



**WORLD BANK GROUP**



Austrian School of  
Government



Verwaltungsakademie  
des Bundes

# Peer Learning Workshop

Public Sector Staffing and Digitalization  
for Public Infrastructure Investment Results

*Delivering in the EU's Enlargement and Eastern Neighborhood (ENEST) Countries*

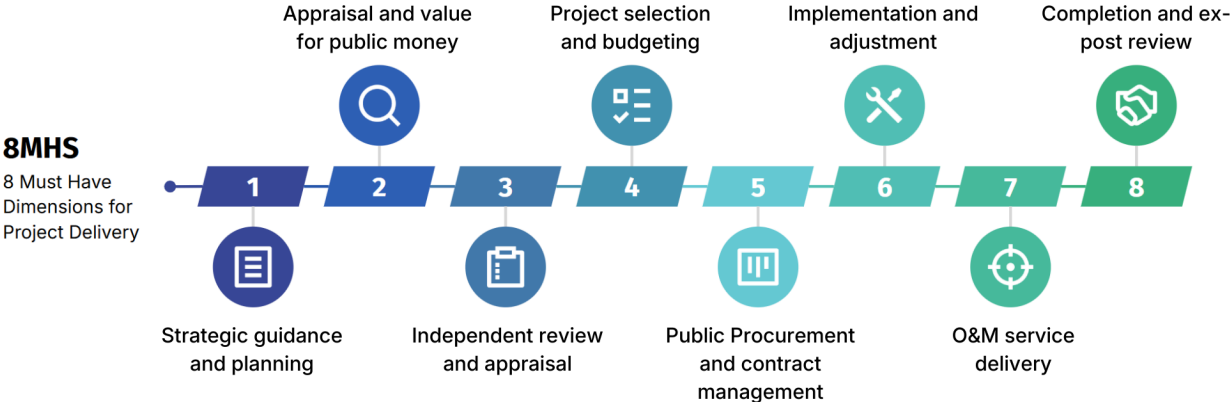
**Vienna, Austria**

*December 3-5, 2025*

# Draft Agenda

**Effective Public Investment Management (PIM) requires purposeful leadership and specialized staffing, competencies, and skills in the public sector.** Public sector staff need specific knowledge, skills, abilities, and behaviors to carry out their roles and responsibilities effectively. To generate good public investment outcomes, it is crucial to have the right personnel in the right positions, both in central PIM unit roles but also across various government levels (including Ministries, Departments and Agencies (MDAs), Sub-National Governments (SNGs), and State-Owned Enterprises (SOEs). To make the PIM systems work, this requires establishing appropriate organizational arrangements that enable efficiency, clear procedures, and foster continuous staff development and work satisfaction. At the same time, these personnel should be supported with appropriate training resources and strong digital workflows. These need to be aligned with international best practices and their country-specific institutional contexts.

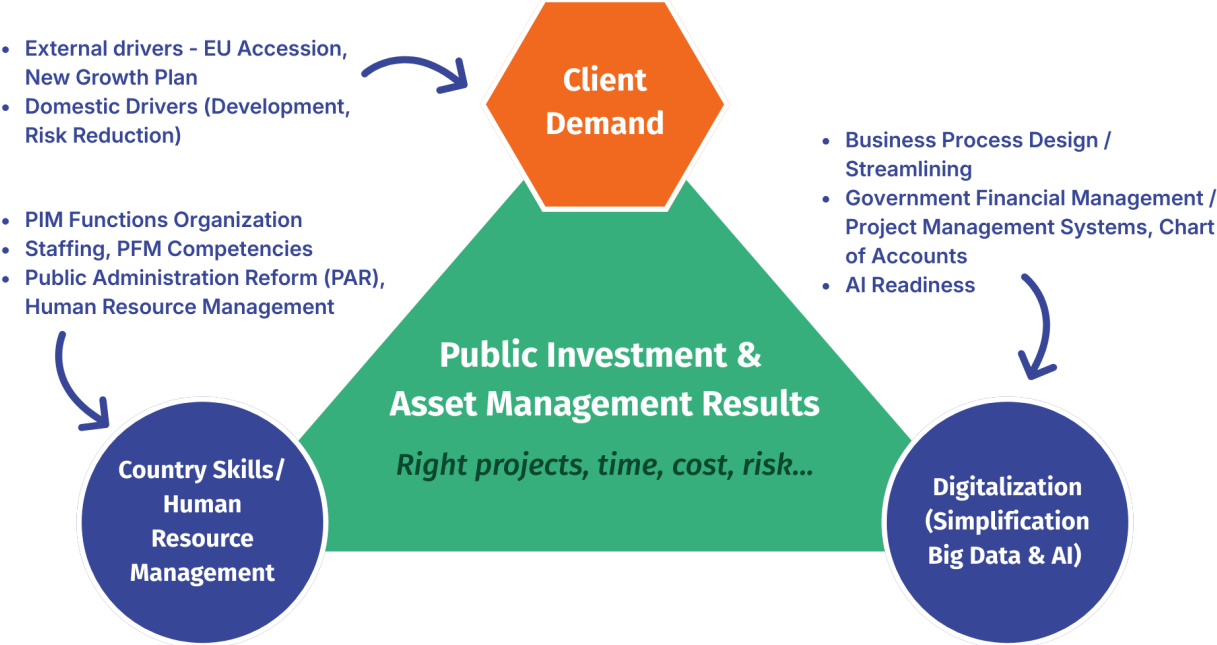
**The World Bank’s 8 Must-Haves (8MHs) identify the key PIM cycle functions that public sector personnel are expected to fulfill in improved infrastructure outcomes.**<sup>1</sup> While some PIM aspects can be outsourced, essential skills remain necessary to define, contract, and utilize these inputs effectively. Gaps in specific PIM skills echo some of the wider challenges in successful Public Administration Reform (PAR) across the region. Skills deficits in key Public Financial Management (PFM) functions impede daily technical operations and can constrain reform leadership amid European Union accession efforts.



Source: World Bank InfraGov 2.0 Framework

**Learning results should be clear and sustainable.** This calls for a systematic approach to skills development and capacity building, as training on PIM often occurs in ad hoc fashion with vague or limited impacts. However, current examples of developing PIM curricula, training-of-trainers and partnering with public sector academies to deliver training and capacity building show promising results. While these modalities offer a more sustainable capacity-building model, frameworks for PIM skills and capacities require further development.

**PIM skills and results need to be assessed against clear outcome metrics.** Beyond putting core systems in place, the success of PIM policies and practices is measured by their impact. Key outcome indicators include the number and value of projects subject to PIM at minimum standards prescribed by policies; cost and time overruns during implementation; the number and value of projects subject to climate change and environmental due diligence; and the efficiency of public investment spending and perceived quality of public infrastructure. This calls for a systematic approach to evaluate effective organizational structures, competency frameworks, and performance metrics for individuals and task teams. At the same time, digitalization and emerging technologies such as big data and artificial intelligence (AI) are transforming the PIM landscape and necessitating relevant skills development for effective utilization.



# Objectives and Target Audience

**This event will assess strategies for addressing core PIM capacity challenges, showcase elements of a core curriculum and resources for PIM skills for the public sector, and set out ways these can be effectively leveraged for impact across the region.** The workshop focuses on central PIM authorities (typically located within Ministries of Finance), public investment project owners from national agencies, sub-national governments and state-owned Enterprises (SOEs), and public sector academies expected to deliver continuous quality PIM training and competency building.

The event will engage international development partners, such as the EC, IMF, and OECD, with expertise in international PIM good practices. The workshop is expected to reach consensus on the key skills, competencies, digital tools, and organizational enablers needed to strengthen PIM in a scalable, sustainable way across the region.

- Review 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, including alignments to Single Project Pipeline (SPP) commitments
- Identify challenges related to these gaps and design solutions to effectively address them, develop organizational enablers, and leverage PIM skills to drive impact across the region.
- Showcase and assess the potentials of new methods, tools, and technologies, with a focus on how digitalization, big data, and AI can support solutions for improving PIM-PAM systems
- Foster peer exchange and develop competencies in key PIM cycle functions, digital transformation, problem-solving, and communication of proposals to the political level

The outcome of the event would be a synthesis of how participant countries are addressing these challenges strategically, along with tools and resources that can be applied to country contexts. Beyond a focus on national PIM units, the event will assess the extent to which support can be widened to enable relevant sub-national governments and State-Owned Enterprises (SOEs) to better deliver a pipeline of strategic and Bankable projects.

## Format

The workshop will be face-to-face. The two-and-a-half-day workshop will cover peer-learning **presentation sessions**, **learning sprints**, and **field visits**. Presentations will aim to identify challenges and opportunities for further discussion among experts and practitioners, while the learning sprints will showcase specific learning areas and digital tools that could be incorporated in future PIM skills-building packages that respond to the required competencies. The field visit will illustrate how PIM choices translate into tangible public service delivery outcomes in the Vienna context, especially with a focus on greening development.

Draft materials and the link for online access will be circulated prior to the event, while additional resources will be provided online through [pfm4ca.com](http://pfm4ca.com) and [pim-pam.net](http://pim-pam.net).

# Overview Agenda

Wednesday, December 3, 2025:

Verwaltungsakademie, T-Center, Rennweg 97-99, 1030 Wien

|               |   |
|---------------|---|
| 08:30 - 09:00 | <b>Registration</b>   |
| 09:00 - 09:30 | <b>Welcome Remarks</b><br><b>Moderator:</b> Kai Kaiser, World Bank <ul style="list-style-type: none"><li>• Fabian Seiderer   Practice Manager, World Bank</li><li>• Emcet O. Tas   Program Manager, Vienna Development Knowledge Center</li><li>• Christian Weise   DG ECFIN</li><li>• Sandra Rauecker-Grillitsch   Federal Public Administration Academy (VAB)</li><li>• Ursula Rosenbichler   Austrian School of Government (ASG)</li></ul>   |
| 09:30 - 11:00 | <b>Framing the Vision and Challenge</b><br><b>Moderator:</b> Jonas Arp, World Bank <ul style="list-style-type: none"><li>• PIM Success Metrics: Ownership, Staffing, and Systems for Proportionality and Materiality   Jonas Arp, World Bank</li><li>• Public Investment Practices in the European Union   Christian Weise, European Commission   DG ECFIN</li><li>• Principles of effective single project pipelines   Ferdinand Pot, OECD SIGMA</li><li>• Q&amp;A and discussion</li></ul>  |
| 11:00 - 11:15 | <b>Break (Refreshments)</b>   |
| 11:15 - 12:45 | <b>Workshop 1: Country Staffing &amp; Competencies for PIM Outcomes</b><br><b>Moderator:</b> Julia Piotrowska <ul style="list-style-type: none"><li>• Who is needed in the Central Finance Agency and Line Agencies, SOE to make PIM a success?</li><li>• What are the roles (personas) and responsibilities?</li><li>• What are key competencies and skills?</li><li>• What are the gaps between the current and the aimed situation?</li><li>• Work in groups &amp; presentations</li></ul> |

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|               | <p><b>Output:</b> Structured chart that maps key PIM competencies required across 8 Must Have Dimensions and gaps to current situation</p> <p><b>Outcome:</b> Shared understanding and validation of competency gaps, that will enable the creation of a prioritized action plan for skill development.</p>  |
| 12:45 - 13:30 | <p><b>Lunch Break</b></p>  |
| 13:30 - 15:15 | <p><b>Sharing Experiences from Peers: organizing for better PIM</b></p> <p><b>Moderator:</b> Aleksandra Drecun, World Bank</p> <ul style="list-style-type: none"> <li>● Albania: Translating Training into better Projects   Renald Petriti</li> <li>● Lithuania: Integrated and Digital PIM   Linas Jasiukevičius</li> <li>● North Macedonia (<i>remote</i>)   Ana Veljanovska</li> </ul>   |
| 15:15 - 16:30 | <p><b>Workshop 2: Identification and Definition of Core Challenges in PIM</b></p> <p><b>Moderator:</b> Climate Lab</p> <ul style="list-style-type: none"> <li>● Introduction to the Human Centric Design Framework</li> <li>● Identify main challenges and bottlenecks in PIM-PAM</li> <li>● Prioritization and Selection of a challenge</li> <li>● Definition of challenge, stakeholders incl. organizational level (national, sub-national, SOEs)</li> <li>● Reasons for Action: why we should act</li> <li>● Consequences of Inaction: what happens if we don't act</li> </ul> <p><b>Output:</b> Visualized problem map that details key challenges and bottlenecks within the client country's PIM-PAM ecosystem, linking specific issues to their potential root causes.</p> <p><b>Outcome:</b> Capacity to perform a systemic analysis of complex problems and the ability to accurately identify core challenges, map key stakeholders and their needs.</p> |

**Thursday, December 4, 2025:**

*Climate Lab, Wien Energie Servicetreff, Spittelauer Lände 45*

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|---------------|---|
| 08:30 - 09:00 | <b>Registration</b>   |
| 09:00 - 09:30 | <b>Climate Lab Vienna</b><br>Welcome and presentation of relevant showcases, Barbara Inmann and Florian Würrer   Climate Lab Vienna   |
| 09:30 - 10:30 | <b>Workshop 3: Solutions for Optimized PIM Results</b><br><b>Moderator:</b> Climate Lab <ul style="list-style-type: none"><li>Recap of Workshop 2 and Definition of "How Might We?" Question</li><li>Ideation: Brainstorming on potential solutions for defined challenges</li><li>How can technology and AI support?</li><li>Prioritization of ideas</li><li>Defining first steps that need to be done</li></ul> <b>Output:</b> List of prioritized opportunities to improve client country's PIM-PAM systems<br><b>Outcome:</b> Potential approaches and solutions for specific situations in client countries, including potential based on new technologies and AI, and capacity to develop a set of different solutions in any given situation |
| 10:30 - 11:30 | <b>Potentials of Digitalization and AI</b><br><b>Moderator:</b> Kai Kaiser, World Bank <ul style="list-style-type: none"><li>Potentials of Digitalization and AI   Joao Ricardo Vasconcelos (World Bank)</li><li>Country experience &amp; reflection</li></ul> Montenegro   Jelena Jovetić<br>Georgia   Giorgi Kakauridze<br>Ukraine   Viktor Nestulia  |
| 11:30 - 11:45 | <b>Break (Refreshments)</b>   |

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| 11:45 - 12:45 | <p><b>Workshop 4: Designing a PIM Solution Concept</b></p> <p><b>Moderator:</b> Climate Lab</p> <ul style="list-style-type: none"> <li>• Designing a Concept for the Top Idea</li> <li>• Impact Analysis based on SDGs (Description)</li> <li>• Benefits (positive SDGs)</li> <li>• Risks, Non-intended Consequences (negative SDGs) and Mitigation Measures</li> <li>• Sketching a First Prototype</li> </ul> <p><b>Output:</b> Concept for the implementation of a new approach in the client country's PIM-PAM systems.</p> <p><b>Outcome:</b> Enhanced capacity to develop, prioritize, and articulate a range of innovative solutions for PIM-PAM challenges.</p> |
| 12:45 - 13:15 | <b>Lunch Break</b>   |
| 13:30 - 14:00 | <b>Bus Transfer</b>  |
| 14:00 - 16:00 | <p><b>Field Visit: Vienna Flood Resilience Investments / Vienna Port Facilities</b></p> <ul style="list-style-type: none"> <li>• Arrival at approximately 2:00 p.m. at <a href="#">thinkport VIENNA</a></li> <li>• Welcome, opportunity for coffee and toilet break, briefing</li> </ul> <p>thinkport Vienna - Vienna Harbor logistics innovations hub   Henrike Bauer</p> <p>River Management &amp; Floor Projection - the via donau State-owned Enterprise   Winfried Fürst</p> <p>Site &amp; Project Visit Hafen <a href="#">Albern Flood Protection</a> Infrastructure   Michael Pistracher, Harbour Master</p>  |
| 16:00 - 16:30 | <b>Bus Transfer</b>  |
| 16:30         | <p><b>Aligning PIM and SPPs: Priorities and Experiences - Restaurant</b></p> <p>(including for sectoral and local SPPs) – Practical feedback to operationalizing principles and country activities – Round Table discussion</p>  |
| 17:30         | <b>Dinner</b>  |



## Friday, December 5, 2025 (Half-Day):

Verwaltungsakademie, T-Center, Rennweg 97-99, 1030 Wien

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|---------------|---|
| 09:00 - 10:00 | <b>Key principles and competencies in communication</b><br><b>Moderator:</b> Aleksandra Drecun <ul style="list-style-type: none"><li>Recap and overview on key principles: Transparency, proportionality &amp; Materiality, Execution)   Kai Kaiser</li><li>Competencies in communication with political level   Ursula Rosenbichler, Austrian School of Government</li><li>Discussion and exchange of experiences between participants</li></ul> |
| 10:00 - 11:00 | <b>Workshop 5: Communication &amp; Lessons Learned</b><br><b>Moderator:</b> Gerhard Embacher-Köhle & Climate Lab <ol style="list-style-type: none"><li>Preparation of presentation of concepts created in previous Workshops</li><li>Identification of Lessons learned and Takeaways</li></ol>  |
| 11:00 - 11:15 | <b>Coffee Break</b>   |
| 11:15 - 12:00 | <b>Presentation and Discussion</b><br><b>Moderator:</b> Gerhard Embacher-Köhle & Climate Lab<br>Presentation of results and takeaways prepared in Workshop 5<br>Reflection and Comments by Experts  |
| 12:00 - 12:30 | <b>Priorities, Next Steps and Farewells</b> <ul style="list-style-type: none"><li>Emcet O. Tas   Program Manager, Vienna Development Knowledge Center</li></ul>   |

### Session 1:

- 5 Min: Introduction to the Human Centric Design Framework
- 5 Min: Transition in die Gruppe
- 10 Min: Identify main challenges and bottlenecks in PIM-PAM, based on identified gaps and personas of sprint 1 and other challenges
- 5 Min: **Pre-Select suitable challenges** Prioritization (dot voting) and selection of a challenge
- 15 Min: 3-5 Why's - Why is it a problem?
- 10 Min: Stakeholder identification
- 10 Min: Reasons for Action "why we should act" and consequences of Inaction "what happens if we don't act now"

### Session 2:

- 10 Min: Recap Day 1 and discussion of "How might we..?"- Question
- 15 Min: Brainstorming potential solutions for defined challenge(s)
- 10 Min: Make a wish: how can technology support the solutions?
- 15 Min: Prioritization of ideas
- 10 Min: Defining first steps that need to be done

### Session 3:

- 5 Min: Intro
- 25 Min: Concept poster for top idea  
description, problem definition, benefit of action, implementation and next steps  
**Incl info: national, sub-national, local level, SOEs involved?**
- 10 Min: Impact Analysis based on SDGs (pinning SDGs)
- Benefits (positive effects SDGs)
- Risks, Non-intended Consequences (negative effects SDGs)
- 10 Min: Building a first prototype (Drawing)
- Optional: 5 Min: Final Checks

# Overall Outputs

The following direct outputs will be generated in the interactive sessions of the event:

- **PIM Staffing & Competency Matrix:** A detailed matrix that not only identifies key Public Investment Management (PIM) staffing requirements and skills across the "8 Must-Haves" dimensions but also includes a self-assessment and a roadmap for bridging identified skill gaps for both oversight agencies and project owners.
- **Visualized Problem Map & Action Plan:** A detailed problem map that outlines key PIM-PAM (Public Investment & Asset Management) challenges and bottlenecks, complete with user personas and their specific needs.
- **Prioritized Solutions with Technologic Opportunities:** A set of prioritized solutions for improving PIM-PAM systems, with a clear focus on how digitalization, big data, and AI can support these solutions.
- **Strategic Concept Posters:** Concept poster for the top-priority solution, including a strategic rationale, relevant impact dimensions, a clear cost-benefit analysis (CBA), and a risk assessment.
- **Political Communication Toolkit:** A concise guide and narrative framework for effectively communicating project proposals to political leaders.

The findings of the event will be compiled in three 2-pager publications:

1. **PIM Staffing & Competency Guidance**
2. **PIM Digitalization & AI Guidance**
3. **PIM Problem-driven and User-Centric Change Management**

# Outcomes

- **Systemic Problem-Solving Capacity:** Participants will be able to perform a systemic analysis of complex problems, accurately identify core challenges, and map key stakeholders and their needs within their PIM-PAM ecosystems.
- **Strategic Ideation and Solution Development:** Enhanced ability to develop, prioritize, and articulate innovative solutions for PIM-PAM challenges, including the strategic integration of new technologies like AI and big data.
- **Data-Driven Decision-Making:** Improved proficiency in using structured frameworks like cost-benefit analysis to build a clear, strategic business case for proposed solutions, moving beyond anecdotal evidence to data-backed proposals.
- **Effective Political Advocacy:** Greater proficiency in articulating and advocating for proposals at the political level, enabling participants to secure buy-in and funding for critical infrastructure projects.

- **Sustainable PIM Improvement:** Participants will be empowered to lead and implement sustainable PIM reforms within their own institutions, utilizing the provided tools and frameworks to bridge skill gaps and improve project delivery outcomes.
- **Regional Peer Network:** Establishment of a durable peer-to-peer network for ongoing knowledge exchange and collaboration on PIM and digitalization challenges, ensuring continuous learning beyond the workshop.

## Topics for Learning & Design Sprints

| Learning & Design Thinking Sprints                | Key Issues  |
|---|---|
| Presenting Good Projects, Sidelining Bad projects | Communicating technical findings in often very political processes                              |
| Online Cost-Benefit Analysis                      | Application of GPBP CBA type workflows  |
| Climate Change Mainstream                         | How can climate change realistically be implemented in PIM workflows                            |
| Digital Business Process Reforms and AI           | Can AI really improve PIM outcomes, especially in the face of human skills gaps? Find out here. |
| Harmonizing PIM and SPP Processes                 | How to avoid fragmentation of approaches  |
| Staffing  | Advocating adequate staffing for PIM functions  |