




**WORLD BANK GROUP**

 Austrian School of  
Government

 Verwaltungsakademie  
des Bundes



# Public Sector Skills and Digitalization for PIM Results

## *Peer Learning Workshop – Vienna, December 3-5, 2025*

*Results of Human-centric Design Workshop Series*

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# Management Summary – Human-centric Design Workshops

## Main Challenges

- **Governance & Accountability:** lack of strategic planning, poor project selection criteria, low transparency in decision-making, political influence, weak monitoring and execution, ...
- **Data & Analysis:** fragmented data systems and lack of data, insufficient capacity to interpret data, difficult predictions, ...
- **Skills & Capacity:** fluctuation of people, insufficient technical competencies, ...



## How might we ...

- ... take factors such as climate change and job creation into respect in PIM decisions?
- ... ensure a proper preparation of projects for MoF and subnational governments?
- ... evolve the way PIM criteria are used to guide decisions more consistently?

## Ideas for Solutions

- **Governance:** involve independent agencies, include citizens, stakeholder consultations, strengthen legal basis, increase budget
- **Capacity Building:** good practice exchange, skill-building (e.g., to understand job market), establish central labs (e.g., climate lab), diversification, ...
- **Digital Tools:** AI-based criteria verification, use new technologies and software, analysis of historic data, AI for simulations and predictions



## Potential Concepts

- 1. Smart People for a Smart Future:** Public sector academy and community of experts to develop skills for cost-effective and long-lasting results
- 2. Digital PIM System** with data-oriented processes and KPIs for transparency, efficiency, and SDG-impact orientation
- 3. Smarter Criteria, Stronger Decisions, Better Results**  
AI-based approach to strengthen and refine criteria for better, faster, transparent decision making

## Key Takeaways

- **Problems are similar** across countries, different perspectives are highly useful
- **Peer-to-peer exchange** is extremely valuable to discuss challenges
- **Digital tools & showcases** are very inspiring and helpful (e.g., DREAM by Ukraine)

## Topics for future events

- **Deep Dives** into the tackled topics, e.g., Digital Transformation and AI
- **Concrete Use Cases**, e.g., for prioritization criteria, job creation, etc.
- **Showcases from EU members**, e.g. to prepare for accession



# Impressions





# Group 1: Challenges and Ideas

Identification and Definition of Core Challenges

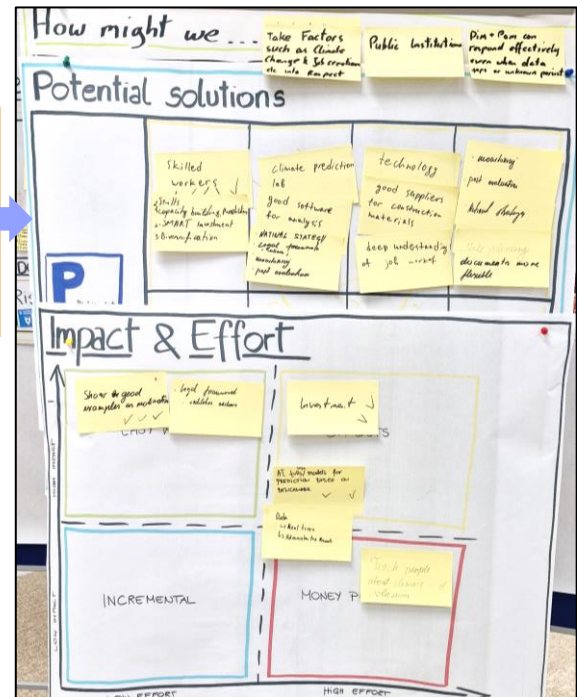
Ideation for Solutions on Defined Problems

Designing a PIM Solution Concept

Reflection on Lessons Learned



How might we take factors such as climate change and job creation into respect in PIM to respond effectively even when data gaps persist?





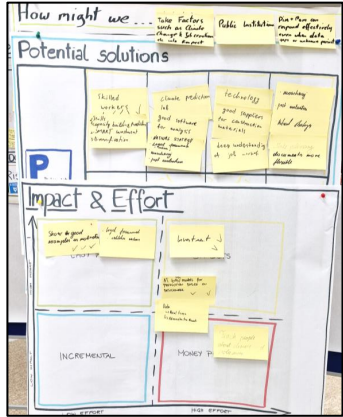
# Group 1: Concept

Identification and Definition of Core Challenges

Ideation for Solutions on Defined Problems

Designing a PIM Solution Concept

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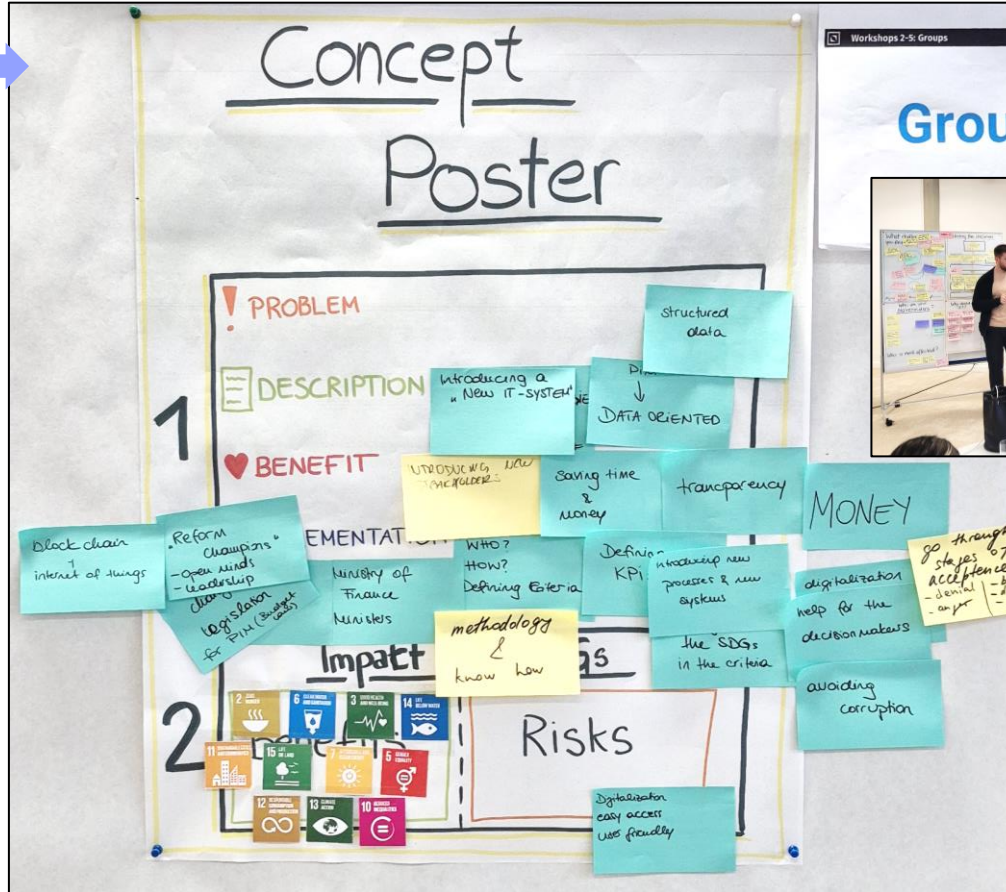
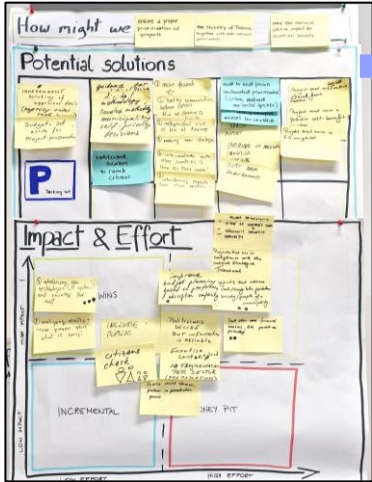
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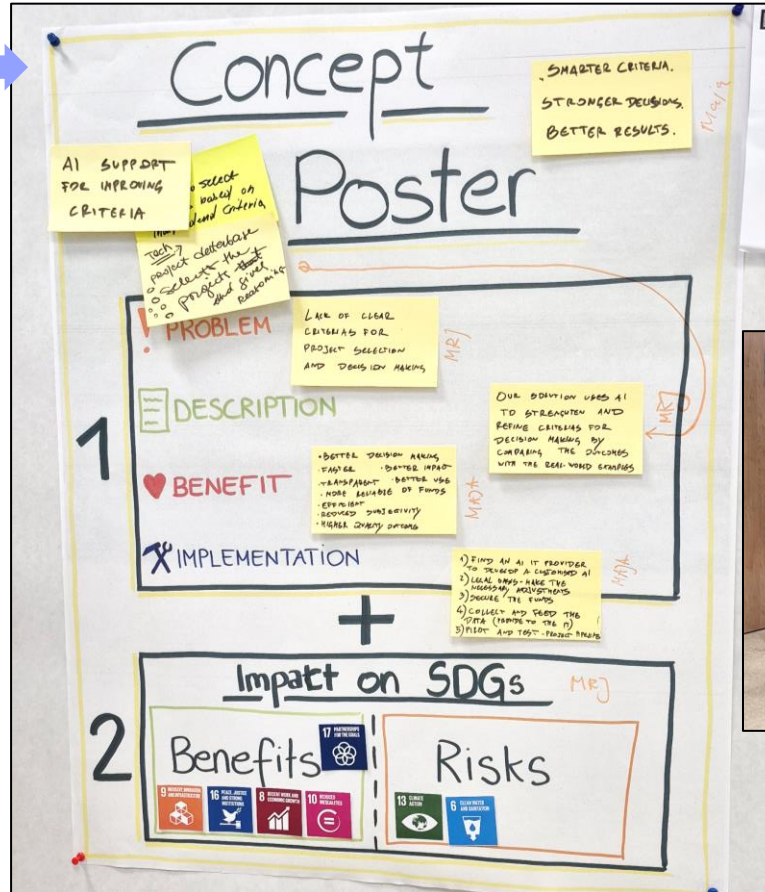
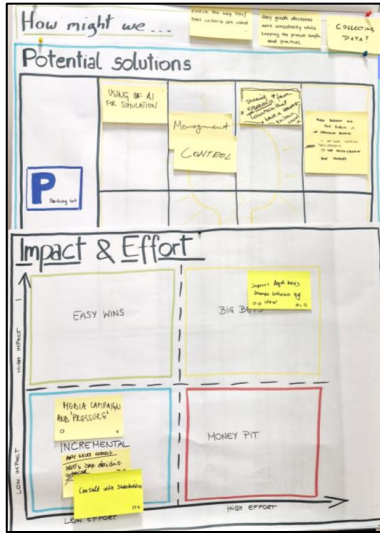
# Group 3: Concept

Identification and Definition of Core Challenges

Ideation for Solutions on Defined Problems

Designing a PIM Solution Concept

Reflection on Lessons Learned





# Key Takeaways and Future Topics

## Group 1

### Key Takeaways

- Similar problems in the different countries – “we are not alone”
- Great experience from different PIM units, that drive us how to resolve problems that we have in our work with public investments
- DREAM (Ukraine) is worth to study more
- Value of digital tools
- Need for capacity building

### Topics for future events

- Examples from EU Countries
- More peer-to-peer events and more use cases with EU members

## Group 2

### Key Takeaways

- Lack of public awareness on PIM and debate on importance of these issues
- The importance of constant learning
- DREAM
- Peer-to-peer exchange is still a powerful tool
- Bring together different perspectives
- Learning / sharing, having same issues in various roles

### Topics for future events

- More in-depth of what we've tackled in 2.5 days.
- Different approaches in increasing capacity building
- Concrete examples and case studies on selection criteria (e.g. job market, employment impact of PIM)
- AI not in general but more adaptive

## Group 3

### Key Takeaways

- Knowledge exchange and community of practice
- “It’s huge” – helicopter view

### Topics for future events

- Deep-dives into the PIMIS world
- Change Management + MEL
- F\*ck-ups
- Impact-focused funding & approaches

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