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Mapping institutional arrangements for infrastructure governance in OECD countries



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Mapping institutional arrangements for infrastructure governance in OECD countries

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Multiple institutions are responsible for and contribute to ensuring that infrastructure investments meet policy objectives. The responsibilities of these institutions have evolved over time and vary from country to country, depending on tradition, constitutional arrangements, and government capacities. While they are often complementary, sometimes these responsibilities overlap, creating an additional level of complexity.

Understanding the impact of the institutions involved with infrastructure will allow policymakers to make informed decisions. This paper explores both the ‘why’ and the ‘what’ of institutional arrangements. It provides a snapshot of the various institutions involved in the planning, financing, and delivery of infrastructure across OECD Member countries and identifies three broad types of institutional arrangements. The paper contributes to a better understanding of current trends in institutional change, the strengths and challenges of these institutional arrangements, and the potential for sharing experience and expertise among institutions and countries.

Keywords: Infrastructure, Infrastructure governance, Institutional arrangements, Infrastructure commissions, Infrastructure banks.

JEL Codes: H54, O18, F55, D02.

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1. Introduction

As countries map pathways to achieve ambitious net zero emission commitments, it has become clear that there is a pressing need to change governments' thinking and planning around infrastructure. Infrastructure investment and delivery are also vital for the economic and social recovery from the COVID-19 crisis, contributing to a sustainable rebound while strengthening infrastructure resilience, in particular for addressing challenges such as climate change and inclusive growth. If well planned, infrastructure investment can also have a positive impact on the economy, boosting the supply side of the economy and reducing inflationary pressures.

The governance of infrastructure, more broadly, is defined as the policies, frameworks, norms, processes and tools, used by public bodies to plan, finance, co-ordinate, implement and monitor the entire life cycle of public infrastructure. Quality public governance of infrastructure ensures that investments help countries meet national and international climate and sustainability commitments and provide equal opportunities and access to services for citizens.

The OECD *Recommendation on the Governance of Infrastructure (2020)* underlines that a transparent, coherent, predictable, legitimate and accountable institutional framework for infrastructure is essential for providing quality infrastructure. Furthermore, relevant institutions and levels of government should be entrusted with clear and consistent mandates on the planning, financing, and delivery of infrastructure, and should have appropriate coordination mechanisms for creating synergies across sectors and ensuring the overall infrastructure envelop is sustainable from a financial, social and environmental point of view. These institutions should be entrusted with sufficient decision-making powers, skills and competences, and financial resources to carry out their mandates.

Given the cross-cutting nature of infrastructure planning and delivery, multiple institutions and arrangements are responsible for and contribute to ensuring that infrastructure investments meet policy objectives. The governance arrangements and scope of action of these institutions (e.g. ministries of infrastructure and planning, ministries of finance, centres of government, economic regulators, and infrastructure commissions and banks,) have evolved over time and vary from country to country, depending on tradition, constitutional arrangements, and government capacities. Furthermore, these institutions often have complementary and sometimes overlapping responsibilities, creating an additional level of complexity.¹

Infrastructure that emits less greenhouse gases over its life cycle, which contributes to broader climate transition objectives and that takes climate change into account is urgently needed; countries may need to re-think their infrastructure governance arrangements to provide it. Adapting and maintaining existing infrastructure that supports environmental goals is equally important. To respond to transversal challenges such as climate change, governments are adjusting their institutional arrangements to increase the

¹ While there are a significant number of subnational institutions responsible for infrastructure across OECD countries, the primary focus of this paper is on arrangements at the national level. As such, it examines the central bodies that coordinate and implement infrastructure across levels and sectors rather than subnational governments. This leaves scope for further work regarding subnational infrastructure policy.

responsibilities and competences of the institutions that lead infrastructure policy. Institutions are being merged and adapted to allow for a more systemic approach to infrastructure networks and to identify and promote synergies across sectors. While such institutional reforms are needed to address complex and transversal issues, they can also create overlaps that require additional coordination and communication within the government.

New institutions have also been created to support specific phases of the infrastructure life cycle. Examples of this trend include the creation of infrastructure commissions focusing on cross-sectoral and long-term planning issues, national infrastructure banks that mobilise public and private financing and increase capacity for infrastructure planning and investment, and other infrastructure agencies and councils that provide oversight and/or expertise to other government agencies. Understanding the impact of institutions that deal with infrastructure will allow policymakers to make informed decisions and adjustments based on the institutional context in which they operate. There are multiple ways to meet the functional requirements of institutions dealing with infrastructure policy and delivery; this paper thus, explores both the ‘why’ and the ‘what’ of institutional arrangements. Trends and developments in infrastructure-related institutional arrangements across the OECD reflect the evolving needs and challenges that infrastructure must address. Two such trends are the shift towards environmentally sustainable and climate-resilient infrastructure and a whole-of-systems, long-term approach to infrastructure planning and delivery.

On a pragmatic level, understanding how governance mechanisms can best address cross-cutting issues such as sustainability allows governments to take a more holistic approach to infrastructure planning and delivery. This is particularly apparent across the various national and subnational bodies that may have overlapping or even conflicting priorities. In highly devolved systems where there is no central body coordinating infrastructure policy, national objectives – such as climate-related targets – may be more difficult to achieve. This is also true across sectoral bodies. As countries adapt their institutions to tackle infrastructure challenges comprehensively, the number of ministries and agencies charged with policy coordination and cross-sectoral responsibilities is increasing. Nonetheless, a significant amount of overlap as well as potential gaps persist; strengthening coordination and planning may improve the efficiency and policy coherence of infrastructure investment in some countries.

This paper presents the latest research and data gathered through the OECD Network of Senior Infrastructure and Public-Private Partnership Officials (SIP) (Box 1.1) and by the OECD Secretariat to provide a snapshot of the various institutions involved in the planning, financing and delivery of infrastructure across OECD Member countries. It focuses on the governmental arrangements such as ministries, commissions, and investment banks that have a role in the governance of infrastructure. Each country has a unique approach that reflects its geographic, political, economic, and social context. The paper thus does not attempt to define best practices in this regard. Rather, it contributes to a greater understanding of current trends in institutional change, the potential strengths and challenges of these institutional arrangements, and the potential for sharing experience and expertise.

The first part of this paper sets out a conceptual framework within which the institutional arrangements for infrastructure can be understood. Three types of institutional arrangements have been defined, grouping countries with similar characteristics and institutional layouts. Each arrangement is further detailed below, highlighting the main characteristics, trends and potential strengths and challenges. The second part of the paper looks at new institutional arrangements and trends supporting planning, financing and decision making in infrastructure. This includes infrastructure commissions and banks as well as issue specific trends such as the environmentally sustainable and climate-resilient infrastructure. The conclusion summarises the main points and provides some suggestions for the way forward. An annex contains country profiles and relevant data from the 2020 Survey on the Governance of Infrastructure, along with additional data collected by the OECD Secretariat.

Box 1.1. OECD Network of Senior Infrastructure and Public-Private Partnership Officials

The OECD Network of Senior Infrastructure and PPP Officials (SIP) has been refining the shared international understanding of infrastructure governance for 15 years. Since 2006, the Network has evolved to reflect the changing institutional arrangements and needs of Member countries. Starting as a network to support the governance of public private partnerships (PPPs), bringing together high-level officials from PPP units and agencies from Member countries, it expanded as many of these units were transformed and merged to support infrastructure investment more broadly. The OECD *Recommendation on the Governance of Infrastructure* adopted by the Council in 2020, in line with good practices from Member countries, identifies 10 pillars of a functional and effective infrastructure policy system. The first pillar of the Recommendation highlights how transparent, coherent, predictable, legitimate, and accountable institutional framework ensures high-quality infrastructure.

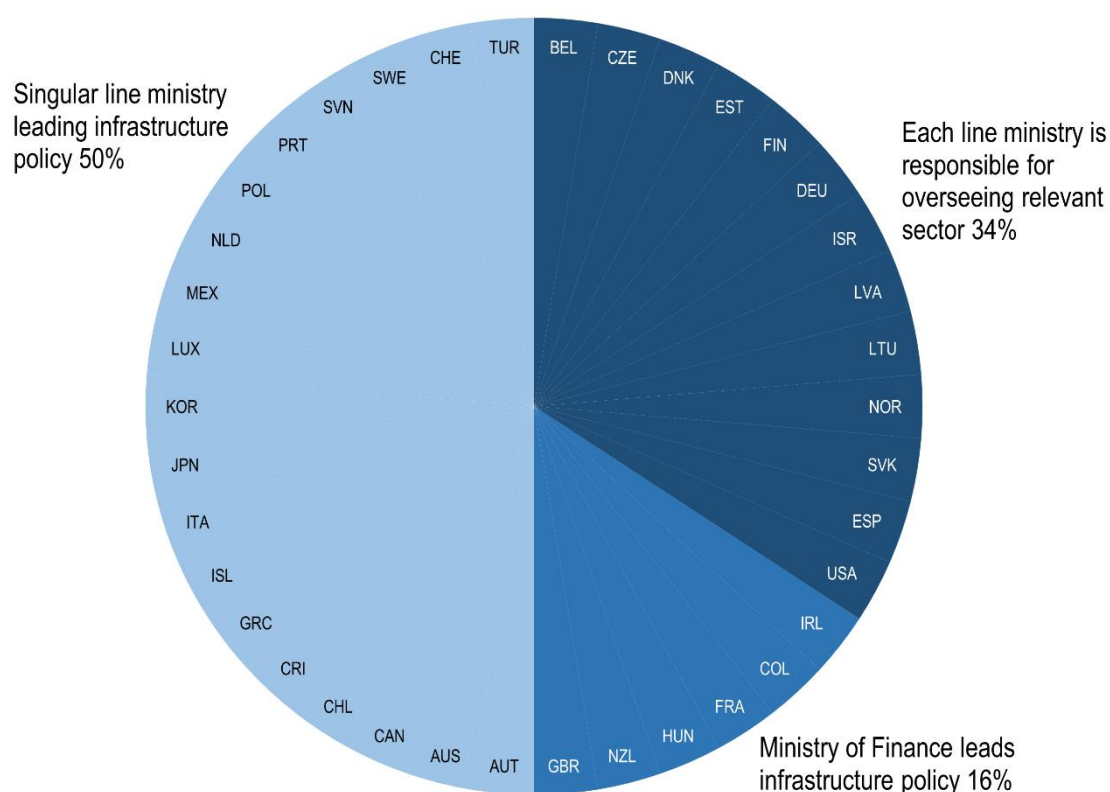
2. Institutional arrangements for infrastructure policy in OECD countries

The types of institutions that exist across the OECD's 38 Member countries to plan, finance and deliver infrastructure are highly diverse. Nonetheless, there are broad organisational set-ups that are similar between a number of countries. Conceptually, this paper lays out three different types of institutional arrangements that can be used as a broad typology to understand how OECD Member countries deal with infrastructure. Specifically, the typology is made on the basis of role in infrastructure policymaking. Other aspects of infrastructure governance, such as capacity building, value for money and regulatory framework, may exist within different institutions outside of the scope of the proposed typology.

The first arrangement of the typology has a ministry of infrastructure or equivalent at its heart that deals with infrastructure across sectors and/or plays a co-ordinating role in infrastructure policy, this is the case of 50% of OECD countries (Figure 2.1). In the second model, 16% of OECD Member countries rely on their Ministry of Finance or equivalent, in particular a unit or institution dealing with infrastructure or capital investment, to coordinate infrastructure policy across sectors. The third arrangement is one that is overseen by various line ministries that collectively deal with infrastructure on a sectoral basis, this accounts for 34% of Member countries.

Of course, each grouping may have elements that overlap with the other models, so none of the cases are "pure" examples, but by identifying the lead ministry(ies) for infrastructure policy, this paper seeks to further clarify the available approaches to assuring good infrastructure governance. Each arrangement is further detailed in the subsections below, highlighting the main characteristics, trends and potential strengths and challenges.

Figure 2.1. Infrastructure arrangements of OECD Member countries



Source: Authors own classification based on the institutional mapping exercise (2022) and the results of OECD survey on the Governance of Infrastructure (2020)

Note: Classification to be reviewed and discussed with SIP delegates

2.1 The increasing presence of a singular line ministry leading infrastructure policy

The first type of institutional arrangement that has been identified is one that has a ministry of infrastructure or equivalent. This is generally a singular ministry or equivalent which covers one or more sectors of infrastructure (transport, communication, social, water and energy) and has a coordinating role in infrastructure policy, often setting policy guidelines, dealing with areas that are related to infrastructure (e.g. urban planning, environment, innovation, and regional development), and sometimes developing long-term infrastructure plans or setting general guidelines for project prioritisation.

As highlighted above, half of OECD Member countries have a ministry of infrastructure that deals with infrastructure in more than one sector.² Many of these have emerged over the past decade in response to the growing need for a centralised institutional body that deals with infrastructure in a cross-sectoral manner.

² From the surveyed countries, only Canada has a ministry of infrastructure that focus on the delivery of infrastructure in one sector (i.e. transport). However, given the policy coordination role it was included under this type of institutional arrangement.

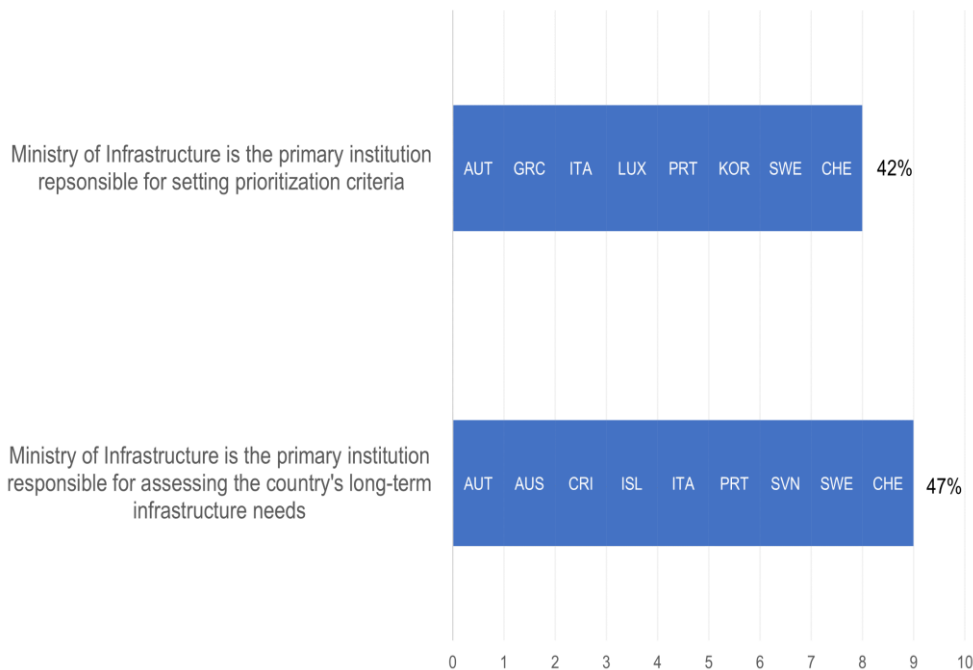
This type of arrangement generally allows for a more co-ordinated approach across government towards infrastructure policy, promoting, when possible, synergies across sectors and levels of government and alignment with high-level policy objectives such as climate action, environmental protection, economic growth, regional development, etc. In countries where the governance of infrastructure is heavily devolved, it can provide centralised leadership and a forum to unify the various bodies that exist at national and subnational levels. It can also prevent the overlap of responsibilities that may occur when there are multiple line ministries overseeing the various infrastructure sectors and thus promote greater visibility and accountability.

However, this arrangement can also pose challenges, particularly as many ministries of infrastructure do not cover all sectors and thus cannot necessarily co-ordinate in a completely transversal way. In turn, this can result in a loss of sector-specific knowledge and expertise that can be developed when infrastructure policy is dealt with by specialised line ministries. This reflects a dilemma between the advantages won by centralised coordination and the loss of expertise that can occur as a result. The sectors covered by the ministries of infrastructure and the main responsibilities they have towards infrastructure planning and prioritisation vary between countries.

2.1.1. Main roles of Ministries of Infrastructure

In addition to the breadth and variation which exists in the sectors that ministries of infrastructure cover in different countries, there is also significant variation in the specific roles that they play across the infrastructure governance cycle. This includes assessing national long-term infrastructure needs and setting prioritisation criteria for infrastructure projects (Figure 2.2).

Figure 2.2. Roles of the ministry of infrastructure



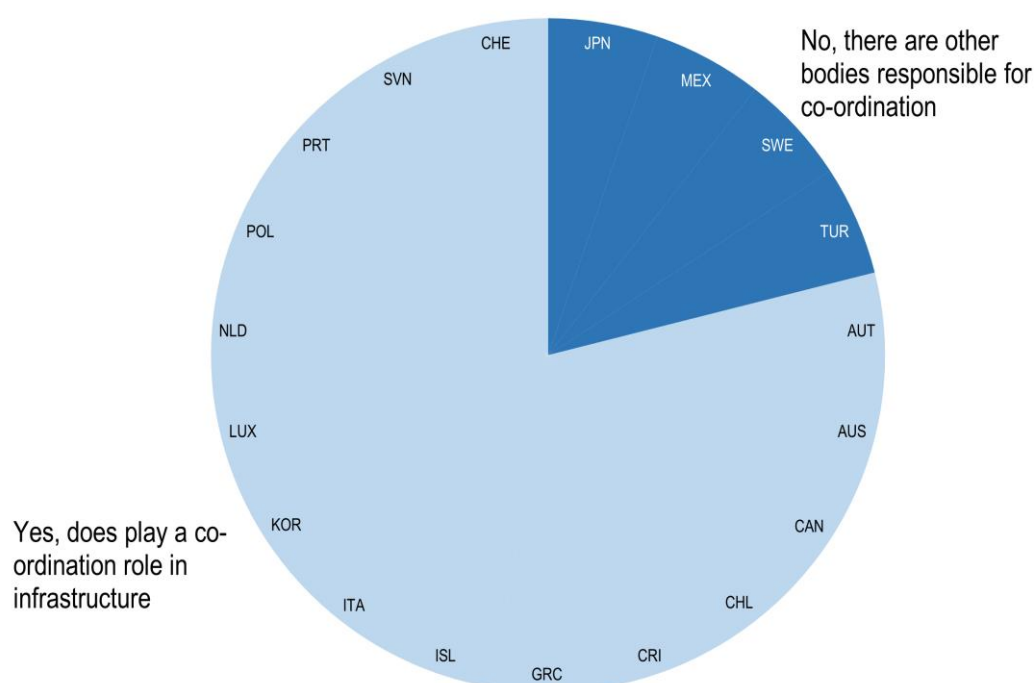
Note: COL, DEU, EST, ESP, LUX, NOR and SVK indicated in the survey that a Ministry/agency of Infrastructure is responsible for assessing long-term infrastructure needs and/or setting prioritisation criteria. However, their institutional arrangements were not considered to have a singular line ministry responsible for infrastructure policy and were thus not categorised into the first grouping. See annex 1 for more details. Data for 2020 for Denmark, France, Israel, Netherlands, Poland and Sweden are not available. The 2020 data for Belgium is based on the responses from Flanders only.

Source: OECD Survey on the Governance of Infrastructure (2020).

In terms of the role that infrastructure ministries can play in coordinating infrastructure across agencies, the analysis shows that in 15 out of 19 OECD countries infrastructure ministries deal with infrastructure policy across sectors and levels of government and act as a central authority when it comes to national infrastructure policy³. The exact nature of this coordinating role varies. In some instances, the ministry of infrastructure is responsible for coordinating policy across the infrastructure life cycle, from planning to maintenance, as is the case with Iceland's Ministry of Infrastructure. In other instances, it plays a more limited role on planning and investment, as is the case with Canada Infrastructure, which leaves most of the delivery and operational aspects of infrastructure policy to subnational governments.

Countries that have ministries of infrastructure that do not play a co-ordinating role, such as Japan, Mexico and Türkiye either have other institutions that deal with this task or responsibilities are divided among different entities with no central body that coordinates.

Figure 2.3. Ministry of infrastructure plays a role in coordinating infrastructure policy



Source: Authors own classification based on the institutional mapping exercise (2022) and the results of OECD survey on the Governance of Infrastructure (2020)

Note: Classification to be reviewed and discussed with SIP delegates

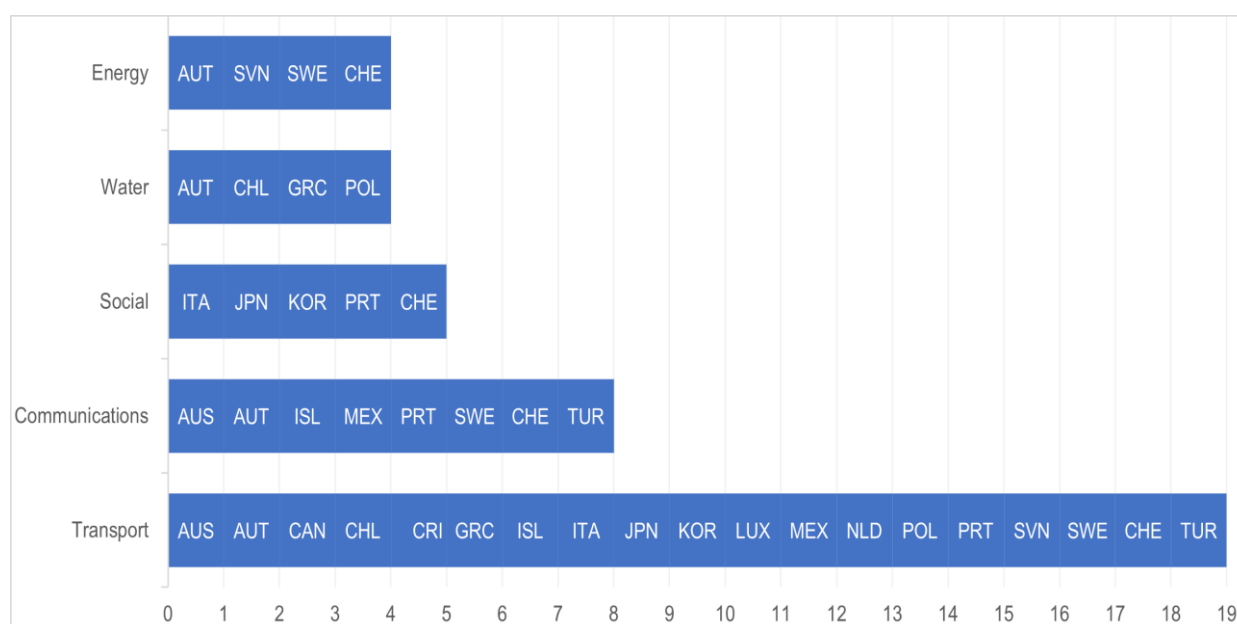
2.1.2. Sectoral coverage

In terms of sector coverage, all identified ministries of infrastructure cover transport infrastructure as part of their remit. In some countries, ministries of infrastructure also cover other sectors such as energy,

³ Upon deciding whether or not an infrastructure ministry plays a coordination role in infrastructure policy, multiple variables were used, in particular: 1) the existence of official information stating that this is one of the main roles of the ministry, 2) the responses to the 2020 Survey on the Governance of Infrastructure indicating that the ministry of infrastructure is the primary institution responsible for both determining infrastructure needs and setting project prioritisation criteria, 3) the recognition of a coordination role by the officials of the OECD SIP Network.

communications, water, and social infrastructure (e.g. housing), with two being the average number of sectors covered (Figure 2.4). The ways in which each ministry acts upon infrastructure in each sector also vary across countries. In some instances, it will be involved more heavily in the planning phase while implementation may be outsourced. In other instances, it might be involved in the whole life cycle. However, there are often other line ministries responsible for specific sectorial infrastructure. For example, the Dutch Ministry of Infrastructure and Water Management oversees transport and waterway infrastructure. However, the Ministry of Economic Affairs and Climate Policy co-ordinates energy policy. Furthermore, the Council for the Environment and Infrastructure, an independent advisory body provides support to ministries in charge of infrastructure planning. This is dissimilar to Switzerland's principal infrastructure institution, the Department of the Environment, Transport, Energy and Communications (DETEC), which covers transport and energy infrastructure.

Figure 2.4. Infrastructure sectors covered by ministries of infrastructure in OECD countries



Source: Institutional mapping exercise (2022)

Note: Energy infrastructure refers to the physical assets, networks and grids for the generation, transmission and distribution of energy. Water infrastructure refers to the physical assets and networks used for water supply, treatment, storage, transmission, water resource management, wastewater treatment and flood prevention. Social infrastructure refers to physical facilities and spaces used to provide social services, such as healthcare, education and training, social housing programs, justice and public safety provisions, culture, sports and recreational facilities. Communication refers to the infrastructure that allows information to be transmitted, this includes broadband networks and telecommunications. Transport infrastructure refers to the assets and networks that support transport systems, including road, rail, inland waterways, maritime ports and airports.

2.2. A sectoral approach to infrastructure policy

The third and final type of arrangement refers to those countries wherein each line ministry is responsible for infrastructure policy and for making decisions on planning and investing in their sector. Respective ministries generally plan and prioritise projects related to their own sectoral remits and thus the roles of planning, financing and delivery of infrastructure are spread across a number of institutions. In recent years, some of these countries have designated a single institution or committee to coordinate infrastructure policy (e.g. prime minister's office).

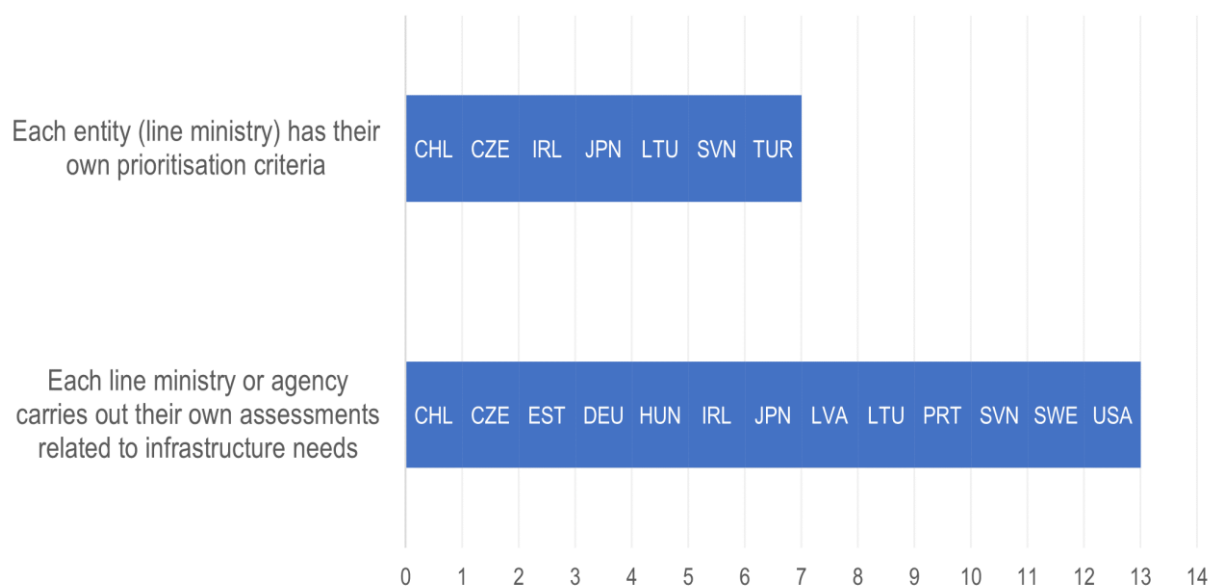
As highlighted in the beginning of this section, 13 of 38 OECD member countries are considered to have institutional set-ups wherein line ministries are collectively responsible for infrastructure policy. This makes it the second most common infrastructure governance institutional arrangement amongst OECD member countries. A line ministry is defined as a central government organisation responsible for designing and implementing policies in line with wider Government strategy, and for the direction of Agencies/Executive Units under their authority. Line ministries may be called Departments in some countries, and have responsibility for their own budget portfolios although they must report to central budget authorities and are subject to their review. The number and type of lines ministries dealing with infrastructure vary from country to country and include the full breadth of infrastructure sectors.

The advantages of such an approach are that, along with their mandate for specific sectors, line ministries often have specialised technical and sectoral knowledge that can contribute to infrastructure planning and delivery. However, due to the fact that an increasing number of policy challenges are cross-sectoral, especially those relating to climate change and the environment, there are potential responsibility overlaps, gaps and coordination issues. Such overlaps are most commonly found in the first stages of the infrastructure cycle (OECD, 2017^[1]). This occurs because several institutions assess infrastructure and set prioritisation criteria in their respective sectors but in an isolated way.

2.2.1. Role of line ministries in coordinating infrastructure policy

In 13 out of 33 surveyed countries individual line ministries or agencies are responsible for carrying out their own assessment of infrastructure needs within their sectors of responsibility. In 7 out of the 33 respondent countries, the line ministry is responsible for setting its own relevant prioritisation criteria. Though specific roles vary, where line ministries are the principal organs dealing with infrastructure they usually coordinate and oversee infrastructure investment across the entire project life cycle.

Figure 2.5. Roles of line ministries related to the planning of infrastructure



Note: Data for 2020 for Denmark, France, Israel, Netherlands and Poland are not available.

Source: OECD (2020), Survey on the Governance of Infrastructure and SIP Delegates

2.3. A minority of countries have a unit or agency under the ministry of finance co-ordinating infrastructure policy

The second typology identified by this paper refers to those countries in which the ministry of finance, or equivalent, has a leadership role in co-ordinating infrastructure planning and investment. In this type of set-up, there are usually a number of line ministries that work on specific sectors while there is an investment unit or agency from the ministry of finance that provides central guidelines, and often supports the long-term infrastructure planning process and decides on the general criteria for the selection and prioritisation of infrastructure projects.

As highlighted in the beginning of this section, only six countries have identified the ministry of finance, budget or equivalent as the main institution coordinating infrastructure policy (Figure 2.1). This is the case for Ireland where the Department of Public Expenditure and Reform, in particular the Investment Unit, sets general guidance for project appraisal and prioritisation and leads the long-term strategic planning process. Likewise, the Directorate of Finance and Public Investment of the National Planning Department (DNP) in Colombia is responsible for directing and coordinating the actions required for the programming, modification and follow-up of national public investment. Other countries such as the United Kingdom have created specific agencies under the treasury to serve as a centre of expertise for infrastructure and major projects, like the Infrastructure Projects Authority (IPA).

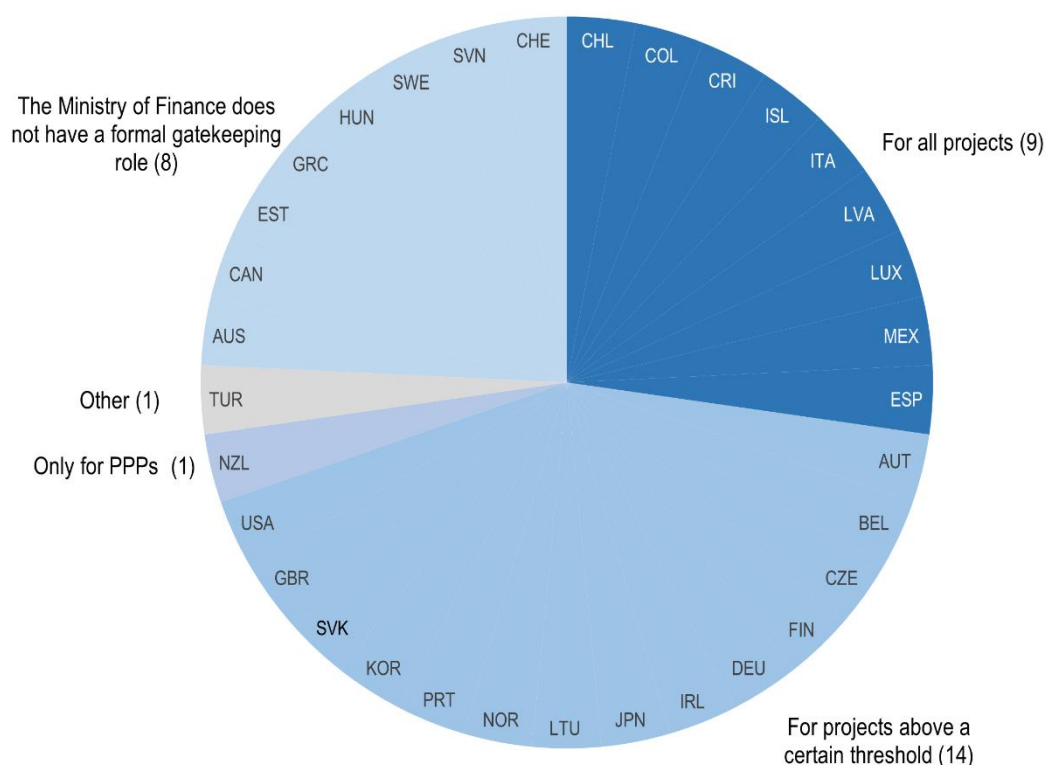
This arrangement is advantageous as it can promote the alignment between infrastructure objectives and budgetary allocations. As the ministry of finance generally oversees the budget and capital public expenditure, it can effectively co-ordinate these with infrastructure policy and overall policy priorities. This set-up can also pose problems as there may not be the specialised knowledge situated within one ministry that is needed to address the full breadth of infrastructure needs across the policy lifecycle, in particular ensuring timely and efficient delivery of infrastructure. To overcome some of these challenges some countries have created new institutions such as infrastructure commissions (see section 3.1) and have developed robust reporting relationships with line ministries.

2.3.1. Gatekeeping role during the approval of infrastructure projects

The extent to which the ministry of finance or equivalent is involved in infrastructure governance varies significantly from country to country. In all countries, regardless of the specific institutional arrangement, the ministry of finance plays an important role in setting budget allocations for spending across the government. In particular, the ministry of finance may play a gatekeeping role in approving infrastructure projects, as indicated by responses to the 2020 Survey on the Governance of Infrastructure. In 9 countries, this role refers to all infrastructure projects, while in 16 it refers to projects above a certain spending threshold or on specific criteria, such as dealing with Public Private Partnerships (PPPs) (Figure 2.6).

For countries where the ministry of finance does play a gatekeeping role above a certain threshold, there is significant variation. For example, in the Czech Republic, while the Ministry of Finance sets budgetary rules and conducts monitoring, an evaluation from the Ministry is also required for projects that exceed CZK 200 million (EUR 8, 154, 400). In Ireland, it is only public investment proposals that exceed EUR 100 million which require approval, contrasted with Lithuania which has a EUR 360 thousand threshold for projects that involve carrying out new construction and acquisition of tangible assets.

Figure 2.6. Formal gatekeeping role of the Ministry of Finance with respect to the approval of infrastructure projects in OECD countries, 2020

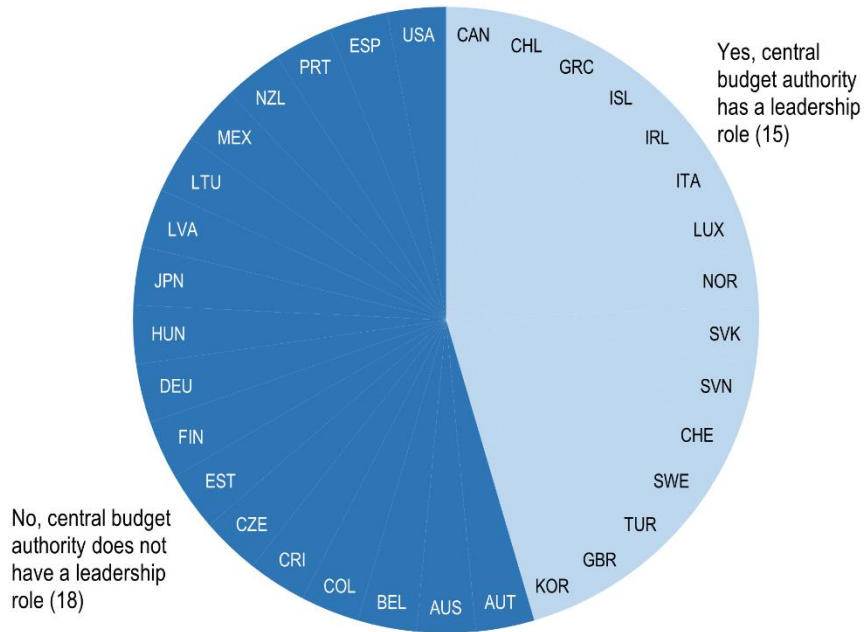


Source: OECD (2020), Survey on the Governance of Infrastructure. Data for Sweden given from SIP Delegate
Data for 2020 for Denmark, France, Israel, Netherlands and Poland are not available. The 2020 data for Belgium is based on the responses from Flanders only.

2.3.2. Role on needs assessment and sustainability of the long-term strategy

The Ministry of Finance can also play an important role during the preparation of the infrastructure long-term strategies. In 15 out of the 33 surveyed countries, the central budget authority has a leadership role in promoting alignment between annual budgets and long-term national infrastructure plans (Figure 2.7). The role regarding the assessment of long-term infrastructure needs is more limited, with only 7 out of 33 surveyed countries reporting that the Ministry of Finance is the primary institution responsible for assessing the country's long-term infrastructure needs (Figure 2.8).

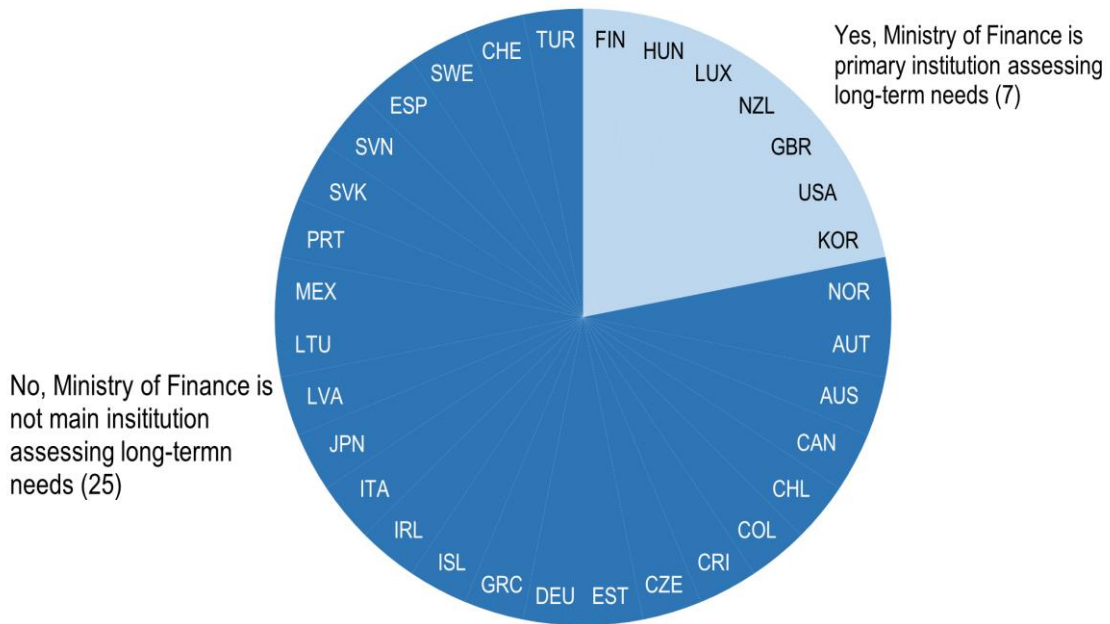
Figure 2.7. Does the central budget authority have a leadership role in promoting alignment between annual budgets and long-term national infrastructure plan?



Note: Data for 2020 for Denmark, France, Israel, Netherlands and Poland are not available. The 2020 data for Belgium is based on the responses from Flanders only.

Source: OECD (2020), Survey on the Governance of Infrastructure and SIP Delegates

Figure 2.8. Is the Ministry of Finance the primary institution responsible for assessing the country's long-term infrastructure needs?



Note: Data for 2020 for Denmark, France, Israel, Netherlands and Poland are not available. The 2020 data for Belgium is based on the responses from Flanders only.

Source: OECD (2020), Survey on the Governance of Infrastructure and SIP Delegates

3. New institutional arrangements and trends supporting planning, financing and decision making in infrastructure

Within the three types of institutional arrangements conceptualised above, there are a number of new institutions materialising to support in areas such as planning, financing and decision making. Many of these, such as infrastructure commissions, aim to address a particular challenge plaguing the governance of infrastructure and ensure a long-term view that is consistent over time and is not subject to political swings. In particular, these institutions are often created to strengthen government-wide perspective and planning capacity and to ensure infrastructure projects are fiscally sustainable. Such institutional arrangements may aid in developing a transparent, coherent, predictable, legitimate and accountable framework for infrastructure (OECD, 2020^[2]). Outlined below are some examples of institutions that are common to some OECD Member countries. They include, infrastructure commissions, infrastructure banks and infrastructure agencies and councils.

3.1. Infrastructure Commissions

National infrastructure commissions are an increasingly common part of the institutional landscape that supports infrastructure governance in OECD Member countries. They usually act as independent infrastructure advisory bodies which typically work with conventional government bodies traditionally responsible for infrastructure policy, planning and delivery. They also engage with business groups and other stakeholders. They are permanent agencies with an on-going responsibility to perform identified functions. As such, they differ from independent inquiries that might be established by governments (or, potentially, by parliaments) for a fixed term to investigate a particular issue (OECD, 2021 IGI survey glossary).

Less than a third (9 out of 33) surveyed countries reported having a national infrastructure commission, four out of these were established in the past seven years (Figure 3.1). These figures demonstrate an increased interest on behalf of these countries to develop specialised advisory institutions. Three respondent countries (Colombia, Costa Rica and Lithuania) have established an infrastructure commission or equivalent which is not yet operational. In the Czech Republic, the Government Council for Public Investment has similar functions to that of an infrastructure commission and the 19 remaining countries do not have an infrastructure commission.

3.1.1. Why are they established?

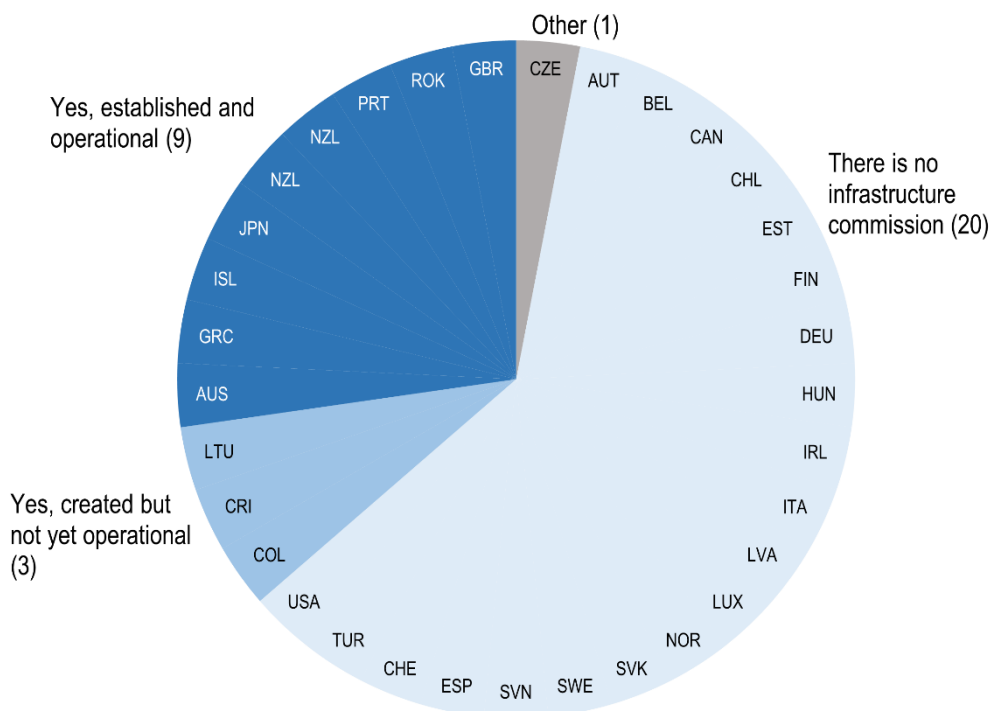
National infrastructure commissions are established to address challenges related to infrastructure. They provide long-term on-going strategic oversight and independent advice which governments themselves may not necessarily be able to achieve otherwise. Often, they aim to reduce the politicisation of

infrastructure projects thus ensuring effective use of public resources. Their permanent and independent nature allows them to be less swayed by mutable political currents that occur as part of the democratic election cycle.

The introduction of national infrastructure commissions can be a response to institutional weaknesses. In 2018 when the New Zealand Treasury was in the early stages of evaluating how the country delivers infrastructure, they identified a number of infrastructure governance challenges that needed to be addressed. These included lack of centrality across sectors and levels of government, misalignment of evidence with infrastructure investment decisions, skill shortages and general lack of governance capacity (New Zealand Treasury, 2018^[3]) To remedy these issues the New Zealand Treasury called for an institutional response, eventually leading to the establishment of the New Zealand Infrastructure Commission.

Similarly, the United Kingdom Infrastructure Commission addressed issues identified by independent enquiries into the country's infrastructure policy and long-term planning (Armitt, 2013^[4]) (London School of Economics, 2013^[5]). It was inaugurated in 2015 as “a permanent body which will provide the government with impartial, expert advice on major long-term infrastructure challenges” (HM Government, UK, 2021^[6]). It was initially charged with three principal tasks: improving connectivity in the North, developing London's transport system and delivering secure energy infrastructure across the country. The Commission is also charged with conducting the 5 yearly National Infrastructure Assessment. Its remit has been updated to include additional objectives to provide advice that aligns with the UK's net-zero targets.

Figure 3.1. Is there a national infrastructure commission in your country?



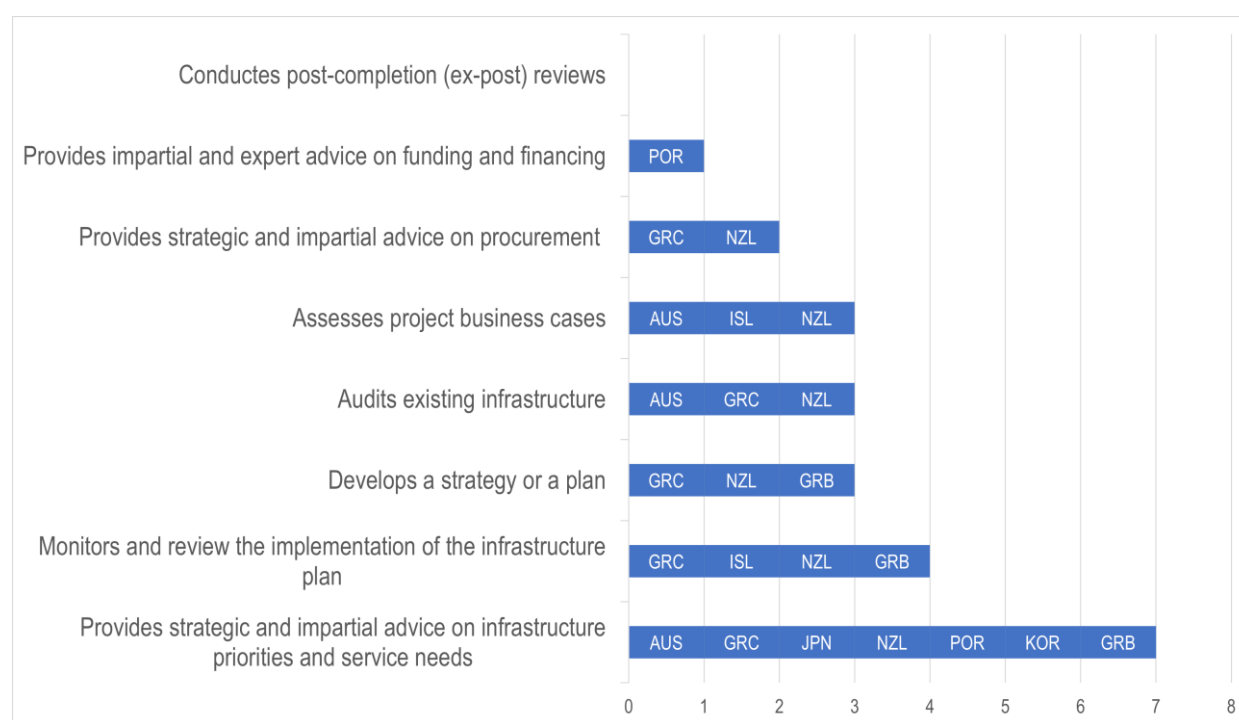
Note: Data for 2020 for Denmark, France, Israel, Netherlands and Poland are not available. The 2020 data for Belgium is based on the responses from Flanders only. In the Czech Republic, the Government Council for Public Investment, under the Ministry of Regional Development is a permanent advisory body to the Czech Government composed of individual ministers and representatives of the professional public, headed by the Prime Minister.

Source: OECD (2020), Survey on the Governance of Infrastructure and SIP Delegates

3.1.2. What are the roles of infrastructure commissions?

The roles of infrastructure commissions are greatly varied. According to the survey responses (Figure 3.2), the most common role of an infrastructure commission is to provide strategic and impartial advice on infrastructure priorities and service needs. The second most common function, with four respondent countries indicating that their infrastructure commission carries out this role, was to monitor and review the implementation of the infrastructure plan. Developing a strategy or plan, auditing existing infrastructure and project assessment of business cases each had three respondents indicating that their commission carries out this task. Greece and New Zealand were the only two countries to indicate that their commission provides strategic and impartial advice on procurement. Only one country, Portugal, indicated that it provides advice on funding while none indicated that it conducts post-completion (ex-post) reviews. In these bodies there is a mix of government and non-government commissioners who represent a diverse mix of stakeholders and interests. Commissioners are generally chosen based on their expertise or role as industry representatives.

Figure 3.2. Functions of Infrastructure Commissions



Note: Data for 2020 for Denmark, France, Israel, Netherlands, Poland and Sweden are not available. The 2020 data for Belgium is based on the responses from Flanders only.

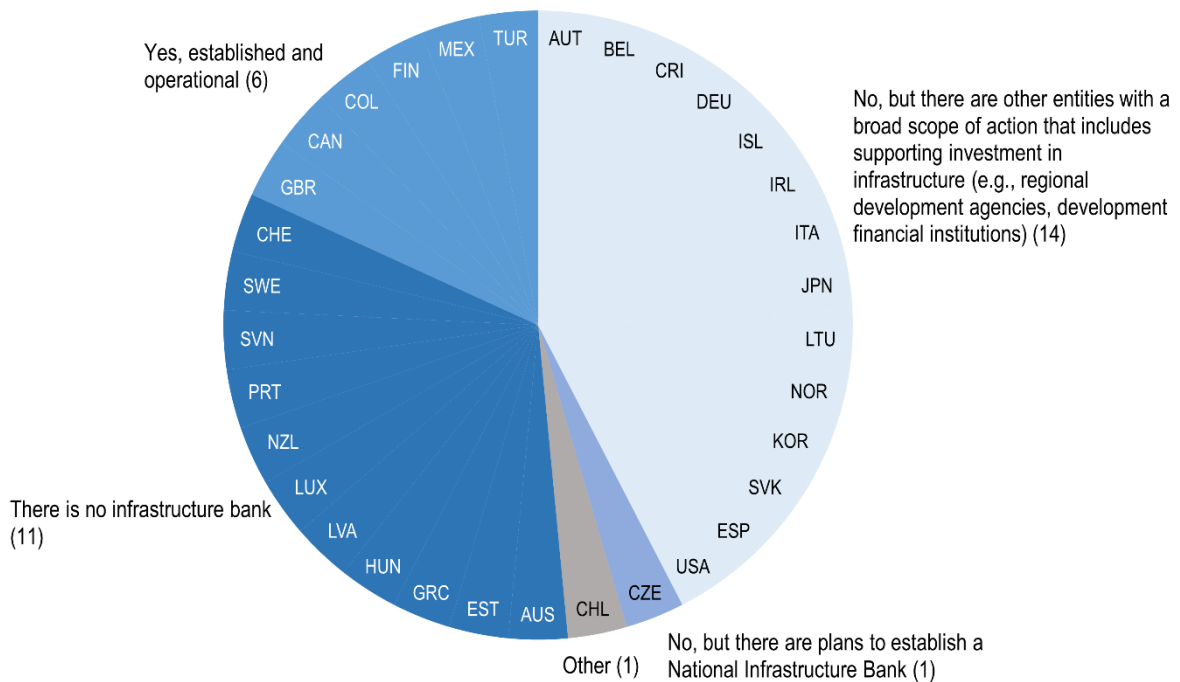
Source: OECD (2020), Survey on the Governance of Infrastructure.

3.2. Infrastructure Banks and financing institutions

Like infrastructure commissions, infrastructure banks are becoming more common within the infrastructure institutional landscape of OECD countries. They are understood as a public (or publicly owned) entity with the objective of supporting investments in infrastructure projects. These bodies can also adopt the form of other financial entities such as funds. Generally, the entity has sufficient powers and resources to undertake financial operations, such as making investments, extending credit, providing liquidity or guarantees (2021 IGI survey glossary).

Most respondent countries (20 out of 33) have some form of institution that deals with investment in infrastructure, six of these have a dedicated infrastructure bank, while one respondent, Chile, has a specific fund dedicated to infrastructure, the “Desarrollo País” (noted in the “other” category). 14 respondents have entities that deal with public investment more broadly, encompassing infrastructure (Figure 3.3). The remaining ten respondents do not have an infrastructure investment bank or similar.

Figure 3.3. Is there a national infrastructure bank in your country?



Note: Data for 2020 for Denmark, France, Israel, Netherlands and Poland are not available. The 2020 data for Belgium is based on the responses from Flanders only.

The European Investment Bank and Nordic Investment Bank supports many countries in the same way a national infrastructure bank may.

Source: OECD (2020), Survey on the Governance of Infrastructure and SIP Delegates

What are the roles of infrastructure banks?

The role of infrastructure banks has evolved over time. In the post-war period, national infrastructure banks played an important role in reconstruction and thus supported broader economic development. The Development Bank of Japan⁴ was set up for this purpose. Established in 1951 it aimed to support domestic industry and assist in the recovery of the Japanese economy. Towards the end of the 20th century, however, the role that infrastructure banks began to change to match new needs. Given increased alternative financing options due to more integrated and less regulated markets, governments began to look towards the private sector for support in financing large infrastructure projects. As such, infrastructure banks were charged with managing PPPs and finding further external sources of funding. More recently, sustainability and green considerations have also become a part of the mandate of many infrastructure

⁴ Despite Japan having indicated that it does not have a national infrastructure bank in the IGI survey, the Development Bank of Japan does in many ways act in the same capacity that an infrastructure bank would. Its focus is development more broadly.

banks with a number of institutions emerging to assist in the ecological transition (Global Infrastructure Hub, 2019^[7])

As indicated by the responses to the 2020 survey, the most common function of national infrastructure banks is to provide financing and investment for new infrastructure projects (Figure 3.4). Importantly, as mentioned above, they play a role in attracting investment from the private sector as well as assisting in ensuring that projects are technically viable. Three respondents indicated that their infrastructure bank provides technical assistance to make project commercially viable, while two respondents indicated that it is charged with exploring new and innovative approaches to project finance and delivery. Only one respondent, Canada, indicated that their infrastructure bank engages relevant stakeholders at all levels of government in infrastructure finance.

Figure 3.4. The Functions and Responsibilities of the National Infrastructure Banks



Note: At the time of survey implementation the UK Infrastructure Bank had not yet been established.

Source: OECD (2020), Survey on the Governance of Infrastructure.

3.3. Infrastructure Agencies and Councils

Several other noteworthy types of institutions have emerged to supplement the governance of infrastructure across OECD Member countries. Two such institutions include infrastructure agencies and infrastructure councils.

3.3.1. Agencies

From the institutional mapping exercise, 4 agencies were identified which provide oversight and expertise to governments. These institutions often respond to a specific need and deal with the latter phases of the infrastructure life cycle, construction, operation, maintenance and delivery, although this is not always the case. Colombia's National Infrastructure Agency, for example, plans, co-ordinates, structures, contracts and evaluates PPP projects aimed at supporting public infrastructure, with a defined role in the transport sector. This covers all five stages of the infrastructure life cycle.

Lithuania's Central Project Management has a more exclusive focus on public procurement while the Slovenian Infrastructure Agency's main task is to oversee the construction and maintenance of transport infrastructure. The UK Infrastructure and Projects Authority focuses on the delivery of public infrastructure projects such as railways, schools, hospitals, housing, defence and IT.

The role of economic regulators is also important in the efficient delivery of infrastructure services. Economic regulators operate as independent bodies within the framework and can provide technical input to decision making. They address market failure and influence the behaviour of infrastructure operators by setting tariffs, requiring infrastructure operators to provide access to their infrastructure to third parties, monitoring, dispute resolution, and setting standards (OECD, 2017^[8]). Economic regulators can also play a role in the development of infrastructure plans of regulated entities. For example, the Italian Regulatory Authority for Energy, Networks and Environment (ARERA) promotes competition and efficiency in public utility services and protects the interests of users and consumers in the sectors of electricity, natural gas, water services, waste cycle and district heating.

Table 3.1. Infrastructure agencies in OECD countries

Colombia	National Infrastructure Agency (Agencia Nacional de Infraestructura)
Korea	The Public and Private Infrastructure Investment Management Center
Lithuania	Central project management agency
Slovenia	Slovenian Infrastructure Agency
UK	Infrastructure and Projects Authority

3.3.2. Councils

Councils that deliberate on infrastructure are an increasingly ubiquitous entity that deals with infrastructure policy. These are in fact, advisory bodies, commonly denominated as "councils" that normally exist within a ministry and provide advice to the government on specific matters relating to infrastructure investment. Some, such as Australia's Infrastructure and Commercial Advisory Office give recommendations to stakeholders specifically on infrastructure projects while others such as Ireland's National Economic and Social Council have a larger remit including economy, environment and development.

A list of identified "Councils" can be found below.

Table 3.2. Infrastructure councils in OECD countries

Australia	Infrastructure and Commercial Advisory Office (ICA)
Belgium	La consultation socio-économique
Czech Republic	Public Investment Council
Ireland	The National Economic and Social Council
The Netherlands	Council for the Environment and Infrastructure

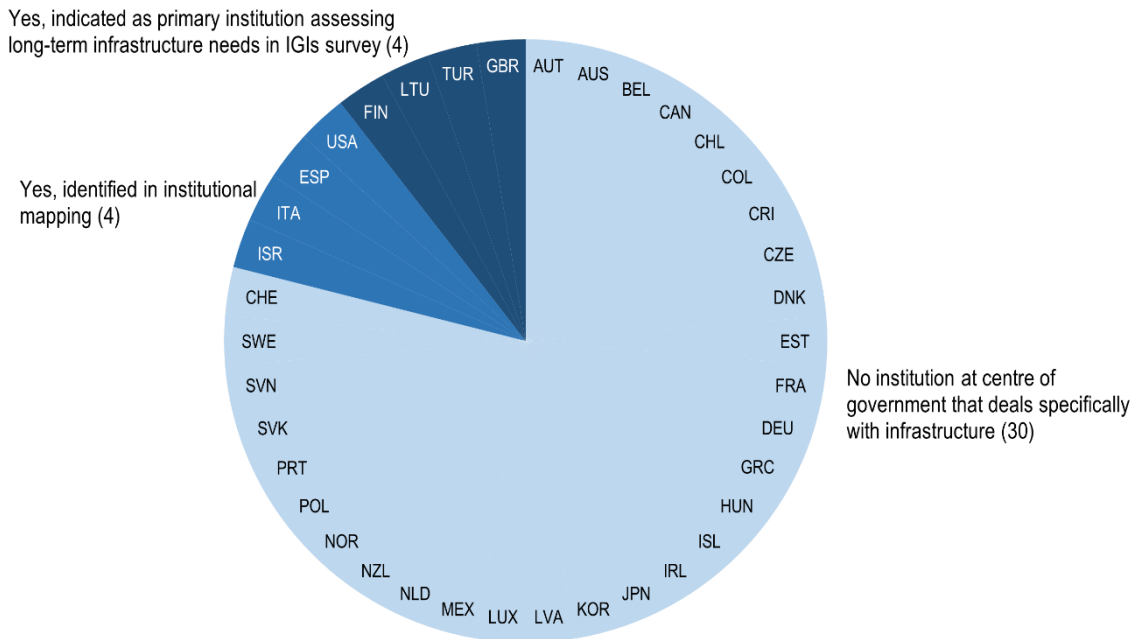
3.4. The increasing role of centres of government in coordinating infrastructure policy

Centres of government are the support structure serving the highest level of the executive branch of government. They provide elected officials with informed and expert analysis in order for them to make informed and evidence-based policy decisions. They also serve as a conduit for ministries and agencies to relay perspectives to decision-makers from their respective sectors and thus better inform top level priorities. The success of any government programme depends on the ability of the centre to oversee the quality of the policy process from policy analysis and development to monitoring and evaluation of outcomes. It acts as a political-administrative bridge that facilitates coherence across government agencies and levels, serving as the eyes and ears of the government by maintaining relationships and relevant networks (OECD, 2018^[9])

The growing presence of centre of government institutions represents a shift towards a more coordinated approach to infrastructure policy and the governance of infrastructure more broadly. The increasing role that centres of government play in infrastructure can be linked back to the need to define high level priorities and objectives that require cross-government action and where sector boundaries are blurred e.g. due to new technologies or interconnectedness. Several OECD countries have created institutions that deal with infrastructure policy at the centre of government. A total of eight were identified both through the survey and through the institutional mapping exercise (Figure 3.5). The four countries identified through the survey, Türkiye, Finland, Greece and Lithuania, indicated that their centre of government body was the principal body responsible for assessing long term infrastructure needs. The four countries identified in the institutional mapping exercise, Spain, Israel, Italy and the United States, have bodies that deal with infrastructure policy and provide advice and guidance to elected officials and/or the head of state.

A number of centre of government institutions in OECD Member countries, such as the Presidency of Strategy and Budget, overseen by Office of the Presidency of Türkiye and the Government Committee of Large Scale Infrastructure in Greece have been established in the past five years.

This trend is in line with the recommendation issued by the OECD Council on the Governance of Infrastructure in 2020 on the need to co-ordinate infrastructure policy across levels of government. In creating bodies that deal with infrastructure in a comprehensive way, channels for dialogue and co-operation can be created between national and subnational governments. Investment is better managed and cooperation with local governments and public-private partnerships can be fully capitalised upon. It also allows governments to strengthen capacities for public investment and policy learning at all levels of government (OECD, 2020^[21]).

Figure 3.5. Has a centre of government institution responsible for infrastructure

Source: OECD (2020), Survey on the Governance of Infrastructure & 2022 Institutional Mapping Exercise

3.5. Delivering environmentally sustainable and climate-resilient infrastructure

As a response to the magnitude and urgency of the climate crisis, institutions that govern infrastructure have been changing in a way that push for a holistic approach that underpins the green transition. This implies the mobilisation of all public policy and expenditure tools across sectors to support an effective green transition. The growing awareness of this in government has led many countries to adapt their institutional arrangements in a way that facilitates the creation of infrastructure that supports sustainable development. This includes both the creation of new institutions as well as the integration of environmental criteria into existing ones.

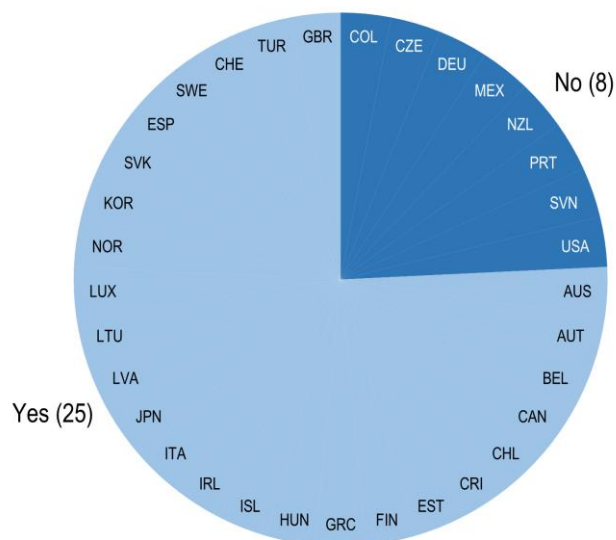
Some countries have taken the steps to amalgamate the institutions responsible for environment and infrastructure, highlighting the interconnectedness of these two domains. The Ministry of Climate Action, Environment, Energy, Mobility, Innovation and Technology in Austria is one example. It changed its name from the Ministry for Transport, Innovation and Technology in 2020 to the need to address challenges such as sustainable economic growth and climate protection. Switzerland's principal institution for responsible for infrastructure, the Federal Department of the Environment, Transport, Energy and Communications, also deals with the environment as one of its main areas of responsibility.

Aside from institutional structures, 25 of respondents to the 2020 survey, as well as Sweden,⁵ indicated that there is alignment between the long-term national infrastructure plans with environmental or climate action plans. This alignment is generally implemented by the principal institution of infrastructure governance in any given country (Figure 3.6). This focus on environmentally sustainable and climate-resilient infrastructure is important for a number of reasons. As infrastructure is increasingly playing a major role in governments' environmental agendas, governments will require the right set of tools to navigate difficult policy choices in the short- and medium-term. The green transition will depend to a large extent on governments' ability to deliver environmentally sustainable infrastructure. Strengthening the

⁵ Sweden provided additional comments to this paper outside of the 2020 survey via the SIP Network.

quality of government's approaches is thus key to delivering environmentally sustainable and climate-resilient infrastructure as well as engaging with the private sector and the civil society to work collectively towards achieving these objectives.

Figure 3.6. Alignment of infrastructure strategic vision with environmental or climate action plans in OECD countries



Note: Australia's data on long-term strategic vision for infrastructure are based on the 2021 Australian Infrastructure Plan. The 2021 Australian Infrastructure Plan is a practical and actionable roadmap for infrastructure reform, developed by Infrastructure Australia, an independent advisory agency. The plan is not a politically sanctioned document.

Note: Data for 2020 for Denmark, France, Israel, Netherlands and Poland are not available. The 2020 data for Belgium is based on the responses from Flanders only.

Source: OECD (2020), Survey on the Governance of Infrastructure and SIP Delegates

4. Conclusion

This paper has provided a snapshot of the Institutional Arrangements that exist across the OECD for the governance of infrastructure. In collating data from the 2020 Survey on the Governance of Infrastructure with research conducted by the OECD Secretariat, as well as inputs provided by the SIP Network, several trends and patterns can be discerned. Firstly, three broad categories of institutional arrangements were identified to provide a working typology on the different systems in which OECD countries deal with the governance of infrastructure. There is an increasing prevalence of the first arrangement, where countries mandate a singular line ministry that deals with infrastructure across sectors and plays a co-ordinating role across government and, at times, levels of government. The ministry of finance leads the infrastructure agenda in a total of six OECD countries while 14 have set-ups where multiple line ministries oversee different sectors of infrastructure. These form the second and third arrangement identified.

Secondly, new institutional arrangements and trends supporting planning, financing and decision making in infrastructure were also identified. The growing number of infrastructure commissions and banks reflect the recognition of the diverse and complex challenges related to infrastructure in the era of multiple crises by governments. Centres of government and bespoke bodies such as councils and agencies are playing an increasingly important role in steering infrastructure policy and its alignment with multiple policy goals. Increasing number of OECD countries are creating institutions that deal with infrastructure policy at the centre of government, with eight countries currently identified to have such institutions. Moreover, institutional reforms related to the environmentally sustainable and climate-resilient infrastructure that represent the need to address issues such as climate change and the importance infrastructure has in the transition to a sustainable economy were also touched upon.

Going forward, it is important to continue to examine and assess how infrastructure decision making is carried out and how countries' institutional arrangements may influence their infrastructure goals and outcomes. The centralisation of infrastructure policy may allow for strong planning and co-ordination across sectors and can prevent overlap of responsibilities. However, as each country's geographic, economic and social context varies greatly, appropriate institutional arrangements for infrastructure policy may vary across countries. Infrastructure is playing an increasingly important role in economic and social development of all countries. In particular, environmental and climate considerations are widely integrated into infrastructure policy to address the climate crisis. Considering the increasing role and contribution of infrastructure in achieving multiple policy goals, it is important to understand how the institutions that govern it function and how they can best be adapted to meet the challenges of tomorrow.

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Annex A. Country profiles

Australia

Institutional Arrangement	<p>Ministry of Infrastructure or equivalent leads infrastructure policy.</p> <p>Australia's main body at a national level that deals with infrastructure is the Department of Infrastructure, Transport, Regional Development, Communications and the Arts. It gives policy advice, makes regulation and implements large scale projects. Infrastructure Australia is an independent advisory body that gives evidence-based advice on infrastructure planning, policy and priorities to both government and civil society. It conducts the national infrastructure audit and wrote the Australian Infrastructure Plan. The Treasury's Infrastructure and Commercial Advisory Office gives advice to government on infrastructure investment. Much of Australia's infrastructure governance is conducted at a state and territory level. For a breakup of the various state and territory institutions that deal with infrastructure in Australia see the Infrastructure Australia page.</p>
Ministry of Infrastructure	<p>Yes - Department of Infrastructure, Transport, Regional Development, Communications and the Arts</p> <p>Coordinating role in infrastructure policy: Yes</p> <p>Assess long-term infrastructure needs: Yes</p> <p>Sets prioritization criteria: No</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: No</p> <p>Lead role in alignment of budget and infrastructure plan: No</p> <p>Gatekeeping role in approval of infrastructure projects: No</p>
Infrastructure Commission or Equivalent	<p>Yes – Infrastructure Australia</p> <p>First established in 2008 as the nation's independent infrastructure adviser. Its purpose is to: improve decision making on infrastructure matters; better identify and assess key drivers of infrastructure demand and use; improve prioritization of infrastructure needs and projects; and identify, implement and promote best practice in infrastructure planning, financing, delivery and operation.</p> <p>Main responsibilities: Provides strategic and impartial advice on infrastructure priorities and service needs</p> <p>Audits existing infrastructure</p> <p>Assesses project business cases</p>
Infrastructure Bank or Equivalent	<p>No, but there are other entities with a broad scope of action that includes supporting investment in infrastructure (e.g. regional development agencies, development financial institutions)</p>
Other relevant institutions	<p>Infrastructure and Commercial Advisory Office</p>

Austria

Institutional Arrangement	Ministry of Infrastructure or equivalent leads infrastructure policy. Infrastructure policy relating to transport, energy and technology is overseen and implemented by the Ministry of Climate Action, Environment, Energy, Mobility, Innovation and Technology. It is divided up into various departments that deal with specific issues such as water, rail and road infrastructure. The Ministry for Digital and Economic Affairs manages the economic policy of Austria, as well as administration of federal buildings. It changed its name from the Ministry of Commerce and Public Works in 2018 to reflect the push to digitalize the government. The Ministry of Finance oversees Austria's federal budget and the Austria's Recovery and Resilience Facility Plan , which will see 3.5 billion euros go into areas such as building repairs and broadband expansion from 2021 to 2026.
Ministry of Infrastructure	Yes - Federal Ministry for Transport, Innovation and Technology Coordinating role in infrastructure policy: Yes Assess long-term infrastructure needs: Yes Sets prioritization criteria: Yes
Role of the Ministry of Finance	Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: No Gatekeeping role in approval of infrastructure projects: For projects above a certain threshold or with specific criteria
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No

Belgium

Institutional Arrangement	Each line ministry is responsible for overseeing infrastructure policy in their respective sector. Infrastructure governance in Belgium is highly devolved, regional governments are responsible for the bulk of infrastructure policy implementation. However, the federal government does play an important role in certain sectors such as rail and civil aviation. It also establishes national safety and environmental policies relating to transport infrastructure. The principal agency at a federal level that does this is the Federal Public Service Mobility and Transport. The Federal Public Service Economy oversees general economic policy, which includes allocation of funds to infrastructure and development plans. Along with the Federal Planning Bureau, and the Federal Public Service of Health, Food Chain Safety and Environment it oversees Belgium's wider economic development, which encompasses some responsibilities for infrastructure policy. As part of its national plan for energy and climate , Belgium aims to construct infrastructure that will allow it to support an ecological transition and create an energy network that uses principally renewable energies.
Ministry of Infrastructure	No
Role of the Ministry of Finance (data for Flanders Region)	Sets prioritization criteria: N/A Lead role in alignment of budget and infrastructure plan: N/A Gatekeeping role in approval of infrastructure projects: Yes
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent (data for Flanders Region)	No, but there are other entities with a broad scope of action that includes supporting investment in infrastructure (e.g. regional development agencies, development financial institutions)
Other relevant institutions	Federal Public Service Mobility and Transport Departement Mobiliteit en Openbare Werken Mobilité Wallonie Brussels Mobility

Canada

Institutional Arrangement	Ministry of Infrastructure or equivalent leads infrastructure policy. Canada's primary federal institution for infrastructure investment is Infrastructure Canada, however, it also has a network of sub-national infrastructure authorities that are responsible for infrastructure policy, regulation and investment in the provinces, territories and municipalities. The Canada Infrastructure Bank works to invest into public infrastructure and operates on a public-private partnership model. This dual nature permits the Bank to seek investment from the both the public and private sector to support infrastructure projects. The Department of Finance deals with the allocation of resources across government and in its annual budget sets out how funding will be allocated to promote the various infrastructure needs of Canada.
Ministry of Infrastructure	Yes – Infrastructure Canada Coordinating role in infrastructure policy: Yes Assess long-term infrastructure needs: No (takes place at subnational) Sets prioritization criteria: No (takes place at subnational)
Role of the Ministry of Finance	Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: Yes Gatekeeping role in approval of infrastructure projects: No*
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	Yes, established and operational – Canada Infrastructure Bank Purpose is to invest \$35 billion in revenue-generating infrastructure which benefits Canadians and attracts private capital. Main responsibilities: Provide financing and investment in new infrastructure projects Attract investment from private sector investors and institutional investors Provide technical assistance to make projects commercially viable Explore new and innovative approaches to project finance and delivery Engage relevant stakeholders at all levels of government in infrastructure finance and delivery
Notes*	Despite indicating the Ministry of Finance (or equivalent) does not have a gatekeeping role in approving infrastructure projects, the Treasury Board Secretariat in some ways does fulfill this function.

Chile

Institutional Arrangement	Ministry of Infrastructure or equivalent leads infrastructure policy. Chile's central institution for infrastructure management is the Ministry of Public Works; however, overall infrastructure governance is divided across ministries and agencies depending on the sector. The Ministry of Finance is involved in public procurement of infrastructure projects and controls the Desarrollo País, an infrastructure investment fund that selects and appraises projects for investment. The Ministry for Transport and Communications is responsible for directing, supervising, coordinating and promoting laws on transport and telecommunications. The Ministry of Public Works oversees water and transport infrastructure such as roads, bridges and tunnels.
Ministry of Infrastructure	Yes – Ministry of Public Works Coordinating role in infrastructure policy: Yes Assess long-term infrastructure needs: No Sets prioritization criteria: No
Role of the Ministry of Finance	Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: No Gatekeeping role in approval of infrastructure projects: no
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	Other – In Chile an Infrastructure Fund ("Desarrollo País") was created in 2018, with the purpose to support investment, mainly through the PPP system.
Other relevant institutions	Desarrollo País Ministry of Transport and Telecommunications Chile Compra

Colombia

Institutional Arrangement	<p>Specific unit or agency under the ministry of finance coordinates infrastructure policy.</p> <p>The National Planning Department coordinates long term projects and public investments in Colombia. It has the responsibility of preparing and approving the capital budget and therefore for the purpose of this classification it can be understood as having the responsibilities of the ministry of Finance for capital investment. As such it plays a central role in planning infrastructure by allocation of funding to the various agencies and levels of government across Colombia. The Ministry of Transport is responsible for transport infrastructure and regulation and also the National Infrastructure Agency. This latter wrote Colombia's "5G" infrastructure plan which sees nearly 22 billion pesos of investments devoted to developing Colombia's transport infrastructure. The Fondo Financiero de Proyectos de Desarrollo, a development fund, is also managed by the National Infrastructure Agency.</p>
Ministry of Infrastructure	<p>No, but does have a National Planning Department</p> <p>Assess long-term infrastructure needs: Yes*</p> <p>Sets prioritization criteria: Yes</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: No</p> <p>Lead role in alignment of budget and infrastructure plan: No</p> <p>Gatekeeping role in approval of infrastructure projects: Yes</p>
Infrastructure Commission or Equivalent	<p>Yes, created but not yet operational</p>
Infrastructure Bank or Equivalent	<p>Yes, established and operational - National Development Finance</p> <p>Main responsibilities: Provide financing and investment in new infrastructure projects</p> <p>Attract investment from private sector investors and institutional investors</p> <p>Provide technical assistance to make projects commercially viable</p>
Notes*	<p>The National Planning Department Classified in ministry of finance arrangement as there is no other institution at a ministerial level that deals with specifically infrastructure policy. It indicated that the ministry/agency of Infrastructure was responsible for planning and prioritisation criteria, however, the institution being referred to is the National Planning Department, which is not equivalent to a ministry of infrastructure.</p>

Costa Rica

Institutional Arrangement	<p>Ministry of Infrastructure or equivalent leads infrastructure policy.</p> <p>The Ministry of Public Works and Transport is the principal institution in Costa Rica dealing with infrastructure policy. It oversees the planning and construction of roads, airports and maritime ports. It is also responsible for regulating public transport. The Ministry of Environment and Energy guides the country's sustainable development and energy network. The Ministry of National Planning and Economic Policy, meanwhile, acts as an advisory body in support of the Presidency of Costa Rica in formulating the Government's economic strategy, defining long-term strategy and public investment in areas such as infrastructure.</p>
Ministry of Infrastructure	<p>Yes - Ministry of Public Works and Transport</p> <p>Coordinating role in infrastructure policy: Yes</p> <p>Assess long-term infrastructure needs: Yes</p> <p>Sets prioritization criteria: No</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: No</p> <p>Lead role in alignment of budget and infrastructure plan: No</p> <p>Gatekeeping role in approval of infrastructure projects: Yes</p>
Infrastructure Commission or Equivalent	<p>Yes, created but not yet operational</p>
Infrastructure Bank or Equivalent	<p>No, but there are other entities with a broad scope of action that includes supporting investment in infrastructure (e.g. regional development agencies, development financial institutions)</p>
Other relevant institutions	<p>Ministry of Environment and Energy</p> <p>Ministry of National Planning and Economic Policy</p>

Czech Republic

Institutional Arrangement	<p>Each line ministry is responsible for overseeing infrastructure policy in their respective sector.</p> <p>Each line ministry is responsible for overseeing infrastructure policy in their respective sector, while multisectoral policies and strategies are approved by the Government – namely Strategy of Regional Development, Spatial Development Policy (coordinating the plans for changes in transport and technical infrastructure), Innovation Strategy, Energy Policy, etc. The Ministry of Transport is the main body that deals with transport infrastructure policy and covers road, rail, water and air transport. It oversees the Transport Infrastructure State Fund which invests in projects with revenue acquired through taxes, road tolls and EU funding. The Ministry of Regional Development manages allocation of financing for territorial and urban development projects, coordinates EU funding aimed at regional development, and is also responsible for construction and spatial planning regulations. Public Investment Council and Regional Development Council serve as advisory bodies to the Government, while support for Public Investment State Fund provides financial incentives to development projects. The Ministry of Industry and Trade has sectoral responsibilities in the areas of energy and water waste management.</p>
Ministry of Infrastructure	<p>No – Multiple line ministries</p> <p>Ministry of Transport Ministry of Finance Ministry for Regional Development Ministry of Industry and Trade</p> <p>Assess long-term infrastructure needs: No (N.a) Sets prioritization criteria: No</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: No Gatekeeping role in approval of infrastructure projects: Yes</p>
Infrastructure Commission or Equivalent	<p>No Other advisory bodies to the Government: Public Investment Council and Regional Development Council</p>
Infrastructure Bank or Equivalent	<p>No, but there are plans to establish a National Infrastructure Bank</p> <p>National Development Bank, Transport Infrastructure State Fund, Support for Public Investment State Fund play similar roles.</p>

Denmark

Institutional Arrangement	<p>Each line ministry is responsible for overseeing infrastructure policy in their respective sector.</p> <p>The Ministry of Transport is responsible for the planning and management of transport infrastructure such as roads, railways, metro systems, harbours and aviation. It also administers construction and building regulation and wrote the “Denmark Forward” plan which aims to invest DDK 106 Billion to improve Danish infrastructure by 2035. This includes investing in roads and public transport, using new environmentally friendly technology to assist in the green transition of the transport sector. The Ministry of Finance also plays an important role in Denmark’s infrastructure governance, notably, it oversees the National Reform Programme which is the overall economic and investment framework of Denmark. The Ministry of Climate, Energy and Utilities is charged with Denmark’s climate policy. It is also responsible for energy, digital and water infrastructure.</p>
Ministry of Infrastructure	<p>No – Multiple line ministries</p> <p>The Ministry of Transport Ministry of Finance Ministry of Climate, Energy and Utilities</p> <p>Assess long-term infrastructure needs: Data unavailable Sets prioritization criteria: Data unavailable</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: Data unavailable Lead role in alignment of budget and infrastructure plan: Data unavailable Gatekeeping role in approval of infrastructure projects: Data unavailable</p>
Infrastructure Commission or Equivalent	<p>No</p>
Infrastructure Bank or Equivalent	<p>No</p>

Estonia

Institutional Arrangement	<p>Each line ministry is responsible for overseeing infrastructure policy in their respective sector.</p> <p>The principal institution that deals with infrastructure in Estonia is the Ministry of Economic Affairs and Communications. Two ministers, the Minister of Economy and Infrastructure and the Minister for Entrepreneurship and Information Technology, oversee this ministry. It has a broad mandate that covers many sectors of infrastructure including construction, housing, transport and energy. The Ministry of the Interior while not directly responsible for infrastructure policy oversees broader national development, which includes renewable energy and transport infrastructure, it also wrote the Coherent Estonian Development Plan 2021-2030. The Ministry of Environment implements policy with the objective of transitioning Estonia to a circular economy, as part of this it is administering a green public procurement strategy.</p>
Ministry of Infrastructure	<p>No – Multiple line ministries</p> <p>Ministry of Economic Affairs and Communication Ministry of Finance Ministry of the Interior Ministry of the Environment</p> <p>Assess long-term infrastructure needs: No Sets prioritization criteria: Yes</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: No Gatekeeping role in approval of infrastructure projects: No</p>
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No

Finland

Institutional Arrangement	<p>Each line ministry is responsible for overseeing infrastructure policy in their respective sector.</p> <p>Infrastructure governance is spread across a number of institutions in Finland. The Ministry of Economic Affairs and Employment is responsible for a wide breadth of sectors, notably transport and environmental policy. The Ministry of Finance oversees long term financing of projects and according to the survey responses, is the main body responsible for setting criteria for prioritising infrastructure projects. The Ministry of Transport and Communication mainly acts as a legislative body, drafting laws that are related to transport and communication and dealing with budgets in related sectors. It is also the parent organisation of the Finnish Infrastructure Transport Agency which implements transport related legislation.</p>
Ministry of Infrastructure	<p>No – Multiple line ministries</p> <p>Ministry of Economic Affairs and Employment Ministry of Finance Ministry of Transport and Communications</p> <p>Assess long-term infrastructure needs: No Sets prioritization criteria: No</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: Yes Lead role in alignment of budget and infrastructure plan: No Gatekeeping role in approval of infrastructure projects: Yes</p>
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	<p>Yes, established and operational -Business Finland</p> <p>A public institution established in 2018 with the objective of attracting investment, trade and business into Finland. It is overseen by the Ministry of Employment and Economy.</p> <p>Main responsibilities: Explore new and innovative approaches to project finance and delivery</p>

France

Institutional Arrangement	<p>Specific unit or agency under the ministry of finance coordinates infrastructure policy.</p> <p>The financing and broader economic policy of France is guided by the Ministry of Economy, Finance and Industrial and Digital Sovereignty. It allocates public finances to all sectors, including infrastructure and transport. The Ministry of Ecological Transition and Territorial Cohesion plays an important role in the planning and implementation of infrastructure. It drives France's ecological and energy transition and has a hand in policy relating to transport, water, roads and security of industry. It is further divided into directorates, such as the Directorate General for Infrastructure, Transport and Mobility that manages policy on a sectoral basis.</p>
Ministry of Infrastructure	<p>No</p> <p>Assess long-term infrastructure needs: Data unavailable</p> <p>Sets prioritization criteria: Data unavailable</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: Data unavailable</p> <p>Lead role in alignment of budget and infrastructure plan: Data unavailable</p> <p>Gatekeeping role in approval of infrastructure projects: Data unavailable</p>
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No
Other relevant institutions	<p>Ministère de l'économie, des finances, et de la souveraineté industrielle et numérique</p> <p>Ministère de la Transition écologique et de la Cohésion des territoires,</p> <p>Ministère de la Transition énergétique</p> <p>Direction générale des infrastructures, des transports et des mobilités (DGITM)</p>

Germany

Institutional Arrangement	<p>Each line ministry is responsible for overseeing infrastructure policy in their respective sector.</p> <p>Germany has a number of institutions that are responsible for infrastructure governance. The Federal Ministry of Finance plans the amount of public funds dedicated to infrastructure. There are also a number of other agencies which deal with infrastructure policy including the Federal Ministry of Economic Affairs and Climate Action (formerly Ministry of Economic Affairs and Energy) which has committed to improving imbalances in the regional economic structures of Germany in 2020. The Federal Ministry for Digital and Transport Infrastructure oversees transport infrastructure such as the autobahn network, rail, water ways and air travel along with being responsible for the provision of digital and broadband infrastructure across the country.</p>
Ministry of Infrastructure	<p>No – Multiple line ministries</p> <p>Federal Ministry for Digital and Transport</p> <p>Federal Ministry of Economic Affairs and Climate Action</p> <p>Federal Ministry for Housing, Urban Development and Building</p> <p>Assess long-term infrastructure needs: No</p> <p>Sets prioritization criteria: Yes</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: No</p> <p>Lead role in alignment of budget and infrastructure plan: No</p> <p>Gatekeeping role in approval of infrastructure projects: Yes</p>
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No, but there are other entities with a broad scope of action that includes supporting investment in infrastructure (e.g. regional development agencies, development financial institutions)

Greece

Institutional Arrangement	Ministry of Infrastructure or equivalent leads infrastructure policy. The Ministry of Infrastructure and Transport with its dual role of administering infrastructure and transport policy is the central infrastructure institution in Greece. It deals with infrastructure planning and financing, as well as transport policy, natural disaster relief and construction. The Ministry of Development and Investments plays an important role in public procurement in Greece, this includes investment in green infrastructure, while the Ministry of Finance oversees public spending more broadly. The Hellenic Development Bank is a specialised institution of the Greek Central Bank that invests in Greece's sustainable development. It engages in projects ranging from green financing to supporting small scale infrastructure projects.
Ministry of Infrastructure	Yes - Ministry of Infrastructure and Transport Coordinating role in infrastructure policy: Yes Assess long-term infrastructure needs: No Sets prioritization criteria: Yes
Role of the Ministry of Finance	Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: Yes Gatekeeping role in approval of infrastructure projects: No
Infrastructure Commission or Equivalent	Yes, established and operational Main responsibilities: Provides strategic and impartial advice on infrastructure priorities and service needs Monitors and review the implementation of the infrastructure plan Develops a strategy or a plan
Infrastructure Bank or Equivalent	No
Other relevant institutions	Ministry of Development and Investments Hellenic Development Bank

Hungary

Institutional Arrangement	Ministry of Infrastructure or equivalent leads infrastructure policy. There are several institutions that deal with infrastructure governance in Hungary, their functions vary depending on the sector. The Ministry of National Economy is responsible for economic planning and policy, it works with the Treasury to allocate funds to various regional development projects in sectors such as construction, housing and agriculture. The Ministry for National Development manages infrastructure assets, transport networks and public procurement. It is overseen by the Minister of State for Infrastructure, among other ministers. The Ministry of Rural Development is in charge of environmental policy and agriculture, with the overarching aim of improving regional development.
Ministry of Infrastructure	No Assess long-term infrastructure needs: No Sets prioritization criteria: No
Role of the Ministry of Finance	Sets prioritization criteria: Yes Lead role in alignment of budget and infrastructure plan: No Gatekeeping role in approval of infrastructure projects: No
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No

Iceland

Institutional Arrangement	Ministry of Infrastructure or equivalent leads infrastructure policy. The Ministry of Infrastructure the central institution that deals with most sectors of infrastructure in Iceland. This includes land, air and maritime transport, land and town planning, telecommunications and housing. It oversees the National Planning Agency which is responsible for preparing the National Planning Strategy 2015-2026 and carrying out environmental impact assessments of infrastructure policy.
Ministry of Infrastructure	Yes - Ministry of Infrastructure Coordinating role in infrastructure policy: Yes Assess long-term infrastructure needs: Yes Sets prioritization criteria: No
Role of the Ministry of Finance	Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: Yes Gatekeeping role in approval of infrastructure projects: Yes
Infrastructure Commission or Equivalent	Yes, established and operational Main responsibilities: Monitors and review the implementation of the infrastructure plan Assesses project business cases
Infrastructure Bank or Equivalent	No, but there are other entities with a broad scope of action that includes supporting investment in infrastructure (e.g. regional development agencies, development financial institutions)
Other relevant institutions	National Planning Agency

Ireland

Institutional Arrangement	Specific unit or agency under the ministry of finance coordinates infrastructure policy. Ireland's main institutional body for infrastructure is the Department of Public Expenditure and Reform. It is responsible for Ireland's development roadmap "Project Ireland 2040" which is the combination of the "National Planning Framework" and "National Development Plan 2021-2030" . It oversees InfraNet, the public sector infrastructure network in Ireland. The Department of Housing, Local Government and Heritage has a role in housing infrastructure and co-wrote the National Planning Framework. Transport infrastructure such as roads and rail are regulated by the Department of Transport, which also plays a role in maintenance and investment and is guided by the "Project Ireland 2040" strategy. Outside of these departments, there are regulatory and advisory bodies such as the Commission for Regulation of Utilities and the National Economic and Social Council which are important to Ireland's infrastructure governance system.
Ministry of Infrastructure	No Assess long-term infrastructure needs: No Sets prioritization criteria: No
Role of the Ministry of Finance	Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: Yes Gatekeeping role in approval of infrastructure projects: Yes
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No, but there are other entities with a broad scope of action that includes supporting investment in infrastructure (e.g. regional development agencies, development financial institutions)
Other relevant institutions	Department of Transport Department of Housing, Local Government and Heritage

Israel

Institutional Arrangement	Each line ministry is responsible for overseeing infrastructure policy in their respective sector. Israel has several institutions that deal with infrastructure governance, their responsibilities vary from sector to sector however, long term strategic planning and coordination is centralised through the Prime Minister's Office. The Ministry of Finance contains a division dedicated to infrastructure, the Infrastructure and Projects Division, which looks specifically at the financing of construction, environment, renewable energy, transport and water projects. Energy infrastructure policy implementation is conducted by the Ministry of Energy, which focuses on creating a diverse and reliable energy infrastructure network to meet the challenges that Israel faces related to scarcity. The Ministry of Road and Transport deals with Israel's land transport infrastructure, such as railways and roads while the Ministry of Communications oversees telecommunications and digital infrastructure.
Ministry of Infrastructure	No – Multiple line ministries Ministry of Transport and Road Safety Ministry of Energy Ministry of Communications Assess long-term infrastructure needs: Data unavailable Sets prioritization criteria: Data unavailable
Role of the Ministry of Finance	Sets prioritization criteria: Data unavailable Lead role in alignment of budget and infrastructure plan: Data unavailable Gatekeeping role in approval of infrastructure projects: Data unavailable
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No
Other relevant institutions	The Social-Economic Staff within the Prime Minister's Office Infrastructure Planning and Development Administration

Italy

Institutional Arrangement	Ministry of Infrastructure or equivalent leads infrastructure policy. Italy's main institution for decision making in terms of infrastructure governance is the Presidency of the Council of Ministers which, in supporting the Prime Minister, directs policy in Italy. The Ministry of Sustainable Infrastructures and Mobility plans, finances and manages infrastructure networks on a national level, while the Ministry of Economy and Finance has a broader role in the allocation of public funds and investment. Italy has implemented institutional reform that is aimed at greening infrastructure with support from the European Union.
Ministry of Infrastructure	Yes - Ministry of Sustainable Infrastructures and Mobility Coordinating role in infrastructure policy: Yes Assess long-term infrastructure needs: Yes Sets prioritization criteria: Yes
Role of the Ministry of Finance	Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: Yes Gatekeeping role in approval of infrastructure projects: Yes
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No, but there are other entities with a broad scope of action that includes supporting investment in infrastructure (e.g. regional development agencies, development financial institutions)
Other relevant institutions	Presidency of the Council of Ministers

Japan

Institutional Arrangement	Ministry of Infrastructure or equivalent leads infrastructure policy. Japan's comprehensive Ministry of Land, Infrastructure, Transport and Tourism (MLIT) is responsible for the policy and implementation of infrastructure governance. It has laid out a number of priorities in its latest white paper including, COVID-19 recovery, rebuilding from the 2011 earthquake, addressing social challenges and increasing disaster preparedness. Fiscal policy falls under the jurisdiction of the Ministry of Finance, which, with the Bank of Japan, is responsible for the monetary policy of Japan.
Ministry of Infrastructure	Yes - Ministry of Land, Infrastructure, Transport and Tourism Coordinating role in infrastructure policy: No Assess long-term infrastructure needs: No Sets prioritization criteria: No
Role of the Ministry of Finance	Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: No Gatekeeping role in approval of infrastructure projects: Yes
Infrastructure Commission or Equivalent	Yes – Planning Subcommittee of the Council of Infrastructure Development Main responsibilities: Provides strategic and impartial advice on infrastructure priorities and service needs
Infrastructure Bank or Equivalent	No, but there are other entities with a broad scope of action that includes supporting investment in infrastructure (e.g. regional development agencies, development financial institutions)

Korea

Institutional Arrangement	Ministry of Infrastructure or equivalent leads infrastructure policy. The Ministry of Land, Infrastructure and Transport deals with national policy and legislation relating to infrastructure and transport. The current ministry formed in 2013 and is the result of the amalgamation of the former Ministry of Maritime Affairs and Fisheries and the Ministry of Construction and Transport. The Ministry of Finance oversees public spending and investment, importantly it wrote the " Korean New Deal " which will see 160 trillion won (nearly 132.8 billion USD) invested into the economy to promote growth and job creation. Key objectives include digitalisation, green energy, technology and creating a "smart green industrial complex". Korean provincial and local governments also have a high degree of autonomy guaranteed by the constitution, they therefore invest heavily in their own local infrastructure.
Ministry of Infrastructure	Yes - Ministry of Land, Infrastructure and Transport Coordinating role in infrastructure policy: Yes Assess long-term infrastructure needs: No Sets prioritization criteria: Yes
Role of the Ministry of Finance	Sets prioritization criteria: Yes Lead role in alignment of budget and infrastructure plan: Yes Gatekeeping role in approval of infrastructure projects: Yes
Infrastructure Commission or Equivalent	No – However the country has several commissions, councils and committees dealing with infrastructure on a sector bases (e.g. Central Land Tribunal, Metropolitan Transport Commission, National Water Resources Management Committee, Central Harbor Policy Council). Main responsibilities: Provides strategic and impartial advice on infrastructure priorities and service needs.
Infrastructure Bank or Equivalent	No, but there are other entities with a broad scope of action that includes supporting investment in infrastructure (e.g. regional development agencies, development financial institutions)

Latvia

Institutional Arrangement	Each line ministry is responsible for overseeing infrastructure policy in their respective sector. The Ministry of Economy deals with economic and development policy and has sectoral oversight of energy infrastructure. The Ministry of Finance has a broader mandate for budgeting and acts as the gatekeeper for the funding of infrastructure projects in Latvia. The ministry of transport deals with transportation policy and is charged with raising capital for transport infrastructure projects. The Ministry of Environmental Protection and Regional Development is charged with long-term strategic economic planning, it wrote the Sustainable Development Strategy , which is the document of reference for all ministries or agencies when it comes to development.
Ministry of Infrastructure	No – Multiple line ministries Ministry of Economy Ministry of Transport Ministry of Environmental Protection and Regional Development Assess long-term infrastructure needs: No Sets prioritization criteria: No
Role of the Ministry of Finance	Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: No Gatekeeping role in approval of infrastructure projects: Yes
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No

Lithuania

Institutional Arrangement	Each line ministry is responsible for overseeing infrastructure policy in their respective sector. Lithuanian infrastructure governance is spread across different ministries on function of sector. The Ministry of Transport and Communications deals with all that relates to transportation systems and electronic communication. The Ministry of Energy works on energy infrastructure, with a growing focus on renewables. The Ministry of Finance deals with budgeting and approves all infrastructure projects above 360 thousand euros.
Ministry of Infrastructure	No – Multiple line ministries Ministry of Transport and Communications Ministry of Energy Assess long-term infrastructure needs: No Sets prioritization criteria: No
Role of the Ministry of Finance	Sets prioritization criteria: Yes Lead role in alignment of budget and infrastructure plan: Yes Gatekeeping role in approval of infrastructure projects: Yes
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No, but there are other entities with a broad scope of action that includes supporting investment in infrastructure (e.g. regional development agencies, development financial institutions)
Other relevant institutions	Central project management agency

Luxembourg

Institutional Arrangement	Ministry of Infrastructure or equivalent leads infrastructure policy. The Ministry of Mobility and Public Works is the central institution in Luxembourg's infrastructure governance landscape. It is further divided into two departments, the Department of Mobility and Transport and the Department of Public Works. The former wrote the "National Plan for Mobility 2035" that aims to create a transport infrastructure network that incentivises use of public transport and increases coverage across the country. The Department of Finance plays an official gatekeeper role in investment of infrastructure projects.
Ministry of Infrastructure	Yes - Ministry of Mobility and Public Works Coordinating role in infrastructure policy: Yes Assess long-term infrastructure needs: No Sets prioritization criteria: Yes
Role of the Ministry of Finance	Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: No Gatekeeping role in approval of infrastructure projects: Yes
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No

Mexico

Institutional Arrangement	Ministry of Infrastructure or equivalent leads infrastructure policy. The Ministry of Infrastructure, Communications and Transport is responsible for national infrastructure policy in the roads, rail, and airport sectors.; it has an undersecretary for both transport and infrastructure. The Ministry of Finance and Public Credit is the main institution that evaluates the long-term infrastructure needs of the country when fiscal resources are involved. It also contains the "Comisión Intersecretarial de Gasto Público, Financiamiento y Desincorporación" which promotes alignment of long-term strategic plans with budgets and approves of infrastructure projects. The Ministry of Energy has sectoral responsibilities in energy infrastructure and wrote the Program for the Development of the National Electric System - a road map for Mexico future electric grid.
Ministry of Infrastructure	Yes - Ministry of Infrastructure Communications and Transport Coordinating role in infrastructure policy: No Assess long-term infrastructure needs: No Sets prioritization criteria: No
Role of the Ministry of Finance	Sets prioritization criteria: Yes Lead role in alignment of budget and infrastructure plan: No Gatekeeping role in approval of infrastructure projects: Yes
Infrastructure Commission or Equivalent	Yes – Inter-Ministry Commission of Public Budget, Financing and Disincorporation
Infrastructure Bank or Equivalent	Yes - Banco Nacional de Obras y Servicios Públicos Main responsibilities: Provide financing and investment in new infrastructure projects Attract investment from private sector investors and institutional investors

The Netherlands

Institutional Arrangement	<p>Ministry of Infrastructure or equivalent leads infrastructure policy.</p> <p>The Ministry of Infrastructure and Water Management deals with infrastructure policy, implementation and inspection in the Netherlands. The Rijkswaterstaat, which is part of the Ministry, deals with waterways design, construction, management and maintenance of the main infrastructure facilities. Other ministries that have a hand in infrastructure governance include the Ministry of Economic Affairs and Climate Policy and the Ministry of Interior and Kingdom Relations. The former deals with renewable energy and telecommunication infrastructure while the latter oversees housing and construction policy and sets environmental and safety standards in related domains. The Council for the Environment and Infrastructure is an independent advisory body that provides support and analysis on matters relating to infrastructure.</p>
Ministry of Infrastructure	<p>Yes - Ministry of Infrastructure and Water Management</p> <p>Coordinating role in infrastructure policy: Yes</p> <p>Assess long-term infrastructure needs: Data unavailable</p> <p>Sets prioritization criteria: Data unavailable</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: Data unavailable</p> <p>Lead role in alignment of budget and infrastructure plan: Data unavailable</p> <p>Gatekeeping role in approval of infrastructure projects: Data unavailable</p>
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No
Other relevant institutions	<p>Rijkswaterstaat</p> <p>Ministry of Economic Affairs and Climate Policy</p> <p>Ministry of the Interior and Kingdom Relations</p> <p>Council for the Environment and Infrastructure</p>

New Zealand

Institutional Arrangement	<p>Specific unit or agency under the ministry of finance coordinates infrastructure policy.</p> <p>The New Zealand Treasury is responsible for infrastructure investment and asset management. In 2019, it responded to calls to address infrastructure challenges in New Zealand by establishing the Infrastructure Commission. This autonomous crown entity was the result of thorough consultations and gives evidence-based advice and planning recommendations on New Zealand's infrastructure. By lifting infrastructure planning and delivery to a more strategic level, it aims to improve New Zealand's long-term economic performance, social wellbeing and environmental outcomes. The Ministry of Housing and Urban Development has sectoral responsibilities for housing, in order to overcome financing gaps, it set up a financing <u>model</u> that aims to provide capital for infrastructure related to housing and urban development.</p>
Ministry of Infrastructure	<p>No</p> <p>Assess long-term infrastructure needs: No</p> <p>Sets prioritization criteria: No</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: Yes</p> <p>Lead role in alignment of budget and infrastructure plan: Yes</p> <p>Gatekeeping role in approval of infrastructure projects: Yes</p>
Infrastructure Commission or Equivalent	<p>Yes – New Zealand Infrastructure Commission</p> <p>Established in 2019 is an autonomous crown entity that arose after the Treasury consulted with public and private stakeholders in 2018 to establish a body that would give centralised advice on infrastructure governance.</p> <p>Main responsibilities: Develops a strategy or a plan</p> <p>Provides strategic and impartial advice on infrastructure priorities and service needs</p> <p>Provides strategic and impartial advice on procurement Audits existing infrastructure Assesses project business cases</p> <p>Monitors and review the implementation of the infrastructure plan</p>
Infrastructure Bank or Equivalent	No
Other relevant institutions	Ministry of Housing and Urban Development

Norway

Institutional Arrangement	Each line ministry is responsible for overseeing infrastructure policy in their respective sector. The Ministry of Finance as part of its mandate to plan and implement economic policy for Norway oversees investments and assets which include those related to infrastructure. It is also responsible for the administration of the Norwegian governance scheme for infrastructure investments. Individual ministries are responsible for new investment initiatives. Any initiatives with a presumed budget in excess of the NOK 1 billion threshold value must be analysed in accordance with the requirements and formats stipulated by the Ministry of Finance. The Ministry of Transport has sectoral responsibilities in transport infrastructure and wrote the National Transport Plan which sets out policies and objectives for an 11 year period aimed at eventually creating “an efficient, environmental- friendly and safe transport system in 2050”.
Ministry of Infrastructure	No – multiple line ministries Ministry of Transport Ministry of Local Government and Regional Development Ministry of Petroleum and Energy Ministry of Health and Care Service Assess long-term infrastructure needs: No Sets prioritization criteria: Yes*
Role of the Ministry of Finance	Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: No Gatekeeping role in approval of infrastructure projects: Yes
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No, but there are other entities with a broad scope of action that includes supporting investment in infrastructure (e.g. regional development agencies, development financial institutions)
Note*	This note refers to the Ministry of Transport who sets prioritisation criteria for the portfolio of road infrastructure projects in the National Transport Plan.

Poland

Institutional Arrangement	Ministry of Infrastructure or equivalent leads infrastructure policy. The Ministry of Infrastructure was established in 2018 after it separated from its predecessor the Ministry of Infrastructure and Development. It deals with transport infrastructure, waterways, maritime affairs and water management. The Ministry of Economic Development and Technology was established in 2021 and is in charge of construction and spatial planning. It also invests in certain infrastructure projects on a local scale. The Ministry of Development Funds and Regional Policy plans Poland’s long-term development strategy, it wrote the National Strategy for Regional Development which has as a key objective to develop infrastructure conducive to competitiveness, attract investment and increase living standards in regions.
Ministry of Infrastructure	Yes - Ministry of Infrastructure Coordinating role in infrastructure policy: Yes Assess long-term infrastructure needs: Data unavailable Sets prioritization criteria: Data unavailable
Role of the Ministry of Finance	Sets prioritization criteria: Data unavailable Lead role in alignment of budget and infrastructure plan: Data unavailable Gatekeeping role in approval of infrastructure projects: Data unavailable
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No
Other relevant institutions	Ministry of Economic Development and Technology Ministry of Development Funds and Regional Policy

Portugal

Institutional Arrangement	<p>Ministry of Infrastructure or equivalent leads infrastructure policy.</p> <p>The Ministry of Infrastructure and Housing is the central institution responsible for planning and prioritising infrastructure projects in Portugal. It also oversees construction and housing regulation. The Ministry of Environment and Energy Transition deals with policy related to green development, notably in areas of housing, urban planning and transport. In 2020 the National Investment Program 2030 was presented by the Minister for Housing and Infrastructure and the Minister for Environment and Energy Transition. It is a blueprint for Portuguese investment into the coming decade establishing a plan for investment in transport, environment and infrastructure. Notably transport and mobility, particularly rail, are allocated 21,600 million euros. The Conselho Superior de Obras Públicas (Superior Council of Public Works) is an independent advisory council that was set up in 2018 to give advice on large-scale infrastructure projects and investments. The government is required by law to seek its counsel on any project that exceeds 75 million euros. The Ministry of Finance also plays a gatekeeper role in infrastructure investment; the ministry must give approval for projects that exceed 5 million euros.</p>
Ministry of Infrastructure	<p>Yes - Ministry of Infrastructure and Housing</p> <p>Coordinating role in infrastructure policy: Yes</p> <p>Assess long-term infrastructure needs: Yes</p> <p>Sets prioritization criteria: Yes</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: No</p> <p>Lead role in alignment of budget and infrastructure plan: No</p> <p>Gatekeeping role in approval of infrastructure projects: Yes</p>
Infrastructure Commission or Equivalent	<p>Yes – Council of Public Works</p> <p>Established in 2018</p> <p>When requested by the Government CSOP can also give technical advice on:</p> <p>a) The hierarchy of different projects, based on multiple criteria, namely the cost-benefit analysis</p> <p>b) The evaluation of the results achieved and the identification of any deviations from the intended results after the execution of the projects.</p> <p>Main responsibilities: Provides strategic and impartial advice on infrastructure priorities and service needs</p> <p>Provides impartial and expert advice on funding and financing</p>
Infrastructure Bank or Equivalent	No

Slovak Republic

Institutional Arrangement	<p>Each line ministry is responsible for overseeing infrastructure policy in their respective sector.</p> <p>The Ministry of Finance, along with being responsible for overall public spending, carries out reviews of large investments as directed by its Value for Money Division. The National Audit Office, which undertakes ad hoc reviews of infrastructure projects is also part of the Ministry of Finance. The Ministry of Transport and Construction oversees various sectors that are related to infrastructure governance, these include housing, construction and telecommunications. The Ministry of Investment and Regional Development plays a role in allocation of funds that are used to invest in infrastructure, this includes funds from institutions such as the EU. Finally, the Ministry of Economy, which is responsible for many aspects of the Slovak economy, administers energy and related infrastructure networks.</p>
Ministry of Infrastructure	<p>No – multiple line ministries</p> <p>Ministry of Transport and Construction</p> <p>Ministry of Investments, Regional Development and Informatization</p> <p>Ministry of the Economy</p> <p>Assess long-term infrastructure needs: Yes*</p> <p>Sets prioritization criteria: No</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: No</p> <p>Lead role in alignment of budget and infrastructure plan: Yes</p> <p>Gatekeeping role in approval of infrastructure projects: Yes</p>
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No, but there are other entities with a broad scope of action that includes supporting investment in infrastructure (e.g. regional development agencies, development financial institutions)
Notes*	Ministry of Investments, Regional Development and Informatization deals with budget and planning of projects

Slovenia

Institutional Arrangement	Ministry of Infrastructure or equivalent leads infrastructure policy. The Ministry of Infrastructure is the main institutional body when it comes to infrastructure governance in Slovenia; it is responsible for developing and maintaining transport infrastructure such as roads, rail and waterways along with energy networks. It is also the parent agency of the Slovenian Infrastructure Agency that focuses on construction and transport. The Ministry of Finance oversees public spending whilst also administering public-private partnerships and providing macroeconomic analysis. The Office for Development and European Cohesion Policy is responsible for Slovenia's long-term spending and development projects. Notably, it oversees the Recovery and Resilience Plan that is financed by the EU.
Ministry of Infrastructure	Yes - Ministry of Infrastructure Coordinating role in infrastructure policy: Yes Assess long-term infrastructure needs: Yes Sets prioritization criteria: No
Role of the Ministry of Finance	Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: Yes Gatekeeping role in approval of infrastructure projects: No
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No
Other relevant institutions	Slovenian Infrastructure Agency Office for Development and European Cohesion Policy

Spain

Institutional Arrangement	Each line ministry is responsible for overseeing infrastructure policy in their respective sector. The Ministry of Transport, Mobility and Urban Agenda (MITMA) is responsible for all forms of transport infrastructure, as well as administering housing and urban planning policy. The Ministry contains the General Secretariat of Infrastructure which is responsible for investment in infrastructure, infrastructure project prioritisation, planning and providing general assistance to the Secretary of State for all matters related to infrastructure strategy. The MITMA also set up the Observatory of Transport and Logistics in Spain which provides logistical advice on infrastructure investments and sets benchmarks to assess project performance. Ministry of Economic Affairs and Digital Transformation (MINECO) has sectoral responsibilities for digital infrastructure while the Ministry for the Ecological Transition and Demographic Challenge deals with energy as part of its wider mandate of environmental policy.
Ministry of Infrastructure	No – multiple line ministries Ministry of Transports, Mobility and Urban Agenda Ministry of Economic Affairs and Digital Transformation Ministry for the Ecological Transition and the Demographic Challenge Assess long-term infrastructure needs: Yes* Sets prioritization criteria: Yes*
Role of the Ministry of Finance	Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: No Gatekeeping role in approval of infrastructure projects: Yes
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No, but there are other entities with a broad scope of action that includes supporting investment in infrastructure (e.g. regional development agencies, development financial institutions)
Notes*	Despite indicating that the Ministry of Planning / National Development/Infrastructure is the primary institution responsible for assessing the country's long-term infrastructure needs and the primary institutions responsible for setting prioritization criteria, Spain does not have a specific line ministry dedicated to infrastructure. The Ministry of Transports, Mobility and Urban Agenda (MITMA) in some ways serve this purpose, however, deals more with regulation rather than infrastructure itself. It also contains the General Secretariat of Infrastructure within MITMA but this is not a ministerial level institution. For this reason, it was categorized in the line ministry arrangement.

Sweden

Institutional Arrangement	Ministry of Infrastructure or equivalent leads infrastructure policy. The Ministry of Infrastructure is responsible for matters relating to transport, digital and energy infrastructure. It has several subordinate institutions that deal with different aspects of infrastructure administration, for example, the Swedish Transport Administration is responsible for long-term planning and maintenance of transport infrastructure, while the Swedish Transport Agency has the role of transport markets regulator and oversight body. The Ministry of Finance deals with government budgets as well as housing and community planning. It is charged with implementing Sweden's recovery plan .
Ministry of Infrastructure*	Yes - Ministry of Infrastructure Coordinating role in infrastructure policy: Yes Assess long-term infrastructure needs: Yes Sets prioritization criteria: Yes
Role of the Ministry of Finance*	Sets prioritization criteria: Yes- when it comes to strategic fiscal frameworks that tie to transport infrastructure Lead role in alignment of budget and infrastructure plan: Yes Gatekeeping role in approval of infrastructure projects: For some projects (Ministry of Infrastructure) has leading role)
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No
Notes*	Responses for Sweden were provided by SIP delegates and not in IGI survey.

Switzerland

Institutional Arrangement	Ministry of Infrastructure or equivalent leads infrastructure policy. The Federal Department of the Environment, Transport, Energy and Communications (DETEC) is the principal institution in Switzerland that deals with infrastructure governance. As part of its remit, is charged with transportation systems, environment, energy and communications. It is the parent institution of both the Federal Transport Office and the Federal Office for Energy. This latter wrote the Energy Strategy 2050 which aims to promote the use of renewable energies thereby reducing dependence on fossil fuels. Although the Federal Department of Finance does not play an official gatekeeper role in infrastructure projects, its work in budget estimations and fiscal policy influences investment in infrastructure.
Ministry of Infrastructure	Yes - Federal Department of the Environment, Transport, Energy and Communications Coordinating role in infrastructure policy: Yes Assess long-term infrastructure needs: Yes Sets prioritization criteria: Yes
Role of the Ministry of Finance	Sets prioritization criteria: No Lead role in alignment of budget and infrastructure plan: Yes Gatekeeping role in approval of infrastructure projects: No
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	No
Other relevant institutions	Federal Office of Transport Federal Office for Energy

Türkiye

Institutional Arrangement	<p>Ministry of Infrastructure or equivalent leads infrastructure policy.</p> <p>Turkey has a number of ministries and sub ministerial institutions that deal with infrastructure governance. The Ministry of Transport and Infrastructure is responsible for transport, maritime and communication infrastructure. This ministry contains the Directorate-General of Infrastructure Investments and the Directorate-General of Transportation Services Regulation, which is in charge of regulating transport infrastructure such as railways and roads. The Ministry of Environment and Urbanisation and Climate Change also has certain responsibilities when it comes to planning infrastructure for development. It's Directorate General for Infrastructure and Urban Transformation Services identifies, plans and finances infrastructure needs and also assists in communication between national and regional level governments. The Presidency of Strategy and Budget is the result of an amalgamation of the former Ministry of Development and the Ministry of Finance's Budget Directorate. Its General Directorate of Sectors and Public Investments deals with public investment and assessments of public procurement more generally. IIBank is Turkey's national investment development bank.</p>
Ministry of Infrastructure	<p>Yes - Ministry of Transport and Infrastructure</p> <p>Coordinating role in infrastructure policy: No</p> <p>Assess long-term infrastructure needs: No</p> <p>Sets prioritization criteria: No</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: No</p> <p>Lead role in alignment of budget and infrastructure plan: Yes</p> <p>Gatekeeping role in approval of infrastructure projects: Yes</p>
Infrastructure Commission or Equivalent	No
Infrastructure Bank or Equivalent	<p>Yes – ILBANK</p> <p>A development and investment bank with a special legal identity. Established in 1993 it is subordinated to the Ministry of Environment and Urban Planning.</p> <p>Main responsibilities: Provide financing and investment in new infrastructure projects</p> <p>Provide technical assistance to make projects commercially viable</p>
Other relevant institutions	<p>Ministry of Environment, Urbanisation and Climate Change</p> <p>Presidency Strategy and Budget Directorate</p>

United Kingdom

Institutional Arrangement	<p>Specific unit or agency under the ministry of finance coordinates infrastructure policy.</p> <p>There are a number of institutions in the United Kingdom that deal with different aspects of infrastructure governance, which are spread across levels of government. The Infrastructure and Projects Authority is the centre of expertise for infrastructure projects, it works closely with HM Treasury and the Cabinet Office. The National Infrastructure Commission is an external body that advises the Treasury on challenges related to infrastructure. The newly established UK Infrastructure Bank acts as a private-public body that funds local level projects. Scotland and Northern Ireland have devolved agencies that are responsible for the specific infrastructure needs of their territories.</p>
Ministry of Infrastructure	<p>No</p> <p>Assess long-term infrastructure needs: No</p> <p>Sets prioritization criteria: No</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: Yes</p> <p>Lead role in alignment of budget and infrastructure plan: Yes</p> <p>Gatekeeping role in approval of infrastructure projects: Yes</p>
Infrastructure Commission or Equivalent	<p>Yes – National Infrastructure Commission</p> <p>Established in 2015, as an independent agency of the HM Treasury. It advises the government on infrastructure challenges and provides advice on future needs.</p> <p>Main responsibilities: Develops a strategy or a plan</p> <p>Provides strategic and impartial advice on infrastructure priorities and service needs</p> <p>Monitors and review the implementation of the infrastructure plan</p>
Infrastructure Bank or Equivalent	Yes - UK Infrastructure Bank
Other relevant institutions	<p>Department for Infrastructure</p> <p>Infrastructure Commission for Scotland</p>

United States

Institutional Arrangement	<p>Each line ministry is responsible for overseeing infrastructure policy in their respective sector.</p> <p>The United States relies heavily on state and local level spending to fund its infrastructure needs, this is reflected in the proportion of subnational government investment, which is well over 50% of government investment as a whole. On a federal level the Department of Commerce coordinates national infrastructure projects such as broadband networks whilst also overseeing international projects. The Office of Management and Budget serves the President by providing support to implement economic and budgetary policy. There are further institutions that work on a sectoral basis such as the Federal Railroad Administration and the Federal Highway Administration which both fall under the Department of Transportation.</p>
Ministry of Infrastructure	<p>No – Multiple line ministries</p> <p>U.S. Department of Commerce Office of Management and Budget Department of Transportation</p> <p>Assess long-term infrastructure needs: No Sets prioritization criteria: No</p>
Role of the Ministry of Finance	<p>Sets prioritization criteria: Yes Lead role in alignment of budget and infrastructure plan: No Gatekeeping role in approval of infrastructure projects: Yes</p>
Infrastructure Commission or Equivalent	<p>No</p>
Infrastructure Bank or Equivalent	<p>No, but there are other entities with a broad scope of action that includes supporting investment in infrastructure (e.g. regional development agencies, development financial institutions)</p>

Annex B. Country data on the roles of the Ministry of Infrastructure

Country	Has Ministry of Infrastructure	Name	Role in coordinating infrastructure policy	Is the Ministry of Planning / National Development/Infrastructure the primary institution responsible for assessing the country's long-term infrastructure needs?	Primary institutions responsible for setting prioritization criteria (Q9)
Australia	✓	The Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDC)	Yes, sets national guidelines for the delivery of infrastructure projects to promote cross-government consistency and the use of best practice	✓	✗
Austria	✓	Ministry of Climate Action, Environment, Energy, Mobility, Innovation and Technology	Yes	✓	✓
Belgium	✗		-	✗	✗
Canada	✓	Infrastructure Canada	Yes, plans, invests in and supports infrastructure that will address the complex challenges facing Canada from urban growth to climate change.	✗	✗
Chile	✓	Ministry of Public Works	Yes, provides oversight to other agencies and levels of government regarding infrastructure legislation.	✗	✗
Colombia	✗		-	✓	✓
Costa Rica	✓	Ministry of Public Works and Transport (MOPT)	-	✓	✗
Czech Republic	✗		-	✗	✗

Denmark	×		-	-	-
Estonia	×		-	×	✓
Finland	×		-	×	×
France	×		-	-	-
Germany	×		-	×	✓
Greece	✓	Ministry of Infrastructure and Transport	Yes, has a specific coordination service that oversees the collective work of the Ministry and wider government objectives	×	✓
Hungary	×		-	×	×
Iceland	✓	Ministry of Infrastructure	Yes, deals with legislation in the field, planning, development and operation of infrastructure systems	✓	×
Ireland	×		-	×	×
Israel	×		-	-	-
Italy	✓	Ministry of sustainable infrastructures and mobility	Yes	✓	✓
Japan	✓	Ministry of Land, Infrastructure, Transport and Tourism (MLIT)	No specific entity in charge, each entity has their own prioritization criteria	×	×
Korea	✓	Ministry of Land, Infrastructure and Transport	Yes, ordines national territorial policy and legislation related to land planning, construction, infrastructure and transport.	×	✓
Latvia	×		-	×	×
Lithuania	×		-	×	×
Luxembourg	✓	Ministry of Mobility and Public Works	Yes, deals with policy relating to transport and construction	×	✓
Mexico	✓	Secretariat of Infrastructure, Communications and Transportation	No, Ministry of Finance plays this role	×	×

Netherlands	✓	Ministry of Infrastructure and Water Management	Yes, the ministry operates in three domains of infrastructure governance: policy, implementation and inspection.	-	-
New Zealand	✗		-	✗	✗
Norway	✗		-	✗	✓
Poland	✓	Ministry of Infrastructure	Yes	-	-
Portugal	✓	Ministry of Infrastructure and Housing	Yes	✓	✓
Slovak Republic	✗		-	✓	✗
Slovenia	✓	Ministry of Infrastructure	Yes	✓	✗
Spain	✗		-	✓	✓
Sweden	✓	Ministry of Infrastructure	Yes, is responsible for cross-sectoral planning	-	-
Switzerland	✓	The Federal Department of the Environment, Transport, Energy and Communications (DETEC)	Yes	✓	✓
Türkiye	✓	Ministry of Transport and Infrastructure	No, overseen by Presidency of Strategy and Budget	✗	✗
United Kingdom	✗		-	✗	✗
United States	✗		-	✗	✗
TOTAL	19	0	14	11	12
	(Out of 38)			(Out of 32 survey respondents)	

Annex C. Country data on the roles of the Ministry of Finance

Country	Ministry of Finance is the principal institution dealing with infrastructure governance (Institutional mapping)	Primary institutions responsible for setting prioritization criteria)	The central budget authority has a leadership role in promoting alignment between annual budgets and long-term national infrastructure plans	Does the Ministry of Finance have a formal gatekeeping role with respect to the approval of infrastructure projects?
Australia	×	×	×	×
Austria	×	×	×	✓*
Belgium (Flanders)	×	-	-	✓*
Canada	×	×	✓	×
Chile	×	×	✓	✓
Colombia	✓	×	×	✓
Costa Rica	×	×	×	✓
Czech Republic	×	×	×	✓*
Denmark	×	-	-	-
Estonia	×	×	×	×
Finland	×	✓	×	✓*
France	✓	-	-	-
Germany	×	×	×	✓*
Greece	×	×	✓	×
Hungary	✓	✓	×	×
Iceland	×	×	✓	✓
Ireland	✓	×	✓	✓*
Israel	×	-	-	-
Italy	×	×	✓	✓
Japan	×	×	×	✓*

Korea	×	✓	✓	✓*
Latvia	×	×	×	✓
Lithuania	×	✓	✓	✓*
Luxembourg	×	×	×	✓
Mexico	×	✓	×	✓
Netherlands	×	-	-	-
New Zealand	✓	✓	✓	✓*
Norway	×	×	×	✓*
Poland	×	-	-	-
Portugal	×	×	×	✓*
Slovak Republic	×	×	✓	✓*
Slovenia	×	×	✓	×
Spain	×	×	×	✓
Sweden	×	-	-	-
Switzerland	×	×	✓	×
Türkiye	×	×	✓	✓*
United Kingdom	✓	✓	✓	✓*
United States	×	✓	×	✓*
TOTAL	6	8	14	for all projects ✓
				9
				for projects above a certain threshold or with specific criteria (e.g. PPP projects only) ✓*
				16

Annex D. Country data on the roles of line ministries

Country	Line Ministries are principal institutions dealing with infrastructure governance	Names of relevant line ministries	Each line ministry or agency carries out their own assessments related to infrastructure needs.	Each entity has their own prioritisation criteria (Q9)
Australia	×		×	×
Austria	×		×	×
Belgium	✓	Federal Public Service Mobility and Transport Federal Public Service Economy	×	×
Canada	×		×	×
Chile	×		✓	✓
Colombia	×		×	×
Costa Rica	×		×	×
Czech Republic	✓	Ministry of Transport Ministry of Finance Ministry for Regional Development	✓	✓
Denmark	✓	Ministry of Transport Ministry of Finance Ministry of Climate, Energy and Utilities	-	-
Estonia	✓	Ministry of Economic Affairs and Communication Ministry of Finance Ministry of the Interior Ministry of Environment	✓	×
Finland	✓	Ministry of Finance Ministry of Economic Affairs and Employment Ministry of Transport and Communication	×	×
France	×		-	-

Germany	✓	Federal Ministry of Finance (BMF) The Federal Ministry for Digital and Transport (BMDV) Federal Ministry of Economic Affairs and Climate Action (BMWK)	✓	✗
Greece	✗		✗	✗
Hungary	✗		✓	✗
Iceland	✗		✗	✗
Ireland	✗		✓	✓
Israel	✓	Prime Minister's Office Ministry of Finance Ministry of Energy Ministry of Transport and Road Safety	-	-
Italy	✗		✗	✗
Japan	✗		✓	✓
Korea	✗		✓	✗
Latvia	✓	Ministry of Economy Ministry of Finance Ministry of Transport Ministry of Environmental Protection and Regional Development	✓	✓
Lithuania	✓	Ministry of Transport and Communications Ministry of Energy Ministry of Finance	✗	✗
Luxembourg	✗		✗	✗
Mexico	✗		✗	✗
Netherlands	✗		-	-
New Zealand	✗		✗	✗
Norway	✓	Ministry of Finance Ministry of Transport Ministry of Local Government and Regional Development	✓	✗
Poland	✗		-	-
Portugal	✗		✗	✗

Slovak Republic	✓	Ministry of Finance Ministry of Transport and Construction Ministry of Investment and Regional Development Ministry of the Economy	✗	✗
Slovenia	✗		✓	✓
Spain	✓	Ministry of Transports, Mobility and Urban Agenda (MITMA) Ministry of Finance and Public Function Ministry for the Ecological Transition and Demographic Challenge	✗	✗
Sweden	✗		-	-
Switzerland	✗		✗	✗
Turkey	✗		✗	✓
United Kingdom	✗		✗	✗
United States	✓	U.S. Department of Commerce U.S. Department of the Treasury U.S. Department of Transportation (DoT)	✓	✗
TOTAL	13	0	12	7