Global Infrastructure Hub

Business Plan 2019–22

Global Infrastructure Hub

GI Hub Business Plan 2019-2022 - Overview

Global Infrastructure Hub

Outcomes

| Improved value for money from infrastructure | Increased achievement of social and environmental goals | Improved monitoring and management of performance and outcomes | Increase in the amount of invested capital by 2030 |

Mission

Connecting the global infrastructure community and sharing insights to facilitate delivery of G20 members' economic, social and environmental outcomes through more and better infrastructure

Focus Areas

Core Topics

1 Better connecting the infrastructure community 2 Improving national programs 3 ESG outcomes

Annual Campaigns 2019-20

4 Inclusive Infrastructure 5 Digital Infrastructure

Work Pillars

Facilitating to connect the infrastructure community	Developing data-driven insights for decision-making	Providing practical tools and knowledge for practitioners	Thought leadership for better infrastructure
Facilitate infrastructure outcomes by identifying and bridging gaps, aligning efforts, creating partnerships and promoting shared solutions	Improve the information and insight available to decision-makers at the point of decision	Build capability of practitioners and policy makers to improve infrastructure policy, planning, development, transactions and management	Develop leading thinking for the future of infrastructure and foster innovation on high-value and underserved topics

2019-20 Activities

1 InfraShare	1 ESE indicators and benchmarks	1 Country programs – Brazil and Mexico, including SOURCE partnership	1 Digital infrastructure program
2 Private sector insights series	2 Outlook 2.0	2 Existing tools workshops	2 Innovative funding
3 InfraChallenge	3 InfraCompass 2.0	3 Development of e-learning platform	3 Infrastructure Futures report
4 Support to G20 Presidency	4 Data and analytics requirements for digital infrastructure	4 African Infrastructure Fellowship Program	
		5 Cross-border infrastructure	

The four work pillars are aimed at maximising impact

Global Infrastructure Hub

Facilitating to connect the community

Facilitate infrastructure outcomes by identifying gaps, convening partnerships and promoting shared solutions to common challenges

Under-served area which is well suited to the GI Hub's global mandate
- Ongoing efforts to map the space and facilitate actions

Developing data-driven insights for decision-making

Improve the information and insight available to decision-makers at the point of decision

High value with a clear complementary role for GI Hub
- Not developing our own standards but partnering to align, create usable tools and develop benchmarks and insight

Providing practical tools and knowledge for practitioners

Enhance the capability within infrastructure organisations to improve policy, planning, preparation and delivery

Overcoming disconnect and complementing the work of others
- Bridge public and private sectors
- Partner to create more impactful support for nations using initial partnerships as proofs of concept

Thought leadership for better infrastructure

Foster innovation and development of new ideas that can deliver step changes in infrastructure outcomes

Leading innovation and thinking in high value underserved topics
- Partner to identify new ideas with potential
- Run infrastructure challenges and thought leadership
- Fellowships and scholarships to incubate ideas

The GI Hub plays four roles within these focus areas

Facilitator

Bringing together ideas and bridging gaps between sectors, regions and organisations

Insight creator and disseminator

Developing new insights and capturing and sharing the world's leading knowledge and practice

Advocate

Improving uptake, standardisation and promoting approaches

Thought leader

Identifying innovation, developing new ideas and sharing approaches in critical areas

Focus activities for 2019-2022

Global Infrastructure Hub

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1 — Facilitating to connect the community

Overview and purpose
Facilitate infrastructure outcomes by identifying gaps, convening partnerships and promoting shared solutions to common challenges

Target position by 2022
- Map the efforts of various infrastructure bodies on an annual basis to identify gaps and overlaps
- Facilitate and guide entities to fill the gaps and partner where there is duplication

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2 — Developing data-driven insights for decision-making

Improve the information and insight available to decision-makers at the point of decision

Target position by 2022
- Established strategic partnership with World Bank, MDBs and others, to support alignment of value indicators that are generally agreed and applied
- Benchmarking of performance against value indicators
- National programs and policies have adopted value measures
- Analysis of leading approaches to deliver value created and disseminated

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3 — Providing practical tools and knowledge for practitioners

Enhance the capability within infrastructure organisations to improve policy, planning, preparation and delivery

Target position by 2022
- Develop and operationalise a partnered approach to supporting national capability building
- Capability support approach to have delivered measurable impact in countries
- Integrate leading practices with SOURCE platform
- To have increased understanding and cooperation between the public and private sectors
- Successfully established AIFP and run at least 3 cohorts

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4 — Thought leadership for better infrastructure

Foster innovation and development of new ideas that can deliver step changes in infrastructure outcomes

Target position by 2022
- Establish the GI Hub as one of the leading thinkers in priority topics
- Enhance the use of our data and insights to identify and analyse new trends
- Establish a number of new fora and approaches for innovation in infrastructure

Focus activities for 2019-2022 - Overview

	Topic	Description	Why this topic?
Core topics	**Better connecting the infrastructure community**	Work to bridge gaps, reduce barriers and improve understanding amongst actors within the international infrastructure community	• Central to the GI Hub's remit and USP connecting organisations and knowledge • Reducing barriers and gaps between organisations, sectors and regions will significantly improve infrastructure outcomes
	Improving national programs	Effective functioning of national infrastructure programs, markets and organisations	• Key to the GI Hub's mandate and contribution to supporting G20 outcomes
	ESG outcomes	Data, ideas and analysis to address how infrastructure can most effectively contribute to realisation of the economic, social, environmental and governance goals of nations	• Area with the greatest potential to improve the quality of infrastructure and its contribution to national and international goals
Campaigns 19-20	**Inclusive Infrastructure**	Infrastructure which enhances positive outcomes in social inclusivity and ensures that no individual, community, or social group is left behind or prevented from benefiting from improved infrastructure	• Critical to determining broader impacts of infrastructure • High value but under-served topic
	Digital Infrastructure	Transformation towards digitally enabled infrastructure through the use of data, analytics, sensors and visualisation technologies	• High value but under-served topic • Greatest potential to transform infrastructure volumes and ability to realise outcomes • Potential to redefine and reduce the investment gap by increasing impact and reducing cost of infrastructure – both existing and future

Our approach to defining and managing work activities

GI Hub activities will be delivered through work pillars and focus on high-value topics

Pillars

The roles that the GI Hub plays in the infrastructure ecosystem

- Pillars include work on multiple topics, deploying efforts to undertake that role where it is required
- Pillar lead oversees all work within that pillar

Topics

The highest value themes around which GI Hub activities will be focused

- Owned by the Chief Content Officer who defines the program of work for a topic and ensures the goals for a topic are being met

Topics consist of

1. Core topics: On-going topics that underpin the GI Hub's work in the long-term
2. Campaigns: Time-bound topics determined to be high value but under-served areas where the GI Hub's capabilities can add value

Products and activities for the next 12 months

Global Infrastructure Hub

Topics	Facilitate	Develop Insights	Provide practical tools and knowledge	Thought leadership
Core topics — Better connecting the infrastructure community	• InfraShare • Support to G20 Presidency		• Existing tools workshops • Cross-border infrastructure	• Futures forum and report
ESG outcomes		• ESE indicators and benchmarks • Hackathon and fellowship		
Improving national programs	• Private sector insights series	• Outlook 2.0 • InfraCompass 2.0	• Country programs – 2 countries including SOURCE partnership • AIFP and ILN • E-learning	• Innovative funding program
Campaigns — Digital Infrastructure	• InfraChallenge	• Data and analytics requirements	• Proofs of concepts/ trials • Enablers of digital infrastructure	• Digital infrastructure framework • Technology to optimize asset management
Inclusive Infrastructure		• Indicators and benchmarks for inclusivity	• Inclusive infrastructure workshops	

Green = New initiative   Grey = Ongoing initiative

Overview: Pillar 1: Facilitating to connect the infrastructure community

Facilitating to connect the infrastructure community

Description

Better connecting the infrastructure community in order to maximise the impact of efforts to deliver more and better infrastructure. This will be achieved by:
- Working to align understanding of the efforts needed to deliver more and better infrastructure that can deliver on economic, social and environmental outcomes
- Improving awareness and understanding of efforts being undertaken
- Supporting and promoting partnerships

Purpose

To increase the amount of infrastructure built and how well that infrastructure delivers outcomes by:
- Creating a shared understanding of the work activities required to deliver more and better infrastructure
- Aligning the efforts of actors within the community to remove duplication, address gaps and ensure investment and activities are as effective as possible
- Promoting collaboration and alignment of capabilities to areas of need and effective delivery of activities
- Bridging gaps between sectors and regions, in particular between the public and private sectors, to improve understanding, promote sharing of knowledge and support appropriate partnerships

Expected activities and approach

On an on-going basis this work will provide:
- An annual mapping of the activities of key players within the infrastructure community
- A forum for actors to be made aware of and share activities
- A series of activities to bring the private sector voice to key governmental and international fora
- Regular analysis of the needs, attitudes and ideas of the private sector
- Tools to share knowledge and best practice across sectors and regions

2019-20 initiatives

- InfraShare
- Private sector insights series
- InfraChallenge
- Support to G20 Presidency

Overview: Pillar 2: Developing data-driven insights for decision making

Developing data-driven insights for decision-making

Description

Improve information and insight available to decision-makers at the point of decision. This work will deliver actionable insights, data and related information to support decision-making across the infrastructure lifecycle. It will help identify and close knowledge gaps with an emphasis on evidencing the potential impacts of different decisions, including:

- Identifying and working with partners to align and agree on metrics and approaches to outcome and impact measurement across economic, environmental, social and governance goals
- Working to align and further develop approaches to measurement and monitoring of performance/outcomes of infrastructure
- Developing or supporting the development of appropriate benchmarks and datasets to support better decision-making

Purpose

To improve outcomes delivered by infrastructure policies, programs and projects and to improve the volume of infrastructure built by enabling decision-makers to take better informed, evidence-based decisions

- Improving the understanding of outcomes and the impact that different decisions have on them
- Improve decisions by providing insights and data which is in a usable and actionable form to support decisions
- Improve data-driven analysis and evidence-based research into infrastructure outcomes and approaches with a particular focus on environmental, social and economic goals

Expected activities and approach

On an on-going basis this work will provide:

- Partnerships to identify, align and promote ESE indicators
- Partnerships to develop benchmarks and to provide data on the performance and outcomes of infrastructure
- Analysis, insights and data on the performance of countries and sectors in achievement of outcomes
- Topic-specific activities to develop insights in areas identified as critical to realisation of infrastructure outcomes
- Tools and approaches for development of metrics and the measurement and reporting of outcomes and performance

2019-20 initiatives

- ESE indicators and benchmarks
- Outlook 2.0
- InfraCompass 2.0
- Data and analytics requirements for digital infrastructure

Overview: Pillar 3: Providing practical tools and knowledge for practitioners

Providing practical tools and knowledge for practitioners

Description
Development of tools and knowledge to support practitioners and policy makers across all areas of infrastructure including policy, planning, development, transactions and management. This work will identify and disseminate best practice and develop tools which can support practitioners in their work to improve the overall capability and capacity of infrastructure organisations. It will include work with country programs and organisations where the learnings from that work can have general applicability and both the active promotion of tools and platforms, and approaches to share and enable the use of tools and knowledge

Purpose
To improve the volume of infrastructure developed and the achievement of outcomes by infrastructure through:
- Enhancing the capacity of infrastructure organisations
- Widely sharing best practice, knowledge and learnings
- Actively promoting and enabling the use of leading ideas and tools
- Partnering with international and national organisations to build new approaches and enhance capability

Expected activities and approach
On an on-going basis this work will provide:
- Electronic platforms for access and use of leading practices and tools
- A core partnership with the SOURCE platform to enable and promote use of best practice approaches and support country program work
- Identification, development and show-casing of the world's leading practice, tools and knowledge
- Provision of an e-learning or similar platform to enable practitioners
- Development of new leading practice tools where need exists
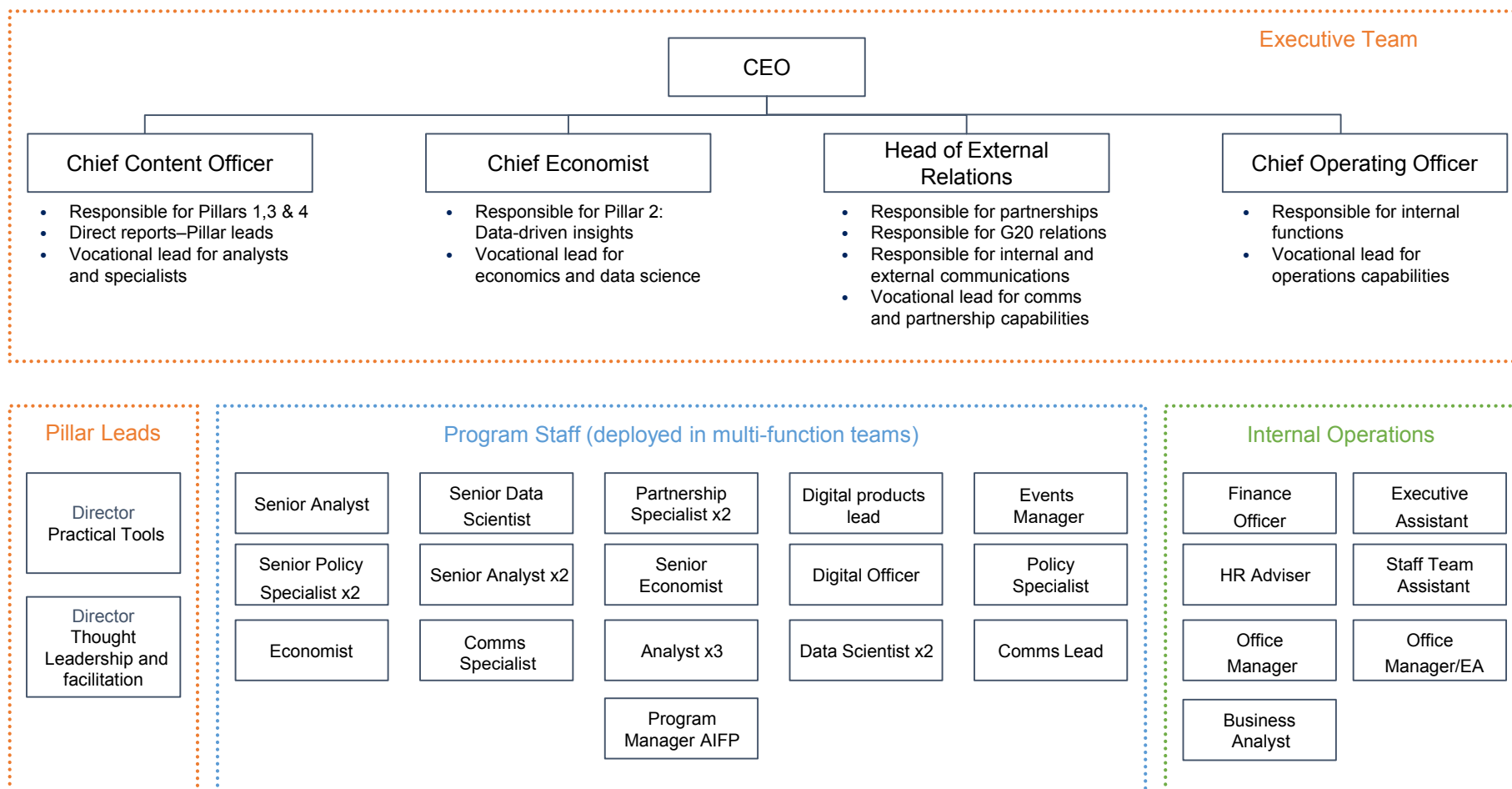
2019-20 initiatives
- Country programs – 2, comprising either Brazil, Mexico, or Vietnam, including SOURCE partnership
- Existing tools workshops
- Development of e-learning
- African Infrastructure Fellowship Program

Overview: Pillar 4: Thought leadership for better infrastructure

Thought leadership for better infrastructure

Description

A range of work focused on developing leading thinking that will help improve either the amount of infrastructure built or the quality of that infrastructure. This work will look at high-value and under-served topics and seek to develop new ideas, foster innovation and support on-going improvement in the knowledge and understanding of topics which will improve infrastructure outcomes. Work will also include analysing which topics are likely to be important for infrastructure outcomes in the future and identifying work and knowledge that exists in these spaces to understand gaps and potential areas of focus for the infrastructure community.

Purpose

To improve the outcomes achieved through infrastructure by:
- Developing new ideas, knowledge and approaches to improve the ability of infrastructure to deliver outcomes
- Fostering innovation in technology, approaches and other tools which will help to improve the quality of infrastructure built or enable more infrastructure to be built
- Analyse and map key future topics for infrastructure and help to align action to address them
- Sharing ideas, knowledge and approaches across organisations, sectors and regions

Expected activities and approach

On an on-going basis this work will:
- Produce, often in partnership, leading thinking and analysis of topics
- Develop new approaches and ideas to transform infrastructure in the future
- Advocate for new ideas and for investment or activity in critical future topics
- Hold forums and events to share knowledge and practice across sectors including integrating related but under-served sectors, e.g. some technologies, into infrastructure
- Create proofs of concept, prototypes and incubation to spur the development of new tools, technologies and approaches

2019-20 initiatives

- Digital infrastructure program
- Innovative funding
- Infrastructure Futures report

A new Executive Team and organisational structure

Executive Team

CEO

Chief Content Officer
- Responsible for Pillars 1,3 & 4
- Direct reports–Pillar leads
- Vocational lead for analysts and specialists

Chief Economist
- Responsible for Pillar 2: Data-driven insights
- Vocational lead for economics and data science

Head of External Relations
- Responsible for partnerships
- Responsible for G20 relations
- Responsible for internal and external communications
- Vocational lead for comms and partnership capabilities

Chief Operating Officer
- Responsible for internal functions
- Vocational lead for operations capabilities

Pillar Leads

Director Practical Tools

Director Thought Leadership and facilitation

Program Staff (deployed in multi-function teams)

Senior Analyst	Senior Data Scientist	Partnership Specialist x2	Digital products lead	Events Manager
Senior Policy Specialist x2	Senior Analyst x2	Senior Economist	Digital Officer	Policy Specialist
Economist	Comms Specialist	Analyst x3	Data Scientist x2	Comms Lead
		Program Manager AIFP		

Internal Operations

Finance Officer	Executive Assistant
HR Adviser	Staff Team Assistant
Office Manager	Office Manager/EA
Business Analyst	

A new office in Toronto, Canada

Global Infrastructure Hub

Sydney

			CEO

Chief Operations Officer	Chief Content Officer	Head of External Relations

Director Practical Tools	Senior Policy Specialist	Analyst	Digital Lead	Finance Officer
	Senior Policy Specialist	Senior Data Scientist	Digital Officer	HR Advisor
Director Thought Leadership & Facilitation	Policy Specialist	Senior Analyst	AIFP Manager	Office Manager
	Team assistant	Partnership Specialist	Senior Economist	Business Analyst
	Analyst	Comms Lead	Executive Assistant	Team Assistant
Comms Officer	Senior Analyst	Partnership Analyst	Data Scientist	Events Manager

Toronto

Chief Economist	
Partnership Specialist	Data Scientist
Analyst	Economist
Office Manager/EA	