



WORLD BANK GROUP



Skills for Public Investment Results

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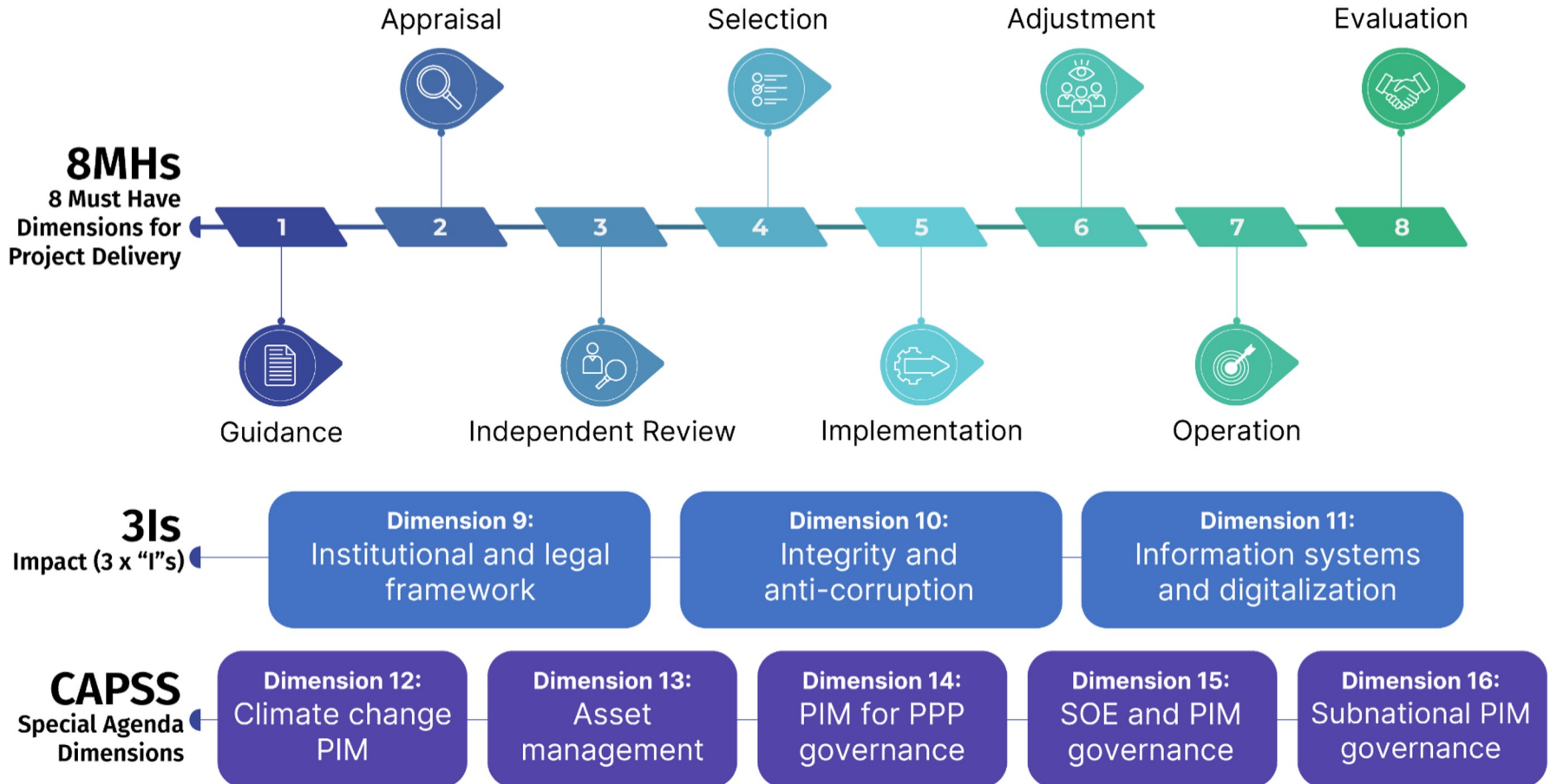
Public Sector Skills for Public Investment Management Results

Building Regional Knowledge for Better Country Outcomes

June 23, 2025



InfraGov 2.0: A modular framework to strengthen institutional results





People depend on policies and practices to deliver PIM outcomes...

Policies

	Planning Framework	Pre-Screening	Appraisal	Independent Review	Prioritization and Selection	Implementation Monitoring
Albania	Yes, in place	Partially in place	Partially in place	Yes, in place	Yes, in place	Yes, in place
BiH	Yes, in place	Partially in place	Partially in place	Partially in place	Partially in place	Not in place
Kosovo	Yes, in place	Partially in place	Partially in place	Partially in place	Yes, in place	Yes, in place
Montenegro	Yes, in place	Not in place	Partially in place	Partially in place	Partially in place	Yes, in place
N. Macedonia	Yes, in place	Not in place	Not in place	Not in place	Not in place	Not in place
Serbia	Yes, in place	Yes, in place	Partially in place	Not in place	Partially in place	Yes, in place

Legend

Yes, in place	Partially in place	Not in place
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Practices

	Planning Framework	Pre-Screening	Appraisal	Independent Review	Prioritization and Selection	Implementation Monitoring
Albania	Yes, in place	Yes, in place	Partially in place	Partially in place	Partially in place	Partially in place
BiH	Yes, in place	Partially in place	Partially in place	Partially in place	Partially in place	Partially in place
Kosovo	Yes, in place	Not in place	Not in place	Not in place	Not in place	Not in place
Montenegro	Yes, in place	Not in place	Partially in place	Partially in place	Partially in place	Partially in place
North Macedonia	Yes, in place	Not in place	Not in place	Not in place	Not in place	Not in place
Serbia	Not in place	Yes, in place	Partially in place	Not in place	Partially in place	Yes, in place

Source: PIM Benchmarking Tracker, (see annex 1 for methodology)

Legend

Yes, in place	Partially in place	Not in place
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Source: Climate-Informed Public Investment Management and Infrastructure Governance: Western Balkans Report (2024 Baseline)





Greening Development/Climate Actions are a further challenge

	Priority Planning Framework	Pre-appraisal: Projects Screened for Climate Risks and Impacts	Guidelines and Methodologies in Place for Climate-Informed Appraisal	Climate-Informed Prioritization	Climate Considered in Implementation Monitoring	Dedicated Budget or Funding Mechanism for Climate-Informed PIM
Albania	Yes, in place	Partially in place	Partially in place	Partially in place	Not in place	Not in place
BIH	Not in place	Partially in place	Not in place	Partially in place	Not in place	Not in place
Kosovo	Partially in place	Partially in place	Partially in place	Partially in place	Not in place	Not in place
Montenegro	Not in place	Not in place	Not in place	Not in place	Not in place	Not in place
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Source: PIM Benchmarking Tracker, (see annex 1 for methodology)

Legend

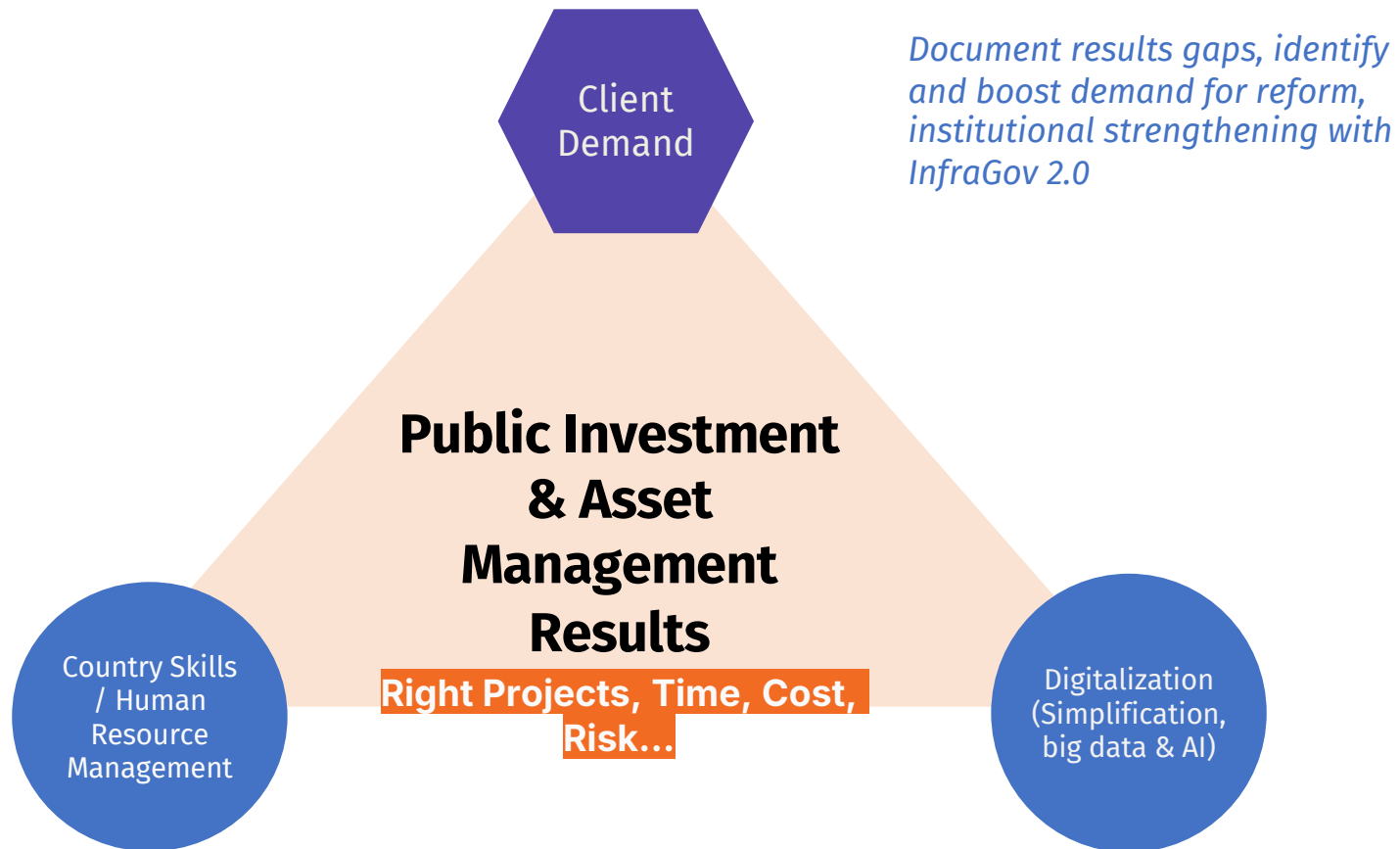
Yes, in place	Partially in place	Not in place
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Source: Climate-Informed Public Investment Management and Infrastructure Governance: Western Balkans Report (2024 Baseline)





Demand for results must be backed by people, process and technology



Engagement Process

User-Centric Digital Transformation Value



People

Focus on users
(who care) and
decision makers
(who act)



Process

De Jure and De
Facto Environment
(Policy framework &
Practices)



Technology (Platforms + DATA)

Digital workflows
for decision-support
and accountability

Why

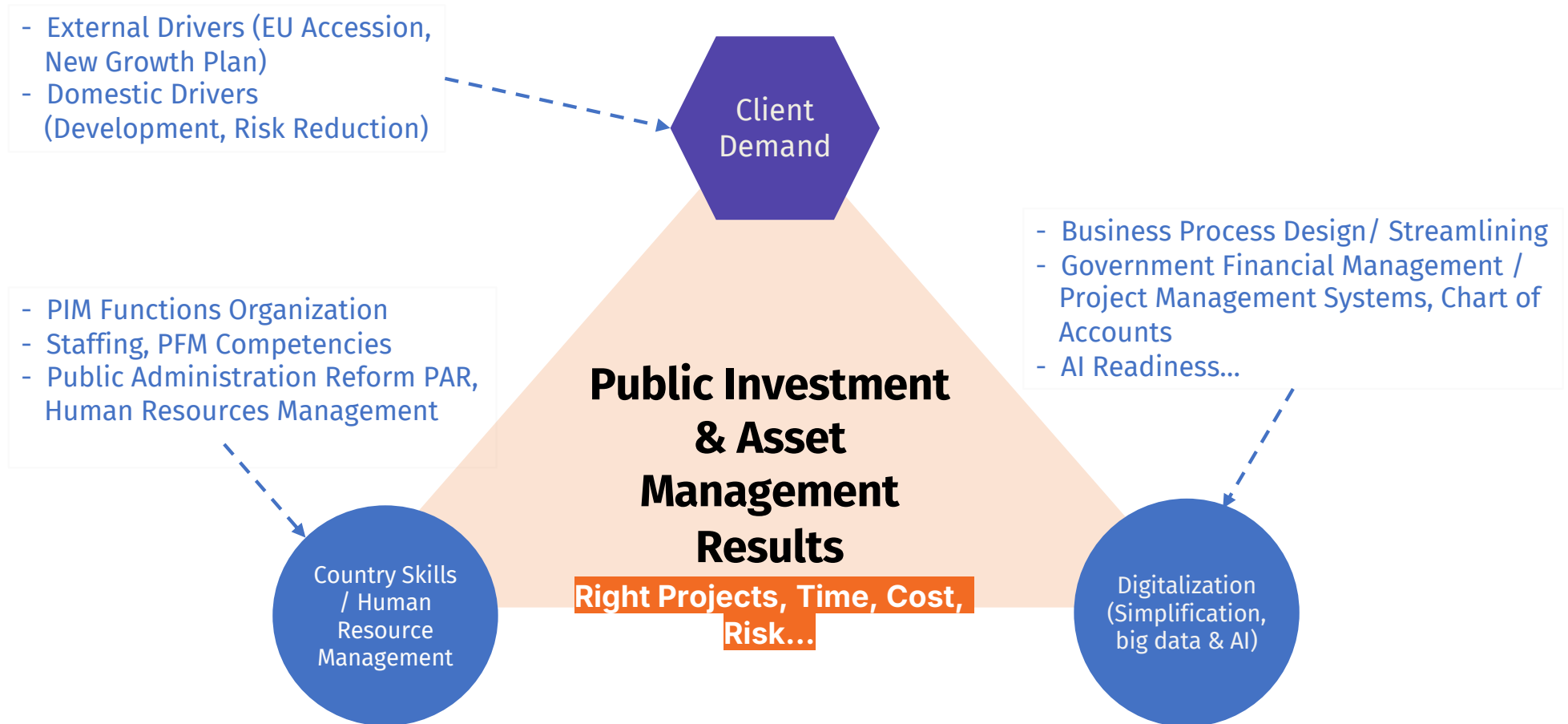
What

How

Where next

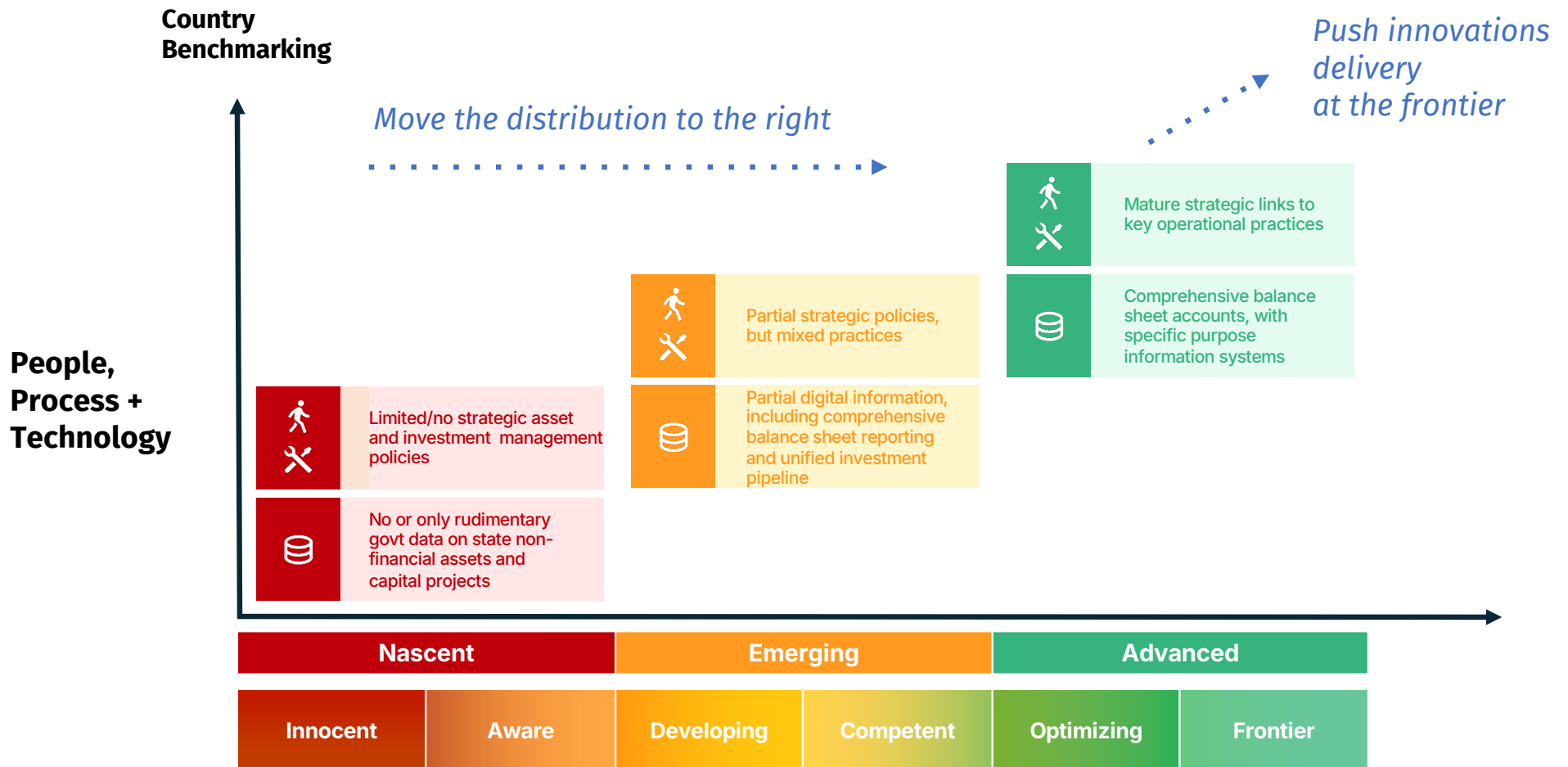


...with entry points depending on the country context





ECA Peer Learning & Capability Strengthening Engagement Framework



PIM Digital Transformation: Cost-Benefit Analysis



Prioritization & Sequencing: whole of project life cycle, whole of government

Institutional + Technology People, Process, Technology Modernization

Why

What

How

Where next

Bringing together the right knowledge for the right people



Public Infrastructure Investment and Asset Governance Knowledge Framework

The World Bank Public Infrastructure Investment and Asset Governance Knowledge Framework // Public Investment Management

Effective public investment management (PIM) requires purposeful leadership and specialized public sector competencies. Ongoing capacity-building is key in ensuring that public sector staff have the skills and knowledge to conduct PIM functions effectively.

To better assist client countries, the World Bank is enhancing its stock of strategic and functional PIM training offerings through its Public Infrastructure Investment and Asset Governance (PIIAG) knowledge framework. These resources are structured around the InfraGov 2.0 methodology — the World Bank's integrated diagnostic for strengthening public investment, infrastructure, and asset governance.

InfraGov 2.0 outlines 16 key dimensions across three thematic clusters: the core investment cycle ("8 Must-Haves"), three cross-cutting governance enablers (institutions, integrity, and information), and five special agenda areas: climate, PPPs, SOEs, sub-national and public assets. The PIM training resources draw directly from this framework and are housed under the flagship pim-pam.net online resource hub.



Who is it for?

The progressively developed PIM training resources form part of the World Bank's support to strengthen PIM functions across several countries in the EU's Enlargement and Eastern Neighborhood (ENEST), with a particular focus on the six Western Balkans countries. The offerings are designed to be applied at a regional and also a country-specific level.

Designed for a wide range of audience stakeholders involved in public investment decision-making, oversight, and implementation, the training resources are intended for national, sub-national and external actors, including:

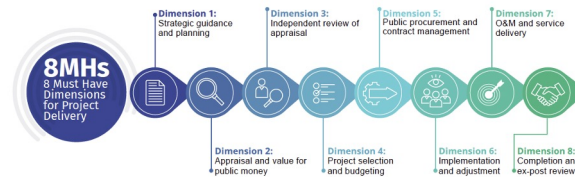
- **Ministries of Finance**, responsible for setting investment priorities, screening proposals, and allocating public funds.
- **Central national agencies** that originate or appraise public investment projects.
- **Sub-national authorities** tasked with planning and managing local infrastructure and service delivery.
- **Supreme Audit Institutions**, who play a key role in oversight, accountability, and learning.
- **Development partners**, seeking to align support with national and regional PIM systems.
- **Civil society organizations**, engaged in monitoring and ensuring transparency, value, greening considerations, and inclusiveness.

Public sector academies can deliver relevant and quality domain specific learning in a sustainable and cost-effective manner to a great number of beneficiaries.

What learning areas are covered?

The PIM resources are based on the **InfraGov 2.0 Framework** — the World Bank's comprehensive tool for assessing and enhancing infrastructure and public investment governance. Learning content is aligned with the three thematic clusters of InfraGov 2.0:

- **Core PIM System Dimensions:** Based on the '8 Must-Haves' of the public investment project cycle, from project identification to implementation and ex-post evaluation.
- **Cross-Cutting Governance Dimensions:** Covering institutions, integrity, and information — key enablers of effective infrastructure governance.
- **Special Agendas:** Including thematic modules on climate resilience, asset management, public-private partnerships (PPP), sub-national governance, and state-owned enterprises (SOEs). Since asset management does not follow the standard 8MHs cycle, it is treated in a separate note, following the custom Public Asset Governance Functional Review assessment framework.



Source: World Bank InfraGov 2.0 Framework
See Visual / Annex for Mapping of current key resources

What are the learning modalities?

The PIM resources constitute a suite of learning tools currently available and continuously being expanded:

- **Short thematic videos** (2–5 minutes): Fast, accessible introductions to core topics.
- **Interactive e-learning modules** (typically under 60 minutes): Hosted on the World Bank's Open Learning Campus (OLC), designed for flexible, self-paced engagement.
- **Model course clinics and agendas** (1-3 days): Country-tailored blended or in-person workshops and capacity-building programs delivered with national institutions, often incorporating design thinking and problem-driven learning approaches.

The learning resources span both **foundational topics of global relevance** — such as project appraisal — as well as **country-focused resources** that examine localized application and innovation, for instance, Serbia's appraisal methodologies.

In advanced country settings like Georgia, this model has already been institutionalized, with localized video content, integrated digital workflows (e.g., ePIM), and recurring training cycles.

These learning modalities are structured to support a **three-level engagement model**:

- **Foundational understanding:** Introducing the key dimensions of PIM and InfraGov 2.0.
- **Active application:** Encouraging hands-on learning and digital adoption.
- **Professional adoption:** Supporting institutionalization of improved practices and systems, including critical evaluation and communications.

References

European Commission. (2023). *Enhancing the European Administrative Space (ComPAct)*. Brussels: Directorate-General for Structural Reform Support. https://commission.europa.eu/system/files/2023-10/2023_4890%20HT0423966ENN-final.pdf, pp. 26.

World Bank. (2025). *Infrastructure Governance Assessment Framework: A New Approach and Applications (InfraGov 2.0)*. Washington, DC: January, pp. 101 + Summary.

Suzanne Bonner. (2022). *Social Cost Benefit Analysis and Economic Evaluation*. The University of Queensland. <https://ug.pressbooks.pub/socialcba/>

The following content can be found in the table below:

Available	Content Type	Planned
	Videos	
	Online Presentations and Quiz (OLC)	
	Model Presentations and Agendas	

The knowledge resources have been further refined to reflect country-specificities (e.g., Georgia), key audiences, and levels:

- 1 FU - Level (Foundational Understanding)
- 2 AA - Level (Active Application)
- 3 PA - Level (Professional Adoption)



...with entry points depending on the country and people context

Tier 1: Knowledge

Foundational Understanding

- Define opportunity cost
- Understand the role of CBA in policy
- Distinguish between financial and economic analysis
- Describe the purpose of discount rate
- Understand BAU comparison

Evaluation items:

- Short quizzes
- Concept maps

Tier 2: Procedural Skills

Applied Analysis

- Identify and classify costs and benefits
- Calculate NPV
- Conduct sensitivity analysis
- Apply CBA to real-world cases
- Conduct research and evaluate relevant data sources

Evaluation items:

- Concept maps
- Self-reflection activities

Tier 3: Professional Responsibility

Critical Evaluation & Management







- Critically assess assumptions
- Compare CBA with alternatives methods
- Communicate results to diverse audiences
- Support evidence-based decision making
- Deliver training or guidance in applying CBA to others

Evaluation items:

- Presentations
- Completion of projects
- Mentoring/educating others



Knowledge resources need to have the right fit

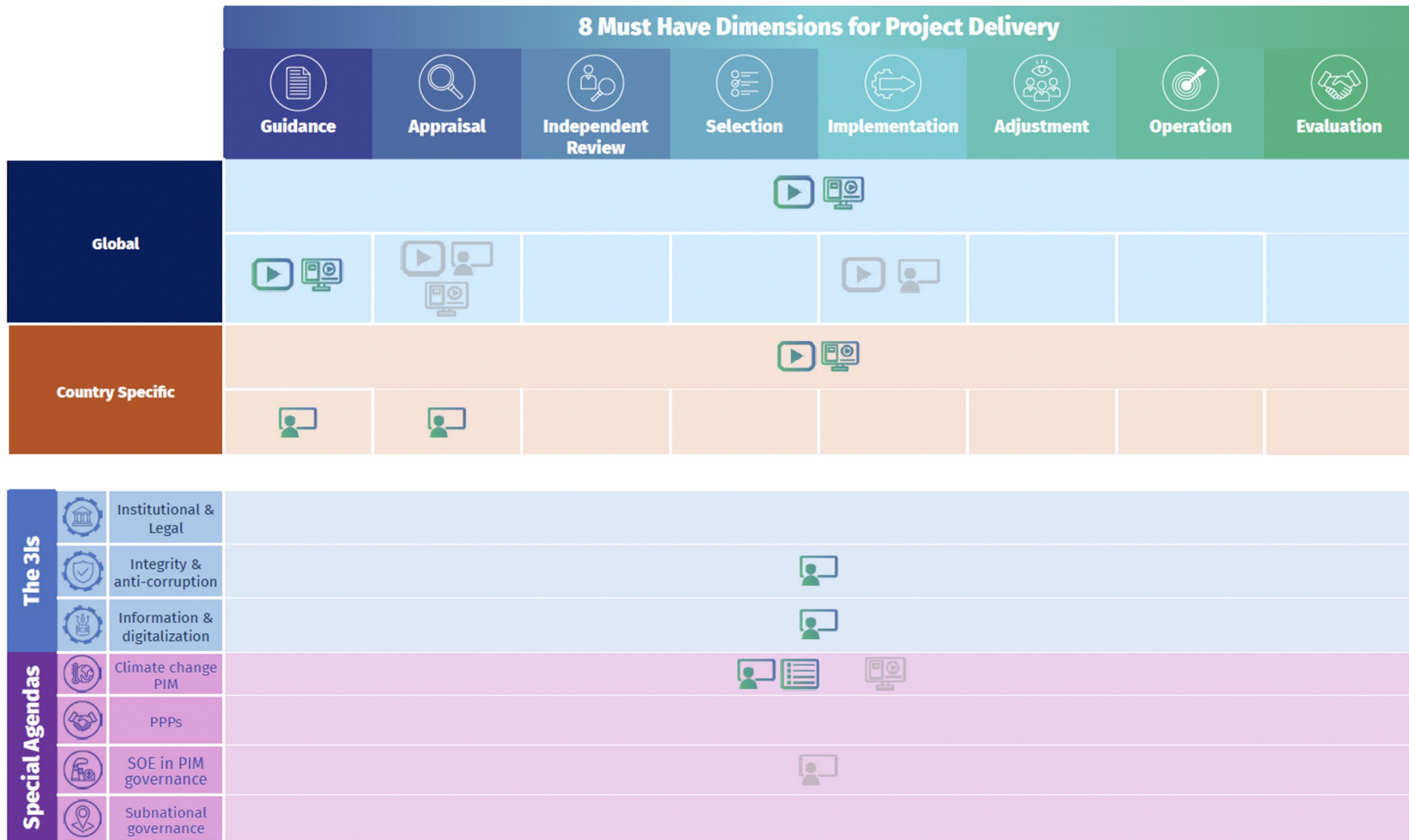
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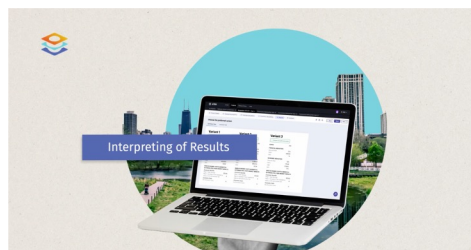
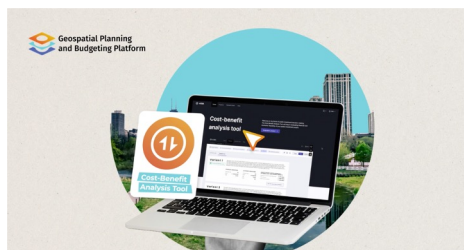


... and the right menu





Learning by doing entry points: From Overarching to Specific



Topic	Duration	Link
InfraGov 2.0 Trailer	3:10	https://vimeo.com/1091262125?share=copy
An introduction to the eCBA	1:54	https://vimeo.com/1078016182/840a6546c2
The eCBA in practice	4:43	https://vimeo.com/1078016586/4e6f7cb786
Interpreting your eCBA results	4:00	https://vimeo.com/1083801844/c1fe93adbb
Total	10:37	

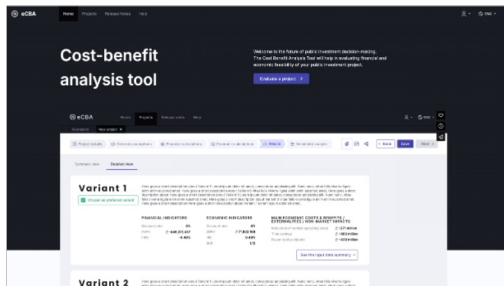


...digital resources can facilitate learning by doing fit-for-purpose PIM

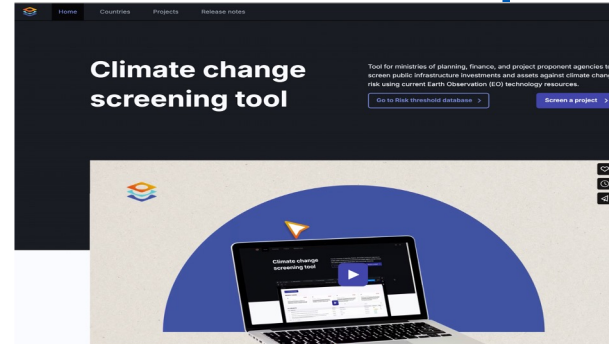
Awareness → Application → Adoption



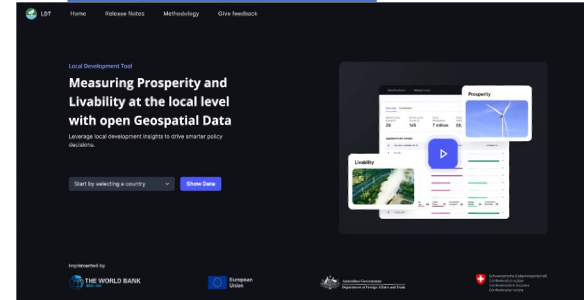
pim-pam.net



<https://www.gbbp-ecba.app>



<https://gbbp.adamplatform.eu/>



<https://gbbp-ldt.vercel.app/>

Source: Climate-Informed Public Investment Management and Infrastructure Governance: Western Balkans Report, Geospatial Planning and Budgeting Platform (GGBP), pim-pam.net



Funded by the European Union

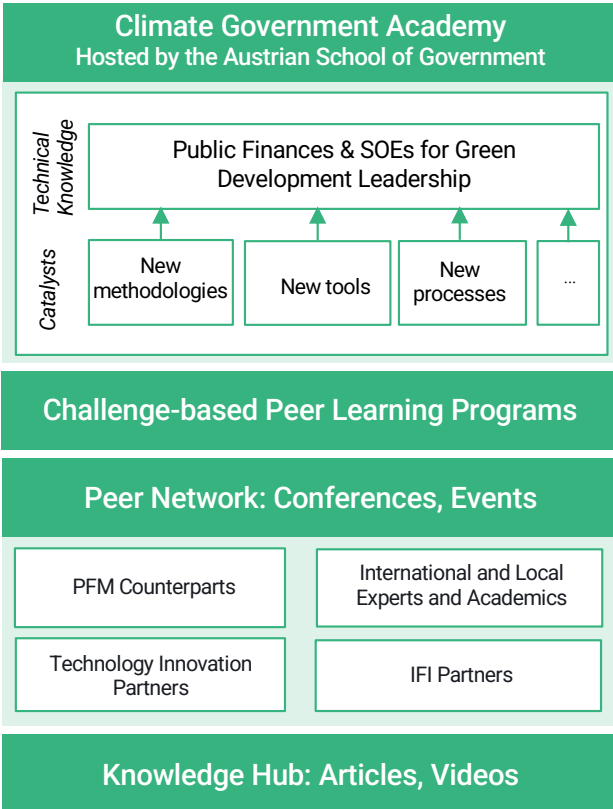


Bringing together knowledge and tools for the region

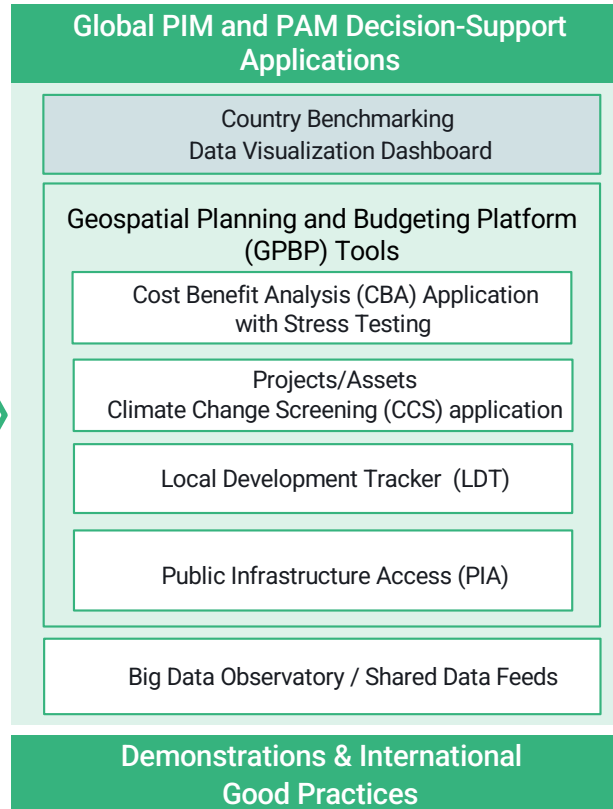


ECA / Global Pillars

Peer Learning & Capacity Building

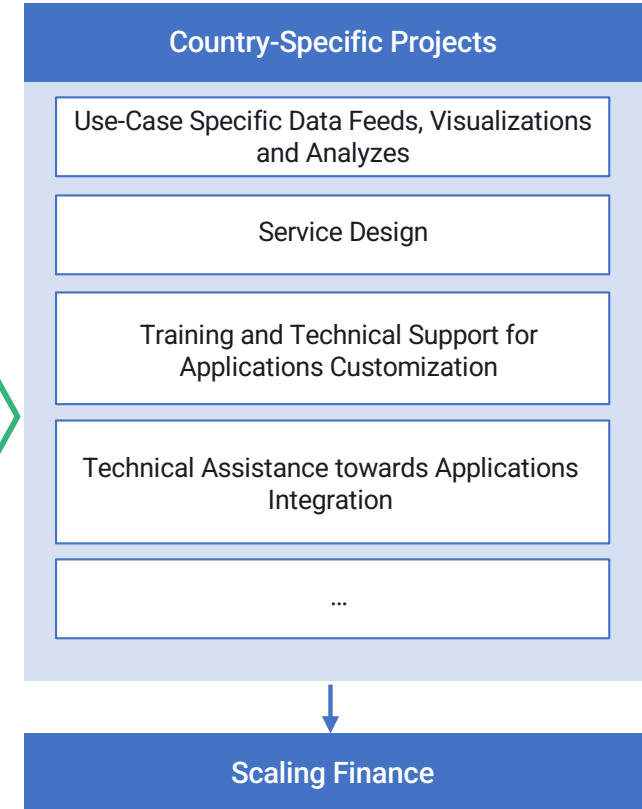


Decision-Support Platform





Country Pillar

Country Operational / Change Management Support





 Austrian School of
Government

 Verwaltungsakademie
des Bundes



Thank You!

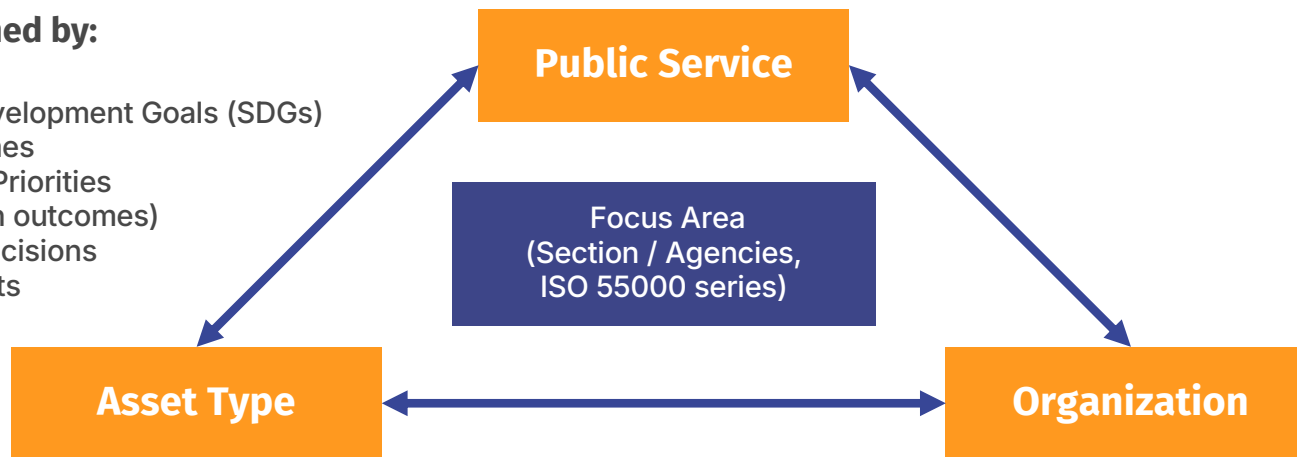


Deeper Dives: Public Asset Governance (PAG)

Public Asset Governance Must Consider Different Value-Based Lenses

Focus Area Informed by:

- Sustainable Development Goals (SDGs)
- Society Outcomes
- Organizational Priorities
- Value (based on outcomes)
- Value-based decisions
- Data and Insights



 People	Leadership, Stakeholder Engagement, Capabilities & Competencies
 Process	Policies, Standards, Procedures, Roles & Responsibilities
 Technology	Enabling Platforms, Information Systems and Quality Data



Deeper Dives: Public Asset Governance (PAG)

