ESG principles of Quality Infrastructure. We will also provide a review and analysis of partnership models and policy incentives for creating circular infrastructure industries and supply chains, and a digest of existing circular economy cases, which could be adapted and scaled up across G20 countries.

Governments
Construction companies

Reduction in CO2, cost and impact of infrastructure

* to be considered in replacement of one outlined above in QII, to ensure the number of Hub's initiatives is aligned with its current resources

InfraTech

Proposed new initiatives - Overview 4 of 4



Initiative



Overview

1

InfraTech Centre of Excellence

- Infratech has been the core focus of the G20 Infrastructure Agenda under the Saudi Arabian G20 Presidency. InfraTech awareness is still low and only a few best practices have been developed. This year we have addressed the knowledge gap by delivering a collection of digital use cases, and contributed to a policy toolkit and some elements outlining the economic case for InfraTech.
- There is an increased interest in InfraTech, particularly from the private sector with a number of early stage infrastructure funds focusing on the InfraTech space. What is missing from the value chain is early stage support of that could help collect, share and disseminate best practices to governments and the broader infrastructure industry.
- The InfraTech case need continued strengthening, and awareness of it should continue to be raised to the infrastructure community in G20 countries and beyond. Given the role of the Hub in designing and delivering part of this year's G20 InfraTech agenda, there is a role for the Hub to ensure its continued implementation.
- Building on its centres of excellence in Sydney and Toronto, the GI Hub could become a Centre of Excellence for InfraTech.
- For 2020-2021 activities, the GI Hub will work closely with the G20 Presidency and G20 members to scope what this centre could be delivering and how.



Stakeholders

Governments
Private sector
investors,
developers



Partners

WBG, and
others TBD



Impact

More and
better
InfraTech
deployment in
infrastructure
projects,
leading to
improved QII
outcomes

Alternative Initiative*

Smart Cities

- Complementary to the G20 Global Smart Cities work this initiative will address the information asymmetries between the public sector, and the owners of the technology and big data that supports smart city development.
- National governments' urban infrastructure funding focuses mostly on enabling cities to build and maintain traditional assets. With the growing digitalisation of infrastructure, public authorities are being called upon to work with new partners and with radically new approaches to infrastructure development. This includes moving beyond engaging external partners on specific assets to engaging partners on district- or precinct-wide programs that involve infrastructure and real estate development, along with a significant set of regulatory changes.
- The Hub would have a unique opportunity to serve as an impartial and trusted third party to evaluate the impacts of smart city development, and analyse various incentive and partnership models (costs and benefits) available to national governments to support smart city infrastructure developments, especially when it relates to innovation and equity.
- The Hub will focus on large scale projects such as Quayside / Songdo, projects with a strong horizontal integration of the infrastructure component or projects strategic to national governments.

Governments

Addressing
information
asymmetries
between cities
and big data

*to be considered in replacement of one outlined above in InfraTech, to ensure the number of Hub's initiatives is aligned with its current resources

Countries and Capabilities

Proposed changes to existing products



Initiative

Framework for
Country
Pipelines



Rationale

The Pipeline was originally mandated in response to the private sector request for more bankable projects.
The assumption was that the transparency offered by a global pipeline of all investable projects would encourage the crowding in of private finance. However, because there hasn't been wholesale buy in from the public or private sectors in both the delivery of a global pipeline, and the usefulness of it, it has not delivered value for money.



Pivot

- 1. Providing countries with pipeline framework**
We will publish both the framework and guidelines on how best to populate a pipeline and will also offer support to those countries who ask for it. We are also exploring making the underlying technology available
- 2. Integrating the pipeline framework into country engagements**
Where requested, we will provide the GI Hub-developed framework alongside training on building and managing a project pipeline. These pipelines will include projects that are at a pre-project preparation stage, as well as those that are being put through the project preparation process. Country engagement also support the embedment of SOURCE within country processes



Stakeholders

Governments



Impact

A robust framework will support countries as they develop publicly available pipelines

Case Studies

Showcase Projects was an initiative designed to allow the GI Hub to share best practices in infrastructure.
However, as of now only 7 projects have been published.
The limiting definition of a project as a 'showcase' suggests that a project need to be near perfect before inclusion, while projects that have challenging elements, or problems that they are unable to overcome are just as valuable to the market in terms of lessons that can be learned.

Rebrand 'Showcase Projects' to 'Case Studies' and publish the 344 case studies that exist across all of the GI Hub's reports and tools.

- We will explore:
- The need to standardise the case studies for easy comparison
 - The categorisation of case studies by their specific best practice – i.e., operations, finance etc.
 - Broader classification frameworks - e.g. by asset type, country, best practice or all the above

Governments
Private sector
investors,
developers

An assessable and clearly categorised case study library of best practices and lessons learnt.

Enablers

Cross-cutting activities



Initiative



Overview



Impact

Dissemination	<p>We will build greater engagement with the GI Hub's initiatives through a number of initiatives:</p> <ul style="list-style-type: none">• Consultation – Improving our understanding of what the ‘top-of-mind’ issues are for our stakeholders• Marketing and Communication - Leverage our improved understanding of stakeholders to communicate value to a broad cohort• Creating digital assets (videos, webinars, infographics) to support dissemination efforts• Using digital tools (CRM and associated metrics) to distribute and collect feedback on initiatives	<p>Building awareness of and buy-in to the GI Hub brand, and overall credibility of the Hub</p>
Partnerships	<p>We have rebuilt our relationship with the G20 over the last twelve months, and we are in the process of doing the same with the MDBs. We have partnered on several initiatives, and these have been useful as proof-of-concept on collaboration. We have a clear engagement strategy and have identified areas of collaboration across the 2020-21 initiatives, and we continue to invite comment and collaboration.</p>	<p>Leveraging partnerships so that the scope of and engagement with our initiatives is deepened and broadened</p>
Data	<p>Data is used strategically to improve the Hub’s product suite – infrastructure data is a product unto itself, e.g. aggregating multiple data sources into one accessible repository; data sharing between our products to create better content; and, a source of insights and opportunity for partnerships with others.</p>	<p>A greater understanding of the infrastructure data available A greater understanding of how infrastructure interventions impact outcomes</p>

2. Proposed Business Plan for 2020-21

- Activities
 - Overview of new initiatives for consideration across themes
 - Overview of changes to existing initiatives
 - Overview of enabling initiatives
- Initiative detail by theme
- Changes to existing initiatives
- Enabling initiatives
 - Dissemination
 - Consultation
 - Collaboration
 - Marketing & Communication
 - Partnerships
 - Data

Advancing Infrastructure Data

Infrastructure as an Asset Class – Initiative 1



Description	<ul style="list-style-type: none">• G20 IWG members have noted that a lack of access to reliable investment performance benchmarks is impeding progress on many components of the Roadmap to Infrastructure as an Asset Class.• The Infrastructure Data Initiative (IDI) is a proposed holistic approach for addressing data gaps, but has been unable to make significant progress to date due to funding, governance and other issues. A more incremental approach to addressing infrastructure data gaps could make tangible progress in improving infrastructure data and could demonstrate the need for, and viability of, a larger scale IDI.• Internal Hub research and analysis will create a guidance note that incrementally advances infrastructure data by demonstrating what is currently available publicly and identifying options for filling high priority data gaps.
G20 Alignment	<ul style="list-style-type: none">• Strong alignment with IWG focus on infrastructure data gaps
Stakeholders	<ul style="list-style-type: none">• Existing sources of infrastructure data, including S&P, EDHECinfra and the project finance consortia managed by Moody's and GEMs• Private infrastructure investors• 2021 G20 Presidency (possible deliverable)
Outputs	<ul style="list-style-type: none">• A guidance note that demonstrates available infrastructure performance data, and which identifies next year's options for filling remaining data gaps
Delivery approach and timing	<ul style="list-style-type: none">• Delivery of working document in second half of 2020, subject to IWG agenda priorities• Potential for follow-up agenda in 2021, to implement possible options for filling high priority data gaps
Resources required	<ul style="list-style-type: none">• Internal resources• Possible budget to purchase data
Success factors	<ul style="list-style-type: none">• Infrastructure Data gap/heat map improved
Lead	<ul style="list-style-type: none">• Chief Economist

Regulatory Capital Reform

Infrastructure as an Asset Class – Initiative 2



Description	<ul style="list-style-type: none">• In response to the recommendations of the 2018 G20 Eminent Persons' Group (EPG) report on global financial governance, the GI Hub will use available infrastructure data sources to evaluate whether the regulatory capital requirements of the banking and insurance industries are aligned to the level of risk inherent in infrastructure investment. This work will build upon the decision of the European Commission to introduce into the Solvency II regulations the concept of "qualifying infrastructure investments" which benefit from a lower capital charge when the project meets certain characteristics consistent with a lower-risk profile, and investigate whether equivalent treatment should be considered for the banking sector and for jurisdictions outside of Europe. If regulatory capital requirements are in excess of historical risk levels, a realignment of regulatory capital requirements could drive increased investment in infrastructure around the world.
G20 Alignment	<ul style="list-style-type: none">• Strong alignment with G20 infrastructure priorities
Stakeholders	<ul style="list-style-type: none">• Private infrastructure investors• Basel Committee on Banking Supervision• International Association of Insurance Supervisors
Outputs	<ul style="list-style-type: none">• A guidance document that calibrates regulatory capital requirements against historical performance of infrastructure investment• A process guide that outlines how banking and insurance regulatory changes are made, and how G20 members could navigate adjustments• Enabling role throughout any potential implementation phase
Delivery approach and timing	<ul style="list-style-type: none">• Delivery of notes in second half of 2020, subject to IWG agenda priorities• Potential implementation phase to be determined
Resources required	<ul style="list-style-type: none">• Internal team• Consultancy to guide/review regulatory capital calculations for banking and insurance industries
Success factors	<ul style="list-style-type: none">• Private infrastructure investor engagement
Lead	<ul style="list-style-type: none">• Chief Economist

Ensuring the Viability of the PPP Model Post-COVID-19

Infrastructure as an Asset Class – Initiative 3

Description	<ul style="list-style-type: none"> The global PPP market is increasingly skewed towards large projects based on bespoke contracts. At the same time, governments have been able to foster lowest bid price competition for complex PPP contracts and have managed these contracts more commercially. As a result of increased complexity and size of PPP contracts in a competitive environment, contractor margin risk has increased significantly. Based on a sample of projects in Australia in the period 2000 to 2015, it appears that about half of the contracts generated losses to the fixed price contractors, often well in excess of 20%. In the foreseeable future, this will lead to a severe decline in the ability of the private sector to deliver on PPPs and the wholesale withdrawal of firms from specific markets. At the same time the financial headroom available for government to finance infrastructure projects conventionally on-budget may reduce dramatically in the aftermath of the COVID-19 crisis, as public budgets will have to be rebalanced and public debt exposures managed tightly.
G20 Alignment	<ul style="list-style-type: none"> The private sector is likely to have to play a significant role in infrastructure delivery in a post-COVID-19 recovery, as the fiscal space for budget-funded infrastructure may become restricted. Therefore, there is a need to look at ways in which more contractors are crowded into infrastructure delivery under models, and where they take risk.
Stakeholders	<ul style="list-style-type: none"> Governments; Private sector – financiers, investors, contractors
Outputs	<ul style="list-style-type: none"> Recommendations to G20 on principles and guidelines for delivery of large PPP projects <ul style="list-style-type: none"> Support addressing cost growth and productivity issues <ul style="list-style-type: none"> Mandating use of best in class technology in PPP tenders; Explore early constructor engagement models; Explore Post-bid optimisation Adjust risk profiles of PPP projects <ul style="list-style-type: none"> Relevant data to be made available to the bidders based on early work contracts; Mainstream contractual pain share/gain share incentives; Introduce an industry-wide national standardisation of contracting forms; Introducing carefully designed last recourse back-stops by governments; Introduce reimbursement mechanisms for costs associated with the granting of permits etc. Human resources initiatives <ul style="list-style-type: none"> Consider increasing investment in education for construction/engineering; Ensure that the public authorities are required to staff their oversight teams for large complex PPP projects in line with project requirements; require the private sector to staff the Project Companies with the required capabilities
Delivery approach and timing	<ul style="list-style-type: none"> Report to the G20 based on a survey of PPP participants from developers, governments, investors and operators to surface alternative models Policy recommendations
Resources required	<ul style="list-style-type: none"> Internal GIH resources and advisors. Use of external consultants for a survey of and interviews with PPP industry players in certain G20 markets
Success factors	<ul style="list-style-type: none"> Up-take by the incoming Italian G20 Presidency of a toolbox of measures to relieve public budget pressure on infrastructure
Lead	<ul style="list-style-type: none"> Chief Content Officer (CCO)

Impact of Electric Vehicles on Fuel Tax Revenues

Infrastructure as an Asset Class – Alternative initiative

Description	<ul style="list-style-type: none"> Car fuel taxes, a primary source of income for many governments, average around 1 per cent of GDP and contributes around 5 per cent of average government income across OECD countries. In some OECD countries, car fuel tax, based on its favorable collection attributes, makes significantly higher contributions to government budgets. This revenue source is coming under extreme pressure with the roll-out of electric cars. Boston Consulting Group estimates (2017) show that sales of electric cars could reach 50% of new car sales by 2030. US based research indicates that by 2030, 35% of US vehicle miles will be travelled by electric vehicles. Together with increased efficiencies of internal combustion engine (ICE) vehicles, this will lead to a rapid decline in fuel tax income and will require governments to rethink entirely the way in which road construction and maintenance is funded. As G20 economies begin to recover from the effects of the COVID-19-induced recession, public budgets will have to be rebalanced again, while at the same time sustainable and resilient growth policies, particularly the adoption of e-mobility, might put increased pressure on public finance by further reducing car fuel tax revenues. Alternative funding options to replace car fuel tax will therefore become a key policy objective.
G20 Alignment	<ul style="list-style-type: none"> Consistent with Italy's interest in financing of infrastructure maintenance (potential 2021 G20 infrastructure topic) Helpful tool to support efforts by G20 governments to return to balanced budgets post COVID-19 crisis
Stakeholders	<ul style="list-style-type: none"> Governments
Outputs	<ul style="list-style-type: none"> G20 paper on alternatives for fuel excise and options to combine new funding models with incentives for sustainable transport A set of guidelines/principles that could help shape the debate on available policy options for treasuries
Delivery approach and timing	<ul style="list-style-type: none"> Contracting of external consultants, close co-operation with OECD on data sets, build-up of relevant use case library Could be delivered as part of the deliverables of the 2021 Italian G20 Presidency (subject to endorsement)
Resources required	<ul style="list-style-type: none"> Internal GIH resources, OECD data sets
Success factors	<ul style="list-style-type: none"> Discussion in G20 IWG/Finance Deputies meetings on alternative funding models to help determine funding policy responses
Partners	<ul style="list-style-type: none"> Outreach to national and sub-national governments with early experience with widespread use of e-mobility and corresponding funding models
Lead	<ul style="list-style-type: none"> Chief Content Officer (CCO)

Transformative Recovery through Infrastructure

Quality Infrastructure Investment – Initiative 1



Description	<ul style="list-style-type: none"> G20 governments have responded to the current COVID-19 pandemic with unprecedented levels of fiscal response to alleviate the immediate impacts and to provide the basis for a resumption of growth. The nature of the supply shock and the resulting need to boost health systems and expenditure, and to support laid-off workers and businesses, imply that infrastructure should not be part of the near-term stimulus and, where possible, spending should be delayed to create fiscal space. However, as the policy challenge turns from response to recovery, infrastructure related investments can become an important driver for G20 economies to support longer term recovery, harnessing the transformative potential of new technologies (InfraTech) to boost competitiveness and supporting quality, equitable and sustainable growth. In mobilising innovation for recovery, the policy and planning framework of G20 governments need to factor in the following elements: lessons learned from infrastructure related investment programmes in the aftermath of the 2008 Global Financial Crisis; the need for a greater role for private sector investment; the requirement for better preparation of more complex future scenarios; a better understanding of the opportunities of technological advances; and a need for scaled-up application of innovative funding and financing models to harness available public and private resources.
G20 Alignment	<ul style="list-style-type: none"> Alignment with QII and Infrastructure as an Asset Class agendas
Stakeholders	<ul style="list-style-type: none"> Governments
Outputs	<ul style="list-style-type: none"> Accessible, evidence-based analysis of successful post-GFC government investment and policy actions related to infrastructure in select G20 countries, and key lessons for the design of transformative infrastructure programmes Select analysis of other comparable rapid infrastructure investments in specific countries and sectors that generated transformative impacts and could provide additional insights Examine InfraTech related innovations that could help mitigate pandemic risk and improve the pandemic response Potential planning and policy directions, based on the findings of InfraTech, Futures, Innovative Funding & Financing reports The results of a structured survey of G20 governments collating emerging thinking of infrastructure policy in G20 economies post-COVID-19
Delivery approach and timing	<ul style="list-style-type: none"> First report to be delivered by end of June 2020 and follow up work and implementation phase in 2020-2021
Resources required	<ul style="list-style-type: none"> Internal GIH resources Global consulting firm
Success factors	<ul style="list-style-type: none"> Availability of report and subsequent use by G20 Finance Deputies in preparing recommendations to G20 Ministers and Leaders
Partners	<ul style="list-style-type: none"> G20 Presidency, G20 governments, selected IFIs. GI Hub to lead
Lead	<ul style="list-style-type: none"> Chief Content Officer (CCO)

The Economic Impact of Women's Inclusiveness in Infrastructure

Quality Infrastructure Investment – Initiative 2



Description	<ul style="list-style-type: none">• Building on the GI Hub's Inclusive Infrastructure report and the OECD's policy framework and guidance on women in infrastructure, the GI Hub will publish a report with stylised evidence on the main economic benefits of improving women's inclusiveness in infrastructure.• The assessment of gender impacts would be prototyped in the transport sector in the context of specific infrastructure investments, and could be expanded out to other infrastructure sectors in due course, depending upon the availability of disaggregated data.
G20 Alignment	<ul style="list-style-type: none">• Aligned with QII agenda
Stakeholders	<ul style="list-style-type: none">• Governments• Researchers and public interest groups
Outputs	<ul style="list-style-type: none">• Short hand tool that is capable of quantifying gender-disaggregated benefits for specific transit projects (requires gender-disaggregated user data)• Presentations and reports to demonstrate the concept and to illustrate the opportunities for future work
Delivery approach and timing	<ul style="list-style-type: none">• Build on GI Hub case studies and OECD and WBG data, alongside other IOs• Expected duration: 12 months
Resources required	<ul style="list-style-type: none">• Core Team: Chief Economist, Senior Economist, Senior Analyst• External consulting support to assist in model development, validation and data integration
Success factors	<ul style="list-style-type: none">• Timely completion of a CBA/IA tool that allows for the quantification of gender-disaggregated benefits, to be piloted in the transport sector in 2020 Q2• Availability of gender-disaggregated data for each specific asset
Partners	<ul style="list-style-type: none">• Data aggregators• CBA/IA consultancies• OECD, WBG, EBRD
Leads	<ul style="list-style-type: none">• Chief Economist

Circular Economy and Infrastructure

Quality Infrastructure Investment – Alternative Initiative

Description	<ul style="list-style-type: none"> Decarbonisation of Infrastructure could become a major driver for countries to meet their commitments under the Paris Agreement. 45% of global greenhouse gas emissions are contributed through the production and eventual disposal of materials. The production and use of four materials alone contribute 21% of global CO2 emissions: cement, steel, aluminium and plastic, all used heavily in infrastructure. Decarbonising infrastructure therefore becomes a key contributor to meeting the Paris Accord's targets. Using Circular Economy principles in infrastructure could reduce CO2 emissions – compared to an “as is” scenario – by 38% or 2 billion tonnes through elimination of waste in buildings and construction, sharing, materials re-use and cement recycling across the four product groups. Infrastructure can also play a significant role in the re-use of hazardous and non-hazardous waste by applying innovative technologies for incorporating such waste safely in materials. Extracting maximum value and use of raw materials through waste prevention, eco-design, and re-use can also reduce costs and the reliance of imported raw materials, an aspect that may become important in a global re-evaluation of cross-border supply chains in the aftermath of COVID-19.
G20 Alignment	<ul style="list-style-type: none"> Aligned with G20's Quality Infrastructure Investment Principles Potential priority of the 2021 Italian G20 Presidency, including ESE and resilience
Stakeholders	<ul style="list-style-type: none"> Governments Construction companies
Outputs	<ul style="list-style-type: none"> Stocktake for policy makers on possible near and medium term approaches to circular economy and its alignment with ESG principles of Quality Infrastructure Review and analysis of partnership models and policy incentives for creating circular infrastructure industries and supply chains Digest of existing circular economy cases, which could be adapted and scaled up across G20 countries
Delivery approach and timing	<ul style="list-style-type: none"> External consultants for cases studies under leadership of GIH Delivery in 2021 (possibly as part of the Italian G20 Presidency)
Resources required	<ul style="list-style-type: none"> External consultants
Success factors	<ul style="list-style-type: none"> Availability of a digestible overview near to medium term policy approaches
Leads	<ul style="list-style-type: none"> Chief Content Officer (CCO)

InfraTech Centre of Excellence

InfraTech – Initiative 1



Description	<ul style="list-style-type: none">• Infratech has been the core focus of the G20 Infrastructure Agenda under the Saudi Arabian G20 Presidency. InfraTech awareness is still low and only a few best practices have been developed. This year we have addressed the knowledge gap by delivering a collection of digital use cases, and contributed to a policy toolkit and some elements outlining the economic case for InfraTech.• There is an increased interest in InfraTech, particularly from the private sector with a number of early stage infrastructure funds focusing on the InfraTech space. What is missing from the value chain is early stage support of that could help collect, share and disseminate best practices to governments and the broader infrastructure industry.• The InfraTech case need continued strengthening, and its awareness should continue to be raised to the infrastructure community in G20 countries and beyond. Given the role of the Hub in designing and delivering part of this year's G20 InfraTech agenda, there is a role for the Hub to ensure its continued implementation.• Building on its centres of excellence in Sydney and Toronto, the GI Hub could become a Centre of Excellence for InfraTech.
G20 Alignment	<ul style="list-style-type: none">• Aligned with the InfraTech Agenda
Stakeholders	<ul style="list-style-type: none">• Governments• Private sector investors, developers
Outputs	<ul style="list-style-type: none">• An Infratech Centre of Excellence (CoE) to expand and disseminate best practices knowledge assembled during the Presidency: Digital Use cases, Digital Value cases and Policy Toolkit• The exploration of Smart Cities would be the first output of CoE• The GI Hub's InfraChallenge initiative will be closely linked with the CoE. The CoE will provide best practices and network support to shortlisted applications, and the CoE will be able to identify new technologies through the InfraChallenge
Delivery approach and timing	<ul style="list-style-type: none">• G20 InfraTech Agenda to be endorsed by the G20 in July 2020• July 2020 to February 2021: Scoping of InfraTech CoE with the Kingdom of Saudi Arabia, the G20 Troika members and other interested G20 members or guests• February 2021 to June 2021: Start implementation
Resources required	<ul style="list-style-type: none">• Scoping stage: Chief Content Officer, Director in charge of InfraTech stream, 1 Analyst• Implementation stage: TBC
Success factors	<ul style="list-style-type: none">• More and better InfraTech deployment in infrastructure projects, leading to improved QII outcomes
Partners	<ul style="list-style-type: none">• World Bank
Lead	<ul style="list-style-type: none">• Chief Content Officer (CCO)

Smart Cities

InfraTech – Alternative Initiative



Description	<ul style="list-style-type: none">• National governments' urban infrastructure funding focuses mostly on enabling cities to build and maintain traditional assets. With the growing digitalisation of infrastructure, public authorities are being called upon to work with new partners and with radically new approaches to infrastructure development. This includes moving beyond engaging external partners on specific assets to engaging partners on district- or precinct-wide programs that involve infrastructure and real estate development, along with a significant set of regulatory changes.• The GI Hub would have a unique opportunity to serve as an impartial and trusted third party to evaluate the impacts of smart city development, and analyse various incentive and partnership models (costs and benefits) available to national governments to support smart city infrastructure developments, especially when it relates to innovation and equity.• The GI Hub will focus on large scale projects such as Quayside / Songdo, projects with a strong horizontal integration of the infrastructure component or projects strategic to national governments.
G20 Alignment	<ul style="list-style-type: none">• Complementary to the G20 Global Smart Cities Alliance (led by the WEF)• The COVID-19 situation is highlighting the potential of digitalisation in making cities' infrastructure and urban economies more resilient to shocks. Some G20 countries are currently use technologies to reduce risks, listing out mechanisms to incentivise them in private sector-led development is valuable
Stakeholders	<ul style="list-style-type: none">• National and local governments• Private sector – tech firms, investors
Outputs	<ul style="list-style-type: none">• Analysis of the costs and benefits, incentive and partnership models of smart city development presented through documents, online tools, workshops
Delivery approach and timing	<ul style="list-style-type: none">• May be delivered as part of the CoE
Resources required	<ul style="list-style-type: none">• GIH Internal Resources, Global consulting firm
Success factors	<ul style="list-style-type: none">• This would require the GI Hub to have a mandate from the G20 to investigate smart city development on behalf of public authorities around the world, and to use that mandate to secure a certain level of privileged access from city governments and technology providers
Lead	<ul style="list-style-type: none">• Chief Content Officer (CCO)

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We will mothball the Project Pipeline in its existing format, and will make the underlying framework available to countries looking for support designing an effective domestic pipeline of projects



From

The Global Project Pipeline

The Pipeline was part of the original mandate for the Global Infrastructure Hub, included as a response to the private sector request for more bankable projects. The assumption was that the transparency offered by a global pipeline of all investable projects would encourage the crowding in of private finance. However the reality of both the delivery of a global pipeline, and the usefulness of it have not delivered value for money.

- The Pipeline has been up and running on the GI Hub website for almost three years. In that time 16 G20 countries, and 40 non-G20 countries have added at least one project, and only Mexico has input its complete pipeline.
- Private sector feedback suggests a global pipeline isn't the solution, especially one where the bankability of projects is not clear. Given that investors usually have a regional focus, countries' stand-alone pipelines are seen as valuable where they exist.
- Active investors are often engaged in deal making activities, working closely with governments to develop deals that meet their own investment criteria. There is little appetite to then see these projects listed on a publicly available pipeline, and if they were this would be a deterrent to the upfront investment of time and resources that is needed to get challenging projects to market.

To

Providing countries with a pipeline framework

The pipeline is a robust framework that can be deployed by individual countries to create and manage their own pipeline of projects.

We will publish both the framework and guidelines on how best to populate a pipeline and will also offer support to those countries who ask for it.

We are also exploring making the underlying technology available

Integrating the pipeline framework into country engagements

Where requested we will provide the GI Hub developed framework alongside training on building and managing a project pipeline.

These pipelines will include projects that are at a pre-project preparation stage, as well as those that are being put through the project preparation process.

Our country engagements are supporting the integration of SOURCE which is a tool to help build pipelines and promote strong governance for projects.

Showcase Projects on the GI Hub website was designed to share best practice across the industry. However, most of our useful IP on best practice doesn’t appear under this heading. Rather, it is in case studies dispersed across our various tool and reports. This makes it challenging to find, and compare, these insights.

In the original website design an area was set aside to highlight ‘Showcase Projects’, but this has only been intermittently updated. The need to only include ‘showcase’ projects is limiting. The definition of a project as a ‘showcase’ suggests that a project needs to be near-perfect before inclusion, while in reality projects that have challenging elements, or problems that they are unable to overcome, are just as valuable to the market in the learnings they can provide. Additionally there hasn’t been resource dedicated to manage this.

However, the GI Hub has produced a large number of case studies over time as part of various initiatives, and these could be published individually.

We are exploring the technical and UX implication of doing this, including:

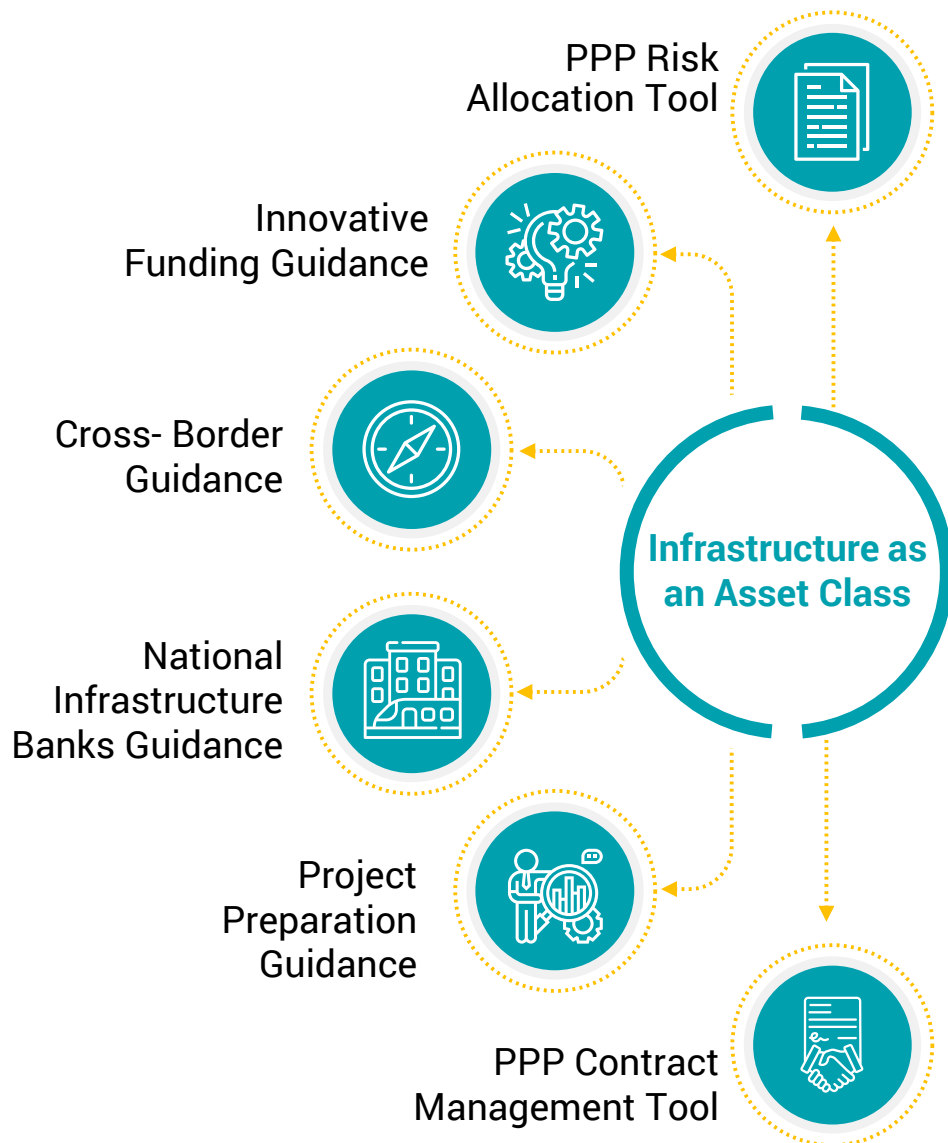
- How can a classification framework be deployed?
- How can we make it clear why each case study was selected – i.e. is this best practice in operations, finance etc.?
- How should we categorise case studies - by asset type, country, best practice, or all of the above?

Existing Initiatives	
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National Infra Banks	11
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Over the last four years the Hub has delivered a suite of tools addressing the issue of Infrastructure as an Asset Class. They are building on the existing body of knowledge, and have been well received by the infrastructure community



PPP Risk Allocation Tool serves as a reference guide for governments and other relevant stakeholders in deciding on the appropriate allocation of project risks in a given PPP project, as well as potential risk mitigation measures. The guide is made up of 18 annotated risk allocation matrices each specifically tailored to a given project type (such as a road, airport, solar plants or hospital project). First published in 2016, it was updated in 2019, and is available online.

Innovative Funding Guidance Identifies and disseminate a range of new approaches and models for the funding of infrastructure. This work will look at new, emerging and innovative funding models which could and are being used to expand the funding base and revenue streams available for infrastructure. This will include models specific to sectors or infrastructure types as well as broader models potentially applicable across infrastructure types*

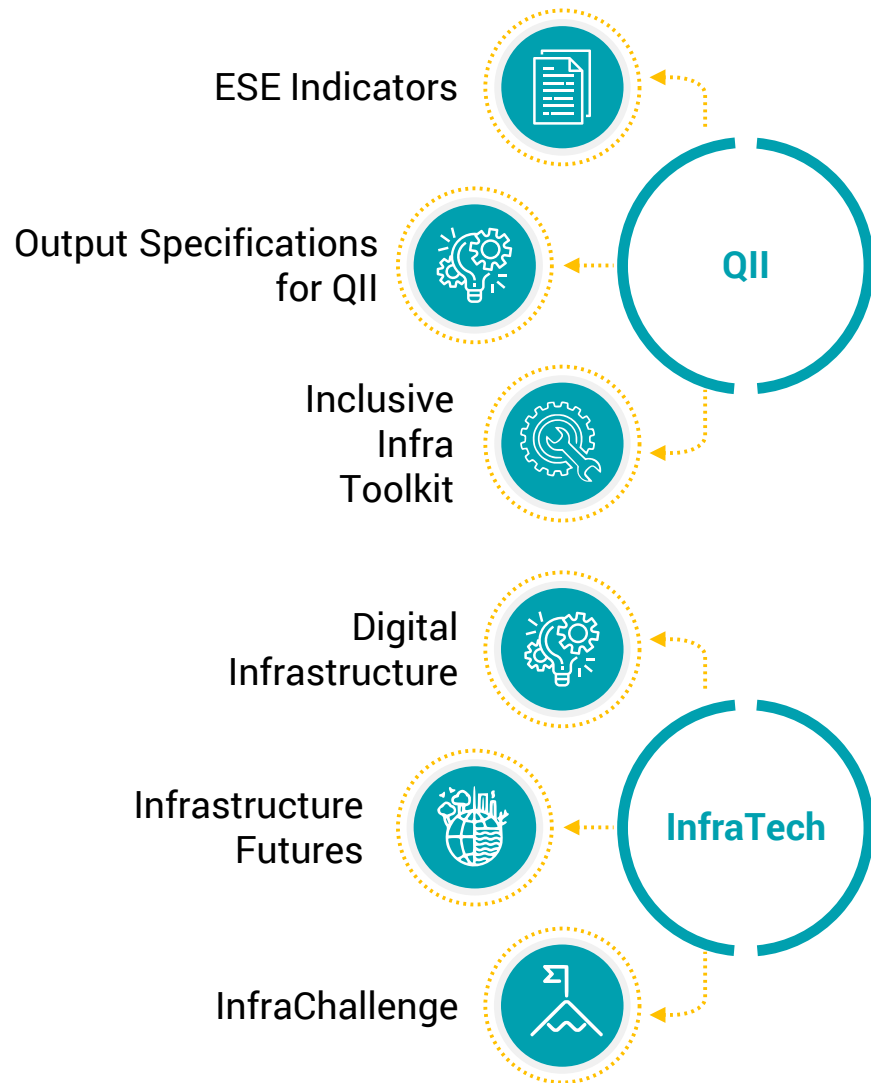
Cross Border Guidance is a practical reference guide on cross-border infrastructure based on analysis of successful experiences and lessons learned from existing cross-border projects. It will assist infrastructure policy makers and practitioners in addressing the additional considerations and complexities which arise in projects that cross national boundaries.*

National Infrastructure Bank Guidance is designed to assist governments interested in establishing, or reforming, a NIB or similar financing facility to target government policies and maximise the impact that infrastructure banks can have in delivering quality infrastructure projects, encouraging private investment and providing value for end users.

Project Preparation is designed to assist governments to better plan the early stages of infrastructure projects to better support the development of sustainable, bankable and procurement-ready projects.

PPP Contract Management Tool provides practical guidance to government officials responsible for managing public-private partnership (PPP) contracts and concession contracts during construction and operations, based on extensive data and real-life case studies. It is jointly developed with the WBG, and was launched in 2019.

More recently we have extended our focus to reflect the Quality Infrastructure Investment and InfraTech agendas



ESE Indicators will present an enhanced approach to Cost Benefit Analysis by adding specific additional indicators that relate to environmental and social outcomes. The transport sector has been used as a pilot, with the initial results to be released in the second half of 2020.

Output Specifications for the Quality Infrastructure Investment is a reference guide which supports quality infrastructure investment by providing a baseline for global best practice in the development of output specifications.

Inclusive Infrastructure Toolkit – The Reference Guide on Inclusive Infrastructure and Social Equity is a tool that presents a practical evidence-based framework for practitioners to maximise the impact of infrastructure investment on reducing inequality and promoting shared prosperity. In 2020, in partnership with the EBRD, we plan to create an extension of this tool to be used at project level.

Digital Infrastructure – to be delivered in the second half 2020 - building on our work on InfraTech for the G20, we have assembled a large database of digital use cases, and will continue to expand this, sharing knowledge and best practices with both governments and the private sector.

Infrastructure Futures – to be delivered in June 2020 – is an analysis of mega trends identified through a survey of more than 500 top-level infrastructure experts. Based on this analysis we have developed thought-provoking scenarios to start a discussion around reforms that need to happen to support the future of infrastructure.

InfraChallenge is a ground-breaking competition that called for digital innovations that can be applied to solve economic or social infrastructure issues and build momentum towards better infrastructure. This initiative intends to create a community around Infratech solutions. The winner of the inaugural competition will be announced in October 2020.

Dissemination is a key factor in driving the impact of our initiatives, as it supports the broadest embedding of our tools and reports. We will leverage three areas to support this:

Consultation



- Establishing an Academic Advisory Panel
- Establishing a Private Sector Advisory Panel
- Establishing project/initiative Advisory Panels

Collaboration & Partnerships



- Collaboration: working on a single initiative with an MDB, IO or Government to develop and disseminate that initiative
- Partnerships: Longer term strategic partnerships that focus on a number of initiatives, possibly building off a single theme

Marketing & Communication



- Stakeholder engagement
- CRM implementation and population
- Marketing plans leveraging digital
- Enhanced use of multiple communication channels

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We will be identifying engaged members of the private sector and academic communities to act as sounding boards for the GI Hub's initiatives and workplans

Academic Advisory Panel



- Provides a forum for the GI Hub to gather inputs and feedback from the academic infrastructure community, including finance, engineering, project management, economics etc.
- The panel will:
 - Provide advice and input into GI Hub products or initiatives, and potentially partner on development and delivery
 - Provide insight and information to help inform debates at the G20 table, and present perspectives beyond those of MDBs or IOs
 - Where appropriate, provide data and evidence on issues and topics that are being considered by the GI Hub or the G20
- Voluntary, and non-exclusive, with geographical and sectoral diversity.

Private Sector Advisory Panel



- Provides a forum for the GI Hub to gather inputs and feedback from the global private sector on its initiatives and projects.
- The panel will
 - Provide a mechanism for gathering private sector views on topics that are being considered or discussed by the G20
 - Provide insight and information to help inform debates at the G20 table, without crossing into lobbying
 - Where appropriate, provide data and evidence on issues and topics that are being considered by the GI Hub or the G20
- Voluntary, and non-exclusive, with geographical and sectoral diversity.

As part of our new stakeholder focused initiative development we will also have project specific advisors to help us shape, and disseminate, initiatives



Project/Initiative Advisory Panels

- Small groups of key stakeholders and experts relevant to a project

Planning



- Is there a need
- Is this being done elsewhere

Design



- What are the specific questions/issues that need to be addressed
- How are these best answered
- What should the outputs look like

Delivery



- Regular check in on progress to ensure that a project continues to deliver against the brief
- Answer ad hoc team questions
- Act as peer review process

Dissemination



- Act as advocates for the work, supporting dissemination efforts

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Over half of 2019-20's work programme was delivered in partnerships with MDBs, IOs and the private sector. We expect to build on this in 2020-21.



Partner(s)



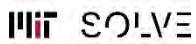
Delivered



- **IADB and BNDES:** Designed and started work on a program of country-specific support to Brazil, with a focus on the port sector*



- **Meridiam, ENPC, IFC, MIGA** and others: Designed and delivered the first Africa Infrastructure Fellowship Program*



- **MIT Solve** and others: Designed and planned the first global InfraChallenge event*



- **WEF:** Created the Infrastructure Futures report to challenge the sector to think about future scenarios and begin planning



- **World Bank:** Delivered a Use Case Library for InfraTech



- **UN, World Bank, AfDB** and others: Delivered a multi-tool workshop in West Africa

* - Initiatives impacted or delayed by COVID-19

2. Proposed Business Plan for 2020-21

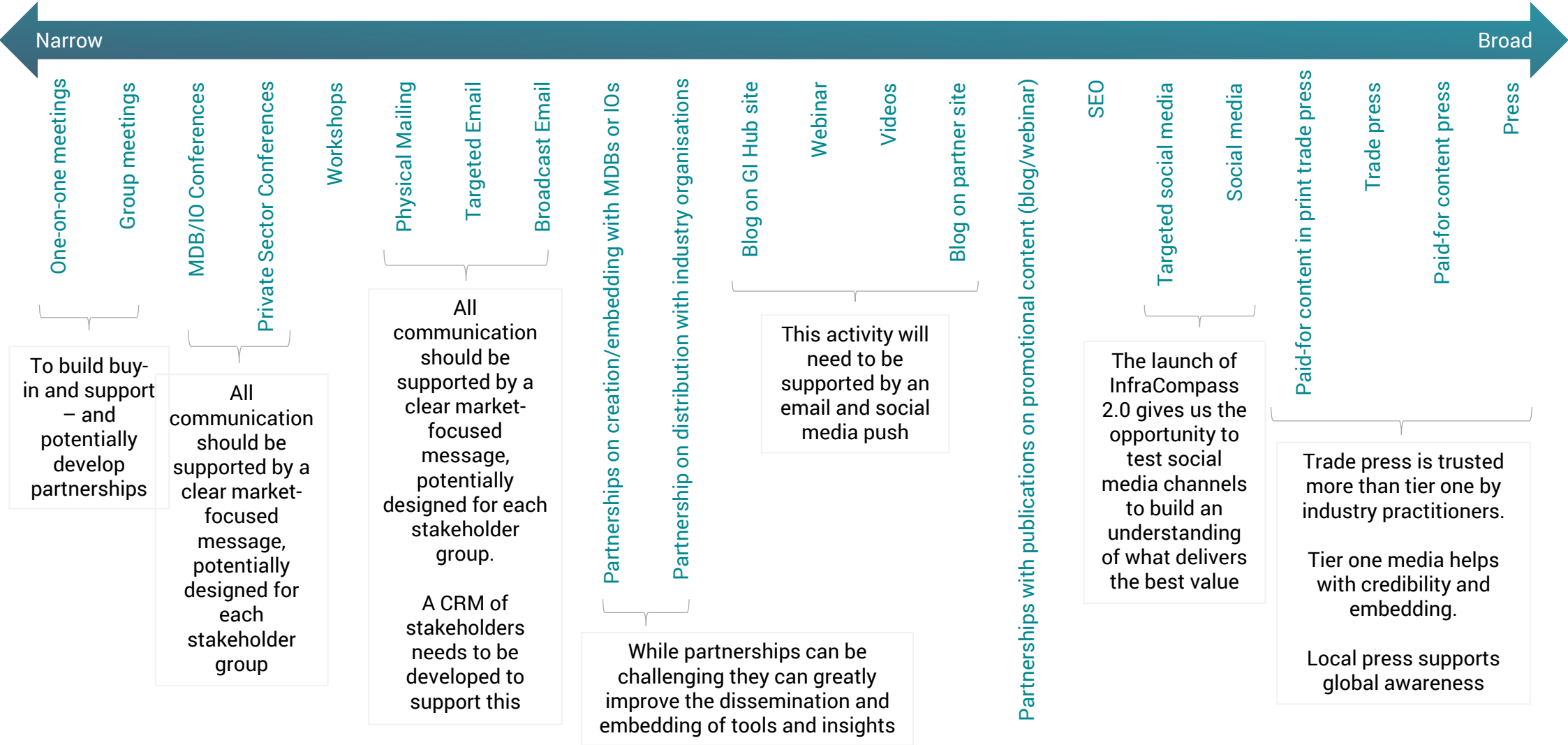
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Our focus for the last year has been rebuilding our relationships with the G20, the IWG and the MDBs. This year we will be extending this focus to the broader infrastructure community.



Current hierarchy of awareness		Status	Next steps
Good	G20	<ul style="list-style-type: none">Good: Improved awareness and collaboration. The explicit alignment of the GI Hub's agenda to the G20's will support the further growth of these relationships	<ul style="list-style-type: none">Support the G20 in developing and delivering against its infrastructure agendaContinued collaboration on Country Programs
	Presidency		
	IWG		
Improved	MDBs	<ul style="list-style-type: none">Improved: While there has also been improved cooperation with these groups, we believe that this can be built upon	<ul style="list-style-type: none">Working with MDBs and IOs to identify areas for possible collaboration or joint dissemination of tools and insights
	IOs		
Developing	Non-G20 Governments	<ul style="list-style-type: none">Developing: We have had limited exposure to governments beyond the G20 and some African nations. Targeted approaches are needed as limited resources are available	<ul style="list-style-type: none">Ensure that there is awareness of the GI Hub tools and insightsWhere appropriate hold workshops
	Private Sector		
		<ul style="list-style-type: none">To be developed: Our engagement with the private sector on a consistent basis is an area for improvement	<ul style="list-style-type: none">Use market research to build a real understanding of where the GI Hub can play a role

We will improve dissemination by ensuring that we are using all appropriate communication channels



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In 20-21 we will work to build strategic long term partnerships with MDB and IOs

Our relationship with the WEF is evolving from a collaboration on a single initiative, the Futures Report, into a more strategic partnership on key themes for both organisations

2019-20	2020-21	Ongoing
<ul style="list-style-type: none">• WEF provided access to their Global Futures Council for infrastructure to provide comment on the report• GIH undertook the scoping, development and testing of the report.	<ul style="list-style-type: none">• Co-hosting an InfraFutures event• Joint media and communications to support dissemination of the Report• More strategic alignment<ul style="list-style-type: none">• Identifying topics that are supportive of both business plans, where collaboration can be strengthened and embedded early	<ul style="list-style-type: none">• Involvement in each others' advisory panels and committees• Collaboration on thought leadership initiatives

We have identified several other organisations to partner with on a number of areas

 <ul style="list-style-type: none">• E-learning• Events and communications• Digital content distribution, specifically around 'Innovative Funding and Financing'	 <ul style="list-style-type: none">• Viability of the PPP model post-COVID-19• Innovative Funding• Events and communications	 <ul style="list-style-type: none">• Women in Infrastructure agenda and events	<p>Infrastructure Collaboration Platform (MDBs)</p> <ul style="list-style-type: none">• G20 priority topics• Infrastructure Data
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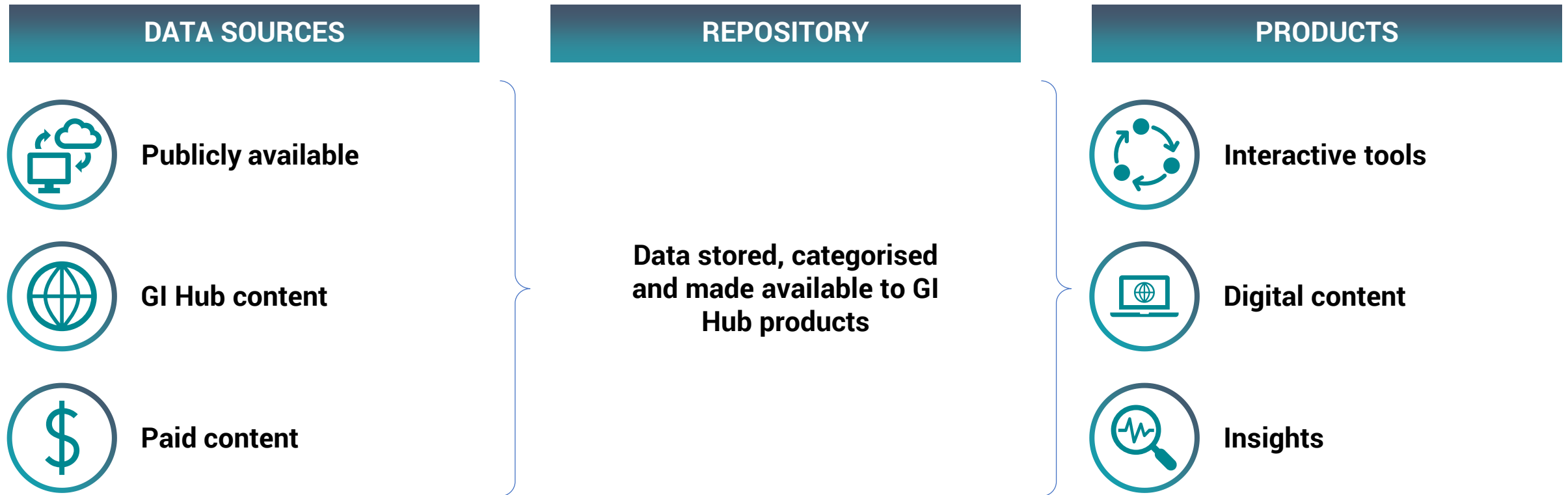
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- **Data**

We will develop a holistic organisational strategy for data, aggregating data from various sources and implementing it across initiatives

Data is used strategically to improve the GI Hub's product suite:

- Infrastructure data is a product unto itself, e.g. aggregating multiple data sources into one accessible repository
- Data sharing between our products to create better content
- Source of insights and opportunity for partnerships with others



Operating Model Adjustments to deliver the 2020-21 plan

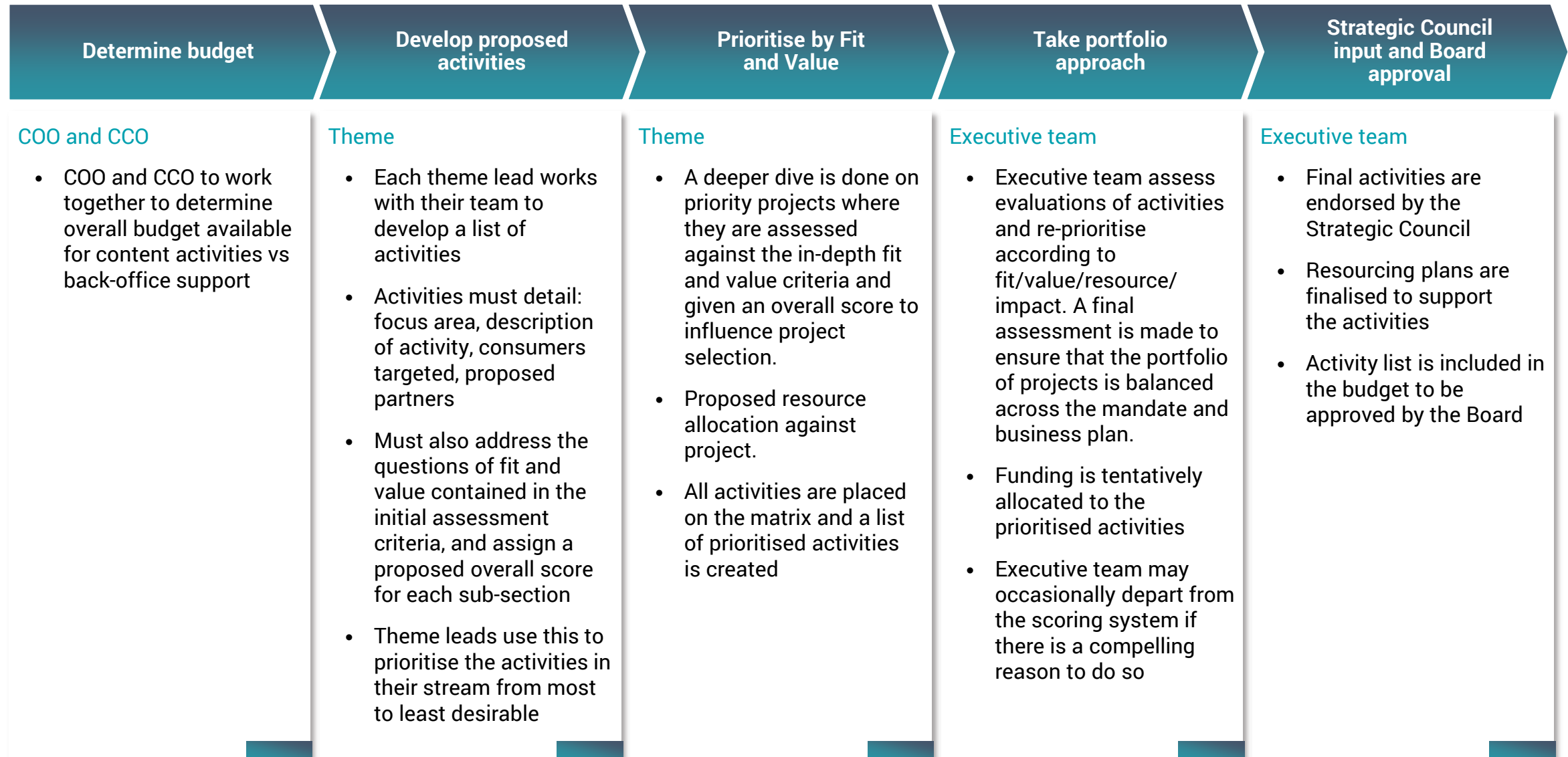
3. Operating Model Adjustments to deliver the 2020-21 plan

- **Updating the decision making framework**
- Matrix approach to initiatives
- Team

A year on from our
initial initiative
prioritisation process,
we have built some
learnings into a
revised process to
improve focus

- Implementing staged assessment criteria that includes go/no go and key assessment questions to be answered up front, as well as the existing Fit and Value criteria
- A more inclusive process to allow G20 engagement through the Strategic Council
- Adding a measure of where the initiative will deliver impact along the infrastructure delivery pipeline
- Building in the thinking around how the initiative can continue to add value post-launch
- Ensuring that there is as much joined up thinking as possible – e.g. if Outlook defines the specific problems, then how does the GI Hub address them?
- A more inclusive process to allow for team engagement and input so that no good ideas are left behind

We have refined the method for prioritising activities with more decision-making power devolved to the team



There are two sets of criteria that initiatives will be measured against before they are progressed to the next stage

Go/No-Go questions



- Does this work align with current G20 or G20 Presidency agenda?
- Does this work align with our Strategic Plan?
- Is the GI Hub best placed to deliver this project?

Overarching assessment questions



Alignment with mandate

- Does this work address key data gaps that matter to investors?
- Does this work build the capacity of officials to improve institutional arrangements for infrastructure?
- Does this work enhance investment opportunities?
- Will the outputs of this work adversely impact stakeholders or partners?

Alignment with business plan

- Does this address and element of the needs framework and/or address a gap?
- Does this work align with or build on other elements of the GI Hub portfolio? Is it complementary to existing work?
- Does this work address information asymmetries and promote collaboration?
- Is there a plan for this workstream that lives beyond delivery/launch?

Ability to deliver

- Does GI Hub have sufficient resources to deliver the activity?
- If external capability is required how readily available is that capability and can we achieve value for money?
- How well do the delivery timeframes align to internal and external cycles (e.g. G20 cycles)?

Reach

- Does the activity involve a partnership with a high priority stakeholder?
- Will this activity address specific needs/concerns of stakeholders?

Impact

- What impact will this work have on GI Hub's outcomes (improved development and delivery of G20 infrastructure agenda, reduce information asymmetries through collaboration on quality infrastructure, improve infrastructure delivery)?
- How strong is the link between the activity and the outcomes? i.e. How likely is the activity to influence the outcome?

The GI Hub's portfolio will be assessed against key criteria and all decisions on activities or investments prioritised according to impact on balance of work



1 Work delivered in partnership

What proportion of the work is being delivered in partnership with key stakeholders?

Mapped against

- G20
- MDBs
- IOs
- National governments and bodies
- Private sector



2 Spread by pillar

What amount of work is being delivered against each theme?

Mapped against

- Infrastructure as an asset class
- QII
- Infra tech
- Countries and capabilities
- Support to G20 presidency



3 Stakeholders served

Which stakeholder groups are being directly addressed by the work?

Mapped against

- G20
- MDBs
- IOs
- National governments and bodies
- Private sector

New



4 Where Impact is delivered

Where is this activity delivering impact?

Mapped against

- Planning
- Financing/
Funding
- Building
- Operating
- Other



5 Applicability of work

Where is the work applicable in terms of national, international, regional levels and by sector?

Mapped against

- National
- Regional
- International
- Private sector—investors
- Private sector-other

3. Operating Model Adjustments to deliver the 2020-21 plan

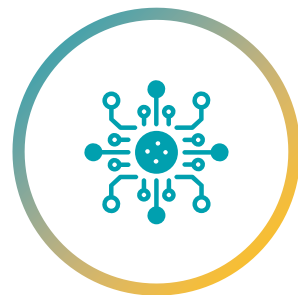
- Updating the decision making framework
- **Matrix approach to initiatives**
- Team

We have been using pillars as the primary organising principle for our work, but to maximise synergies we will pivot to using themes



Themes: Aligned with G20 infrastructure priorities, the GI Hub themes are organising principles.

- They are owned by the Chief Content Officer who defines the program of work for a topic and ensures that learnings and insights are shared across themes
 - Theme leads will oversee all work across a theme
-



Pillars: Pillars become cross-cutting delivery mechanisms: convening, data, insights, and tools.

- Multiple pillars can be deployed across an initiative, to support engagement, dissemination and embedding
- Functional pillar experts (digital, events, marketing, communications) will work with theme leads to ensure that the reach of initiatives is maximised

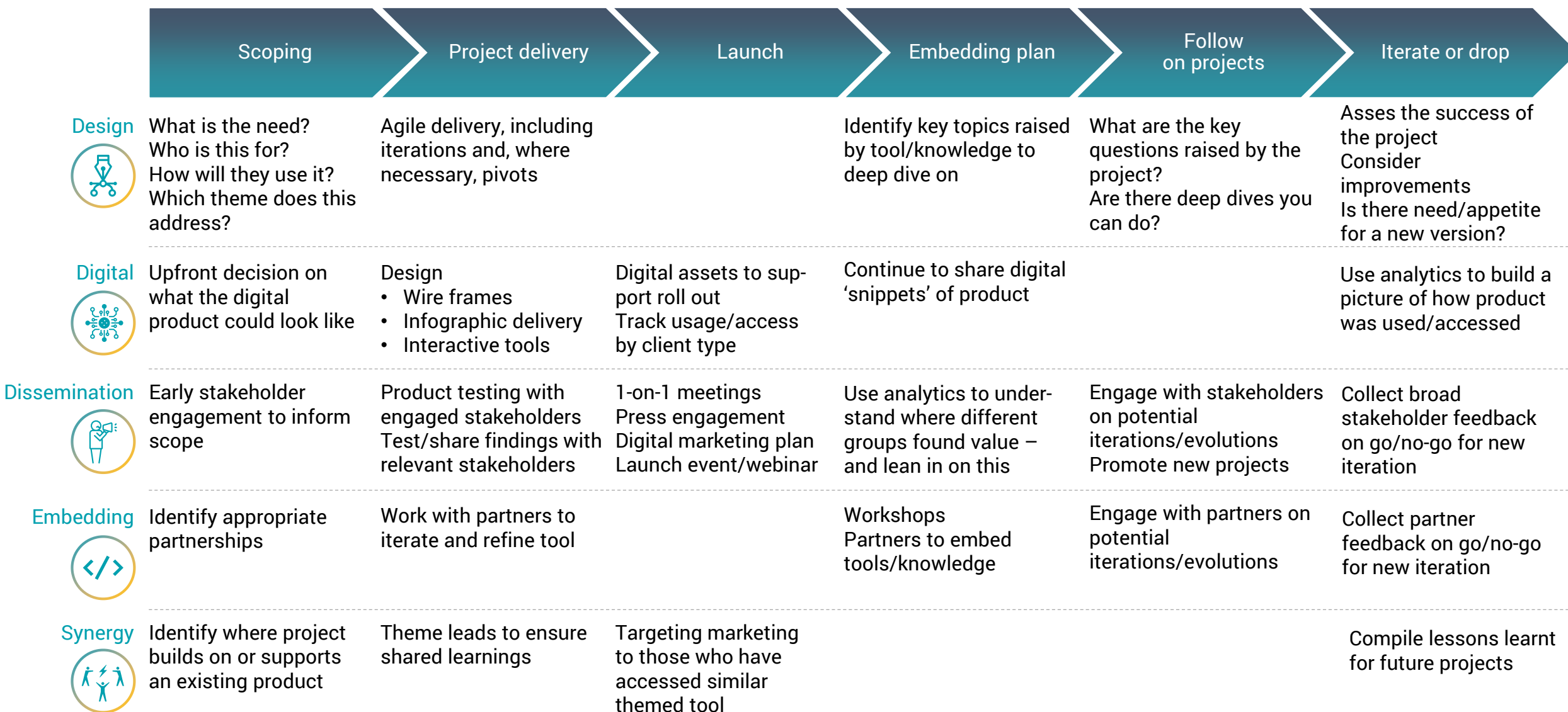
To ensure that we maximise synergies we will be mapping initiative impact across multiple themes

- The interconnectedness of infrastructure means that there is rarely a theme that doesn't impact on other areas of infrastructure delivery.
- We will map each initiatives against all of our themes, and theme managers will be tasked with ensuring that learnings from aligned themes are shared.
- Increasing synergy will mean that we build capabilities across our themes, allowing the Hub to become a true center of excellence in these areas.

		Infrastructure as an asset class	Quality Infrastructure Investment	Infra Tech	Countries & Capabilities
2019 - 2020	Innovative Funding				
	Risk Allocation Tool				
	InfraCompass				
	Country Engagement: Brazil				
	Tools Workshops				
	Africa Infrastructure Fellowship Program (AIFP)				
	Cross Border Collaboration				
	InfraChallenge				
	Digital Infrastructure				
	Infrastructure Futures				
	ESE Indicators				
	InfraOutlook				
2020 - 2021	Advancing Infrastructure Data				
	Regulatory Capital Reform				
	Ensuring the Viability of the PPP Model Post-COVID-19				
	Circular Economy and Infrastructure				
	Impact of Electric Vehicles on Fuel Tax Revenue				
	Investor Leadership Network (ILN)				
	Smart Cities				
	Infrastructure Centre of Excellence				
	The Economic Case for Women in Infrastructure				
Multi Year	ILN				
	AIFP				
	InfraChallenge				
	Advancing Infrastructure Data				
	G20 Support				

Primary theme
 Secondary theme/s

Our product design thinking will be centered on stakeholder need, and this will drive projects through their whole life cycle



We will put digital at the heart of design, delivery and dissemination, supporting broader engagement while reducing our impact on the environment.

Making better use of digital in the way we design and build our initiatives will lead to greater impact

It will also enable us to collect insights on how our stakeholders use and interact with the GI Hub to inform future project development, while reducing our impact on the environment

Improve



Improve accessibility

- Leveraging digital will enable our stakeholders to more easily access the areas of our reports and insights that matter to them.
- A modular approach to delivery will make each element of an initiative accessible on its own, or as part of a larger body of work dependent on the need of the stakeholder.
- Where appropriate, we will utilise infographics, video content and engagement tools to engage our stakeholders through storytelling.

Enable



Enable flexible delivery

- We will be able to publish as we produce valuable content, rather than having to wait on the completion of a report.
- Reports will eventually be compiled from published modules.

Measure



Measure engagement and impact

- The analytics generated by modular delivery will give us insight into which initiatives are generating the most traction, which areas of those initiatives are of more interest, and how different stakeholder groups are using our content. This data will be a feedback loop into new initiative development

Reduce



Reduce environmental impact

- Delivering an increasing number of reports digitally will mean less paper wastage, and reduced CO2 emissions from physical distribution
- We will also explore digital printing options, allowing for printed reports to be produced to meet very specific demands

3. Operating Model Adjustments to deliver the 2020-21 plan

- Updating the decision making framework
- Matrix approach to initiatives
- **Team**

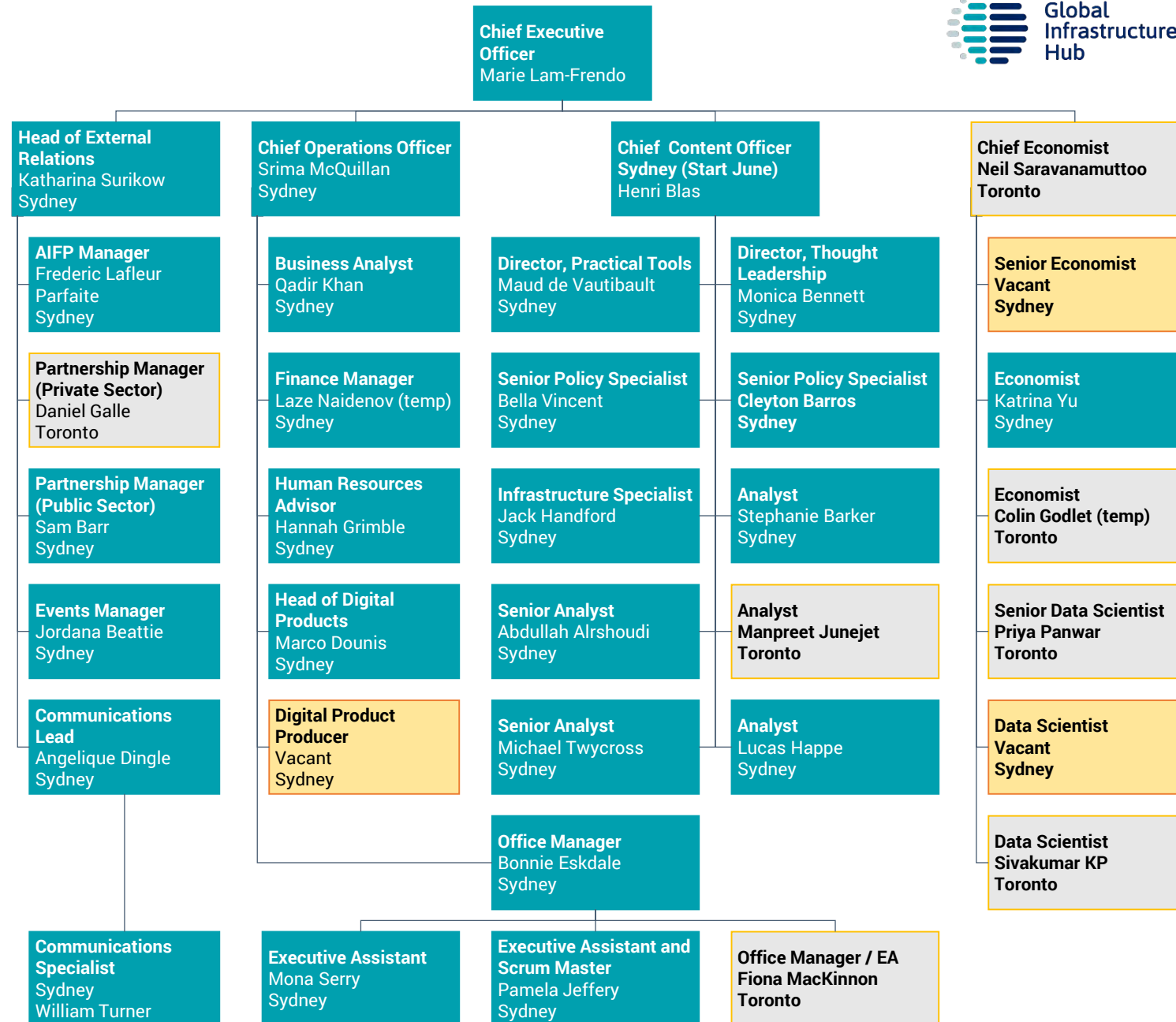
We have hired 19 new people over the last twelve months

Towards the end of 2019-20
our executive is fully staffed for the first time
In this period we also saw the addition of two
content focused team members to further
strengthen the content team

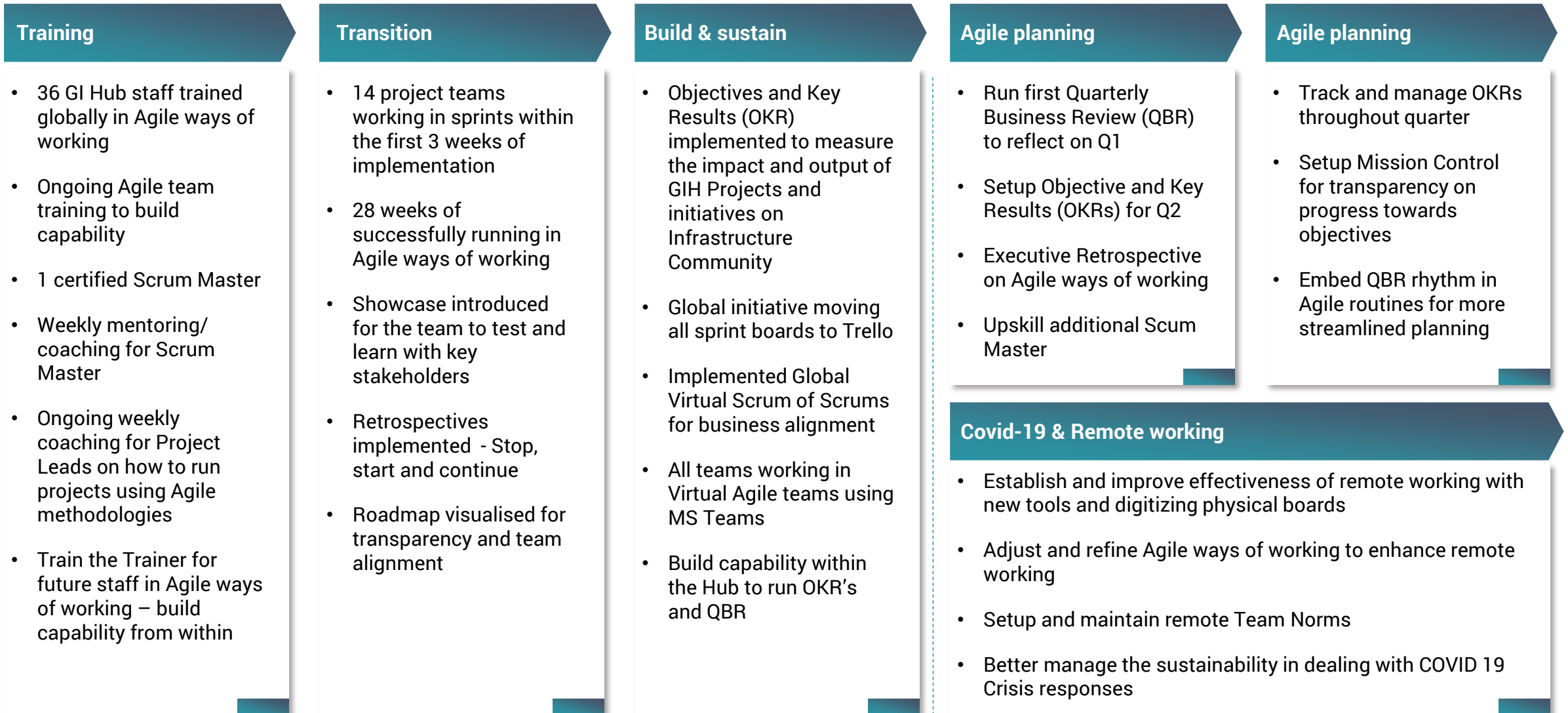
In 20-21 we will hire in two new roles to
support our dissemination and digital pushes:

1. Digital Producer/Information architect to maximise the impact and accessibility of initiatives online
2. Digital Marketer to develop digital content and ensure that all digital channels are leveraged and measured

We will consider whether there is a need for a
content manager to develop bite size, or
digestible assets











Agile had been fully embraced by the team for delivering projects. We will now deploy agile in upfront project design



We are here

ANNEX

On-Going Initiatives

 Theme	 Initiative	 Overview	 Stakeholders	 Potential Partners	 Impact
	4 Outlook	<p>Outlook was created in 2017 to report on the infrastructure financing gap. It has been restructured to provide the three following elements to G20 stakeholders and beyond:</p> <ul style="list-style-type: none">• Monitor - We will identify and then monitor key infrastructure indicators that are of relevance to the G20 agenda. Over time we will add indicators in response to the changing G20 agenda, this is likely to number at least two a year. These indicators will be regularly updated as new data becomes available, and will be measured over a multi-year timeframe.• Commentary - Blog reporting on the findings from monitoring indicators. Blog posts will be short and typically focused around a single issue.• Data tool - an online, user friendly and publicly accessible database that consolidates infrastructure related data from various and relevant sources <p>A prototype for commentary and data tool will be available by end the of June 2020. This is a multi-year initiative.</p>	G20 Infrastructure community	MDBs IOs	Increased investment
	2 Infra-Challenge	<ul style="list-style-type: none">• An innovation event for infrastructure aimed at solving a central challenge or improving delivery around the core theme. The first of these events will focus on digital infrastructure.• Organisations and individuals will be invited to pitch transformational ideas for digital infrastructure or digital enablement of infrastructure. Ideas are submitted in writing and then a one day event is held where the best ideas are presented to a panel of experts and leaders who select the winning idea.• The winning idea will be awarded a GI Hub fellowship, mentorship from MIT, GIH and a mentor community from private sector and academics, and AU\$50,000 to support further development and testing.	G20 Governments Tech companies and entrepreneurs	MIT Solve	Increased investment

On-Going Initiatives

Theme	Initiative	Overview	Stakeholders	Potential Partners	Impact
Countries and Capabilities	3 Country Engagement	<p>Partnering with selected countries to help them accelerate development of their capability, capacity and infrastructure markets. This work will include:</p> <ul style="list-style-type: none"> • Development of a needs analysis approach, which may include identification of appropriate pre-existing platform (e.g. MDB Country Platforms); • Partnership approach with MDBs, IOs, national institutions and others to identify and put in place various support and funding; • Providing targeted capability development support including application of GI Hub tools • Engagement and partnering with the private sector <p>Work started in December 2019 in Brazil. A second country is currently undergoing a needs assessment.</p> <p>The program is a multi-year initiative.</p>	Governments	MDBs IOs	Increased investment
Countries and Capabilities	4 Africa Infrastructure Fellowship Program (AIFP)	<p>Program of targeted skills and capacity building for civil servants to help improve planning and procurement of major infrastructure projects in Africa. It will:</p> <ul style="list-style-type: none"> • Build a common understanding and help bridge the gap between public and private sectors • Give participants the skills, training and tools required to enable them to drive policy and process reforms that improve infrastructure outcomes • Create a lasting network of practitioners to share knowledge and experiences • Help embed the SDGs in the framework for infrastructure procurement and delivery in Africa • The GI Hub acts as the secretariat of the initiative • The program is a multi year initiative 	Governments	Private sector Academic partner MIGA IFC AfDB	Increased Capabilities
Countries and Capabilities	5 Sustainable Infrastructure Fellowship Program (ILN)	<p>Executive leadership program that combines academic and practical experience, for senior-level public-sector officials in emerging markets governments, ministries or agencies responsible for infrastructure planning, development and management in South America, and increasingly in Africa.</p> <ul style="list-style-type: none"> • By better aligning the expectations of planners and investors, the Fellowship seeks to : <ul style="list-style-type: none"> • Enhance the expertise of emerging market leaders in developing sustainable, investment-ready infrastructure projects, and • Give them concrete exposure to the criteria used by institutional investors to evaluate infrastructure investments. <p>The GI Hub is supporting the academic program financially and through lectures and case studies from the GI Hub body of knowledge.</p>	Governments	Institutional investors Academic partner	Increased Capabilities

BACKGROUND NOTE

Global Infrastructure Hub Business Plan 2020 – 2021

The Global Infrastructure Hub (GI Hub) was created by G20 Finance Ministers in 2014 and renewed in 2018, to be a knowledge hub on global infrastructure issues and support the G20 infrastructure agenda. GI Hub is governed by a Board of Directors and guided by a Strategic Council. The Strategic council was established in October 2019. All interested G20 members and guests are welcome to join the Strategic Council.

To operationalise the Strategic Plan approved by the G20 as part of the renewal process, GI Hub, under its new management, developed a new approach to its activities and a comprehensive Business Plan for 2019-20. This was based on consultations with IWG members and the broader infrastructure community and approved by GI Hub's Board in May 2019. Delivery of 13 of the 17 initiatives proposed in that plan is expected to be complete this year (2020) with some minor delays to several initiatives due to the impact of COVID-19 on workshops and travel. The transformation of the organisation envisaged in that plan is also well underway, if not largely complete, including the establishment of the Toronto office, appointment of ~20 new staff and deployment of new operating processes and agile ways of working.

The GI Hub has developed a revised business plan for the 2020-21 financial year, consolidating on the work begun in 2019-20 and continuing to increase the alignment of the GI Hub's activities with the G20's infrastructure agenda, notably the Roadmap to Infrastructure as an Asset Class and the Principles for Quality Infrastructure Investment (QII). It also takes into consideration the current Saudi Arabian G20 Presidency focus on InfraTech.

The 2020-2021 Business Plan builds on the critical achievements made in 2019-20:

- The fundamental transformation program initiated last year;
- The closer relationship built with the G20 and the G20 Presidency;
- The substantive initiatives completed or nearly completed in 2019-20 aligned with G20 Agenda; and,
- A multi-year initiative approach aligned with length of our mandate.

In order to consolidate and build on the progress made in 2019-20, the 2020-21 Business Plan has four key elements:

1. The activities are explicitly aligned to G20 infrastructure priorities and organised around four themes:
 - **Infrastructure as an Asset Class:** Taking pressure off government budgets through increased private sector participation and/or reducing the capital and maintenance costs of infrastructure;
 - **Quality Infrastructure Investment:** Supporting sustainable growth and development, economic efficiency, environmental considerations, building resilience, social considerations and infrastructure governance.

BACKGROUND NOTE

- **InfraTech:** Leveraging technology to reduce cost, build in resilience, improve delivery, enhance operation and maximise value to the end users; and,
 - **Countries and Capabilities:** Ensuring that Governments have the tools and knowledge necessary to deploy infrastructure investment in the most impactful way.
2. Initiatives to directly support the upcoming G20 Presidency – which represents 30% of the GI Hub Activities - will be discussed at the Strategic Council Meeting in December.
 3. Given the significant uncertainty due to COVID-19 and the role that infrastructure will need to play in the global economic recovery, the Hub's work program needs to be flexible and adaptable to the G20's evolving crisis response.
 4. An increase in the Hub's efforts to engage with public and private stakeholders to better understand what data, tools and insights are needed.
 5. A broadening of our dissemination efforts to reach a wider audience.

Across each of the themes we have selected initiatives that either build on, or are supportive of, work that the GI Hub has previously undertaken. Our objective is to build a centre of excellence around core topics, supporting the ambition of the GI Hub to develop a USP that is defined both by our relationship to the G20, and the areas where we have developed tools and knowledge. This objective will be supported by our dissemination and embedding programme, to raise awareness and increase usage of our tools.

Across each theme there are three types of initiatives:

1. **Proposed new initiatives:** initiatives identified as best fitting the prioritisation framework, delivering on the Hub's overarching outcomes, and meeting the specific aims of the 2020-21 business plan.
2. **Alternative initiatives:** initiatives identified as topics of interest, that also align with outcomes and business plan but were less of a good match when assessed against the prioritisation framework. If the Strategic Council sees fit these can replace proposed initiatives, or can be added to the proposed workplan, but this will require additional resourcing.
3. **On-going initiatives:** initiatives included in the 2019-20 business plan which will be delivered this year and/or initiatives which are multi-year initiatives.

THEME 1: INFRASTRUCTURE AS AN ASSET CLASS

1.1 Advancing Infrastructure Data

A guidance note that incrementally advances infrastructure data by demonstrating what is currently available publicly and identifying options for filling high priority data gaps, supporting the work of the Infrastructure Data Initiative. This will also help guiding further data work the Hub will be delivering.

1.2 Regulatory Capital Reform

In response to the recommendations of the 2018 G20 Eminent Persons' Group (EPG) report on global financial governance, the Hub will use available infrastructure data sources to evaluate whether the regulatory capital requirements of the banking and insurance industries are aligned to the level of risk inherent in infrastructure investment, and work with relevant regulatory bodies, including BIS to

BACKGROUND NOTE

propose reforms on how to better align the actual risk and those capital requirements.

We will also engage with private sector to collect their insights. In a post COVID-19 context, with fiscal space heavily constrained, private sector participation will be key to help unlock the infrastructure projects necessary for a mid- to longer-term economic recovery.

The Hub will deliver a guidance document that calibrates regulatory capital requirements against historical performance of infrastructure investment, and a process guide that outlines how banking and insurance regulatory changes are made, and how G20 members could navigate adjustments.

1.3 Ensuring the Viability of the PPP Model post-COVID-19

The PPP model is under threat as increased scale and complexity of contracts has led to some large developers stepping out of bids for large-scale turn-key projects. In a post-COVID-19 environment the ability to the private sector to deliver on PPPs is more important than ever. This initiative will produce a report for the G20 based on a survey of PPP participants from developers, governments, investors and operators to surface alternative models, alongside policy recommendations.

1.4 Outlook (Multi-year initiative)

Outlook was created in 2017 to report on the infrastructure financing gap, and has since been restructured to provide the three following elements to G20 stakeholders and beyond:

- Monitor: A regular update of key indicators of concern to the G20 infrastructure agenda. This monitor will be an online tool and could be published as annual report. Monitor will continue year-on-year as indicators are built up – we are considering at least 2 new indicators per year for the remainder of the mandate.
- Commentary: Published online as a blog on issues of concern to the ongoing G20 infrastructure agenda. Blog posts will be short and typically focused around a single message.
- Data tool: an online, user-friendly and publicly accessible database that consolidates infrastructure related data from various and relevant sources. A prototype for commentary and the data tool will be available by the end of June.

Alternative initiative – Impact of Electric Vehicles on Fuel Tax Revenues

Car fuel tax is a primary source of income for the governments, however this revenue source is coming under extreme pressure with the roll-out of electric cars. Continued adoption of sustainable and resilient growth policies and the adoption of e-mobility will further reduce fuel tax revenues, placing additional pressures on public finances post-COVID-19. This work will explore alternative funding options to replace car fuel tax.

BACKGROUND NOTE

THEME 2: QUALITY INFRASTRUCTURE INVESTMENT

2.1 Transformative Recovery Through Infrastructure

While infrastructure-related investments have a limited role to play in the short-term response to COVID-19, they will be important drivers for G20 economies to support longer term recovery. Working closely with the G20, we will work to:

- Strengthen the quantitative evidence around the role of infrastructure spending as part of previous fiscal stimulus in boosting GDP in the short to mid term
- Collect effective approaches drawn from previous situations where infrastructure stimulus supported a strong rebound of economies around the world
- Provide recommendations around the prioritisation and facilitation of Quality Infrastructure and InfraTech projects through dedicated fiscal and monetary measures to create resilient, sustainable and economically efficient infrastructure
- Examine InfraTech related innovations that could help mitigate pandemic risk and improve the pandemic response
- Provide support to implement these recommendations

2.2 The Economic Case for Women in Infrastructure

The GI Hub will publish a report with stylised evidence on the main economic benefits of improving women's inclusiveness in infrastructure. The assessment of gender impacts would be prototyped in the transport sector in the context of specific infrastructure investments and could be expanded out to other infrastructure sectors in due course.

Alternative initiative – Circular Economy and Infrastructure

45% of global greenhouse gas emissions are contributed through the production and eventual disposal of materials. Using Circular Economy principles in infrastructure could reduce CO2 emissions – compared to an “as is” scenario – by 38%, or 2 billion tonnes, through elimination of waste in buildings and construction, sharing, materials re-use and cement recycling across the four product groups. We propose to deliver a stock-take for policy makers on possible near- and medium-term approaches to circular economy and its alignment with ESG principles of Quality Infrastructure, including the review and analysis of partnership models and policy incentives for creating circular infrastructure industries and supply chains. Digest of existing circular economy cases, which could be adapted and scaled up across G20 countries

BACKGROUND NOTE

THEME 3: INFRA TECH

3.1 GI Hub InfraTech Centre of Excellence

InfraTech awareness is still low and only a few best practices have been developed. There is an increased interest in InfraTech, particularly from the private sector with a number of early stage infrastructure funds focusing on the InfraTech space. What is missing from the value chain is early stage support of that could help collect, share and disseminate best practices to governments and the broader infrastructure industry. Building on its centres of excellence in Sydney and Toronto, the GI Hub could become a Centre of Excellence for InfraTech.

3.2 InfraChallenge (Multi-year initiative)

An annual event where global participants will pitch transformational ideas to solve some of the big infrastructure issues globally. The outcome will be quality infrastructure solutions that drive disruption through innovative thinking. A fellowship for the 'winning' idea will help transform an idea into a practical solution that can be implemented.

Alternative initiative - Smart Cities

Complementary to the G20 Global Smart Cities work this initiative will address the information asymmetries between the public sector and the owners of the technology and big data that supports smart city development. The Hub would serve as an impartial and trusted third party to evaluate the impacts of smart city development, and analyse various incentive and partnership models (costs and benefits) available to national governments to support smart city infrastructure developments, especially when it relates to innovation and equity.

THEME 4: COUNTRIES AND CAPABILITIES

4.1 Case Studies

Showcase Projects was an initiative designed to allow the GI Hub to share best practices in infrastructure. The limiting definition of a project as a 'showcase' suggests that a project need to be near perfect before inclusion, while projects that have challenging elements, or problems that they are unable to overcome are just as valuable to the market in terms of lessons that can be learned. We will re-brand 'Showcase Projects' to 'Case Studies' and publish the 344 case studies that exist across all of the GI Hub's reports and tools.

4.2 Pipeline Transition

The Global Project Pipeline was originally mandated in response to the private sector request for more bankable projects. The assumption was that the transparency offered by a global pipeline of all investable projects would encourage the crowding in of private finance, however lack of buy in from public and private sectors has meant it has not delivered value for money. Instead, we will publish both the framework and guidelines on how best to populate a pipeline and will also offer support to

BACKGROUND NOTE

those countries who ask for it. This framework will be integrated into our country engagements where requested by countries.

4.3 Country Engagements (multi-year initiative)

A program through which GI Hub will work with key partners (e.g. SOURCE and MDBs) to maximise the positive impacts of infrastructure and boost capabilities in countries selected based on a needs assessment. The work will tackle policy roadblocks, help strengthen infrastructure governance and target processes to accelerate quality infrastructure project development.

4.4 Africa Infrastructure Fellowship Program (multi-year initiative)

A tailored training program for African civil servants, delivered by academic experts and infrastructure professionals, that contributes to improving public sector capabilities to develop quality infrastructure projects aligned with the Sustainable Development Goals.

4.5 ILN Sustainable Infrastructure Fellowship Program (multi-year initiative)

The SIFP, in collaboration with the Investor Leadership Network (ILN), is a capacity building program which is focusing on training emerging market public servants (mainly from Latin American countries), by providing them with a formal and tailored infrastructure finance program, in partnership with Schulich Business School at York University in Toronto. The program includes a content and presentations from the institutional investors, as well as a short (2-week) internship.

5 May 2020 Strategic Council Meeting

4. Other Business

BUSINESS RAISED

All Strategic Council members present have the opportunity to raise any matters considered material to the GIH not otherwise discussed during the meeting.

5 May 2020 Strategic Council Meeting

5. Meeting Summary and Close

NEXT MEETING DATE

The next meeting of the Global Infrastructure Hub Ltd. Strategic Council is due to take place in-person, in the margins of the G20 Finance Deputies' meeting in December.

Management will confirm a date in due course, subject to advice from the Presidency and any developments in the response to COVID-19.