




WORLD BANK GROUP

 Austrian School of
Government

 Verwaltungsakademie
des Bundes



Public Sector Skills and Digitalization for PIM Results

Workshop 1: Country Staffing & Competencies for PIM Outcomes



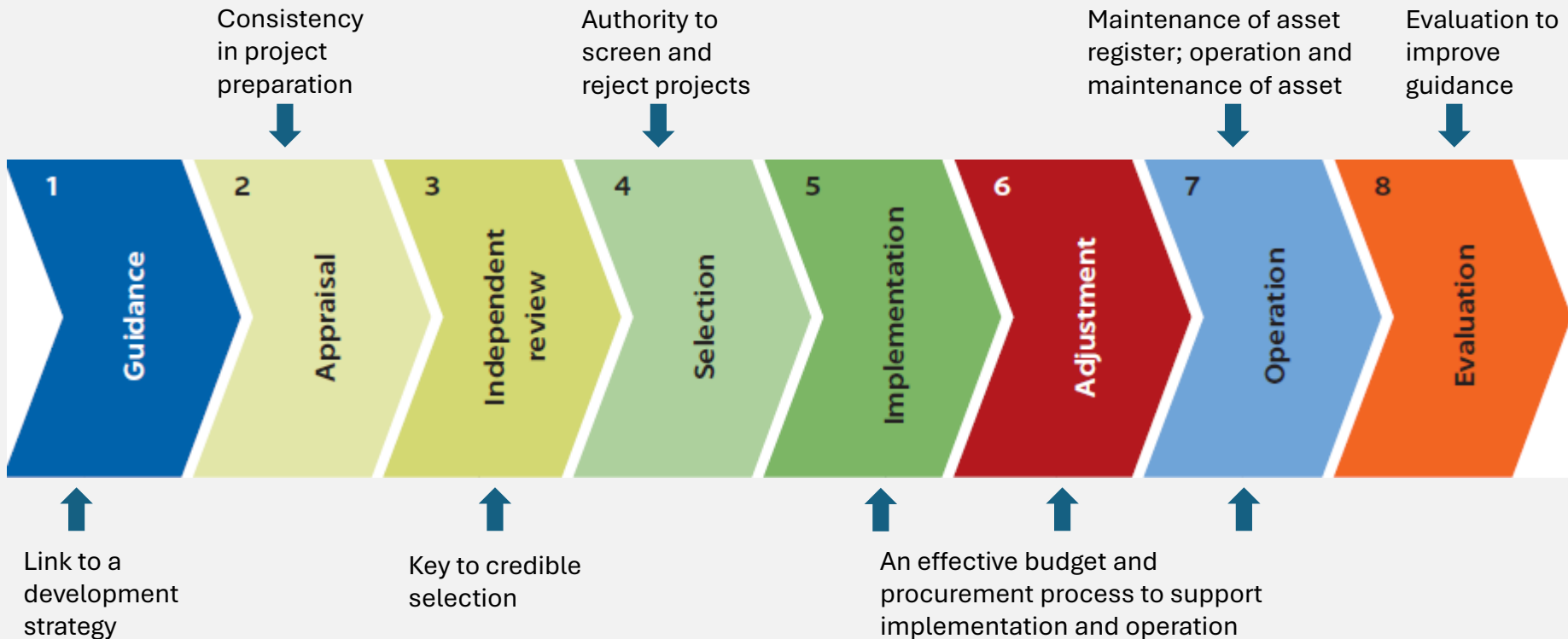
Workshop objectives

1. **Discuss the competencies** necessary to build an **effective PIM system**
2. **Discuss strategies for addressing core PIM capacities, required roles, responsibilities, competencies and skills** for country staffing related to PIM as well as **gaps compared to the current situation** in countries.
3. **Identify gaps compared to the current situation** in countries.
4. **Identify challenges** related to these gaps and design ways to **effectively solve problems, develop organizational enablers, and leverage PIM skills** for impact across the region.



Public Sector Skills and Digitalization for PIM Results

8 must-have functions of an effective PIM system





8 must-have dimensions of an effective PIM system (InfraGov Assessment Framework 2.0)

The **InfraGov 2.0 framework** is a new approach that significantly expands on InfraGov 1.0 and other assessment tools.

InfraGov 2.0 includes a total of 16 dimensions across three new thematic areas.

- ❑ The core dimensions of a PIM system, aligned with the project cycle (**8 must-haves**).
- ❑ Three cross-cutting governance dimensions that strongly influence system performance ('3Is').
- ❑ Five special agenda dimensions.



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8 must-have dimensions of an effective PIM system (InfraGov Assessment Framework 2.0)





What is competency?

The ability to perform a work role to a defined standard with reference to working environments.



Capabilities that demonstrate competence

1. **Attitudes** (for example, professional demeanor/values);
2. **Behavioral skills** (for example, leadership);
3. **Broad business perspective** (for example, strategic/critical thinking);
4. **Functional skills** (for example, risk analysis);
5. **Technical knowledge** (for example, audit);
6. **Intellectual skills** (for example, knowledge, understanding, application, analysis, synthesis and evaluation).



Key competences in PIM

Key competences in PIM can be categorized into three main elements:

- 1. Knowledge**
- 2. Skills**
- 3. Attitudes**



Key competences in PIM

Knowledge

*Knowledge refers to the **education, theoretical concepts, practical understanding, and experience that an individual needs to be successful in a particular job.** It includes both broad understanding of the public sector context and specialized domain knowledge such as budgeting, procurement, regulatory frameworks, and administrative processes.*



Key competences in PIM

Skills

*Skills are the **practical, technical, and cognitive abilities** that an individual must have to effectively perform job tasks. **Skills refer to the ability to apply knowledge in practice**—ranging from technical skills (e.g., financial analysis, IT tools, budgeting techniques) to soft skills (e.g., communication, analytical thinking, teamwork, decision-making).*



Key competences in PIM

Attitudes

*Attitudes refer to the **work styles, beliefs, preferences, and behavioral orientations** that influence how public officials approach their tasks and interact with others. They enable the effective application of knowledge and skills within an ethical, transparent, and service-oriented public-sector environment.*



Some of key functions in PIM:

1) Central Planning & Finance Agencies (CPFA) – the institution responsible for an overall management of the Public Investment Management process, usually the Ministry of Finance (MoF); in some countries certain functions are performed by the Ministry of Economy or other institution

2) Project Owner Agencies (POA) – project proponents and implementors (line ministries and other central budget users, municipalities)



Public Sector Skills and Digitalization for PIM Results

Dimension	Task	Agency	Knowledge	Skills	Attitude
1. Strategic guidance and planning	Project identification / concept note formulation	POA			
	Screening / eligibility checking	CPFA			



Work in Groups

Group 1	Group 2	Group 3	Group 4
Renald Petriti	Ardita Xhyeri	Marjus Borokoci	Suzana Salic
Donalda Venskiene	Hysen Muzliukaj	Besat Mulaj	Milaim Aliu
Giorgi Nadareishvili	Maja Rimac	Viktor Nestulia	Linas Jasiukevicius
Jovana Riboskic	Laura Sabuliene	Milos Janjic	Tamara Stulic