AGENDA

BUILDING EFFECTIVE, ACCOUNTABLE, AND INCLUSIVE INSTITUTIONS
Around the world, countries are facing increasing pressure on resources, complex service delivery needs, demands for transparency and inclusion, and increased global fragility and migration flows. The ability of governments to respond to these challenges is stretched, while citizen expectations continue to rise, resulting in a dissatisfaction and a lack of trust. Governments in Europe and Central Asia (ECA) must overcome these challenges as they work to make public institutions more effective, accountable, and inclusive.

The World Bank’s Governance Global Practice, in collaboration with a broad range of development partners, is actively engaged in supporting ECA countries in the planning and implementation of governance reforms. To underscore the importance of good governance and the actions needed to improve it, the World Bank is joining the United Kingdom Department for International Development (DFiD), the European Commission, SIGMA – Support for Improvement in Governance and Management – a joint initiative of the OECD and the European Union, UN Women, and the Asian Development Bank, in organizing this regional Governance Conference. The first of its kind, this flagship event takes stock of the progress made up until now across ECA countries and outlines critical determinants of successfully implementing governance reforms in the region, shaping the governance agenda for the future.

The conference brings together senior government officials, international development partners, private sector representatives, civil society organizations, and academia from over 40 countries to discuss how to further facilitate governance reforms in the region to improve the lives of citizens and build their trust in government. The conference provides an opportunity to strengthen partnerships, showcase global knowledge and innovation, and promote peer learning by sharing emerging good practices and results achieved in the ECA region.
8:30  CONFERENCE REGISTRATION  
      Andres Pablo Falconer, Master of Ceremonies

9:00  CONFERENCE INAUGURATION: SETTING THE CONVERSATION  
      Cyril Muller, Vice President, Europe and Central Asia, World Bank
      Yılmaz Tuna, Vice President, Strategy and Budget Presidency, Republic of Turkey (TBC)
      Osman Dinçbaş, Deputy Minister, Ministry of Treasury and Finance, Republic of Turkey

9:45  WELCOMING REMARKS  
      Richard Dewdney, Head, FCO/DFID Good Governance Fund Joint Unit and Deputy Director, Eastern Europe & Central Asia, Department for International Development (DFID), United Kingdom
      Alia El-Yassir, Regional Director for Europe and Central Asia, UN Women
      Werner Liepach, Director General, Central and West Asia Department, Asian Development Bank
      Peter Wagner, Director Head of the Support Group for Ukraine, Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR), European Commission
      Edward Olowo-Okere, Director, Governance Global Practice, World Bank

10:15  COFFEE BREAK

10:30  STRENGTHENING PUBLIC POLICY PROCESSES  
      Governments are under pressure to meet the rising expectations of their citizens, and they know they must improve accountability and the ability to deliver services. This session will explore how to improve the processes for developing and implementing public policy through better coordination within the executive branch of government, as well as between governments and their citizens. Speakers will focus on delivery units, public participation, and coordination across institutions to improve policy making to ensure that it is citizen centric.

      Featuring:
      Elena Grozdanova, State Advisor for Equal Opportunities, Ministry of Labor and Social Policies, North Macedonia
      Ivan Mikloš, former Deputy Prime Minister and Minister of Finance of the Slovak Republic, Chief Economic Advisor to the Prime Minister of Ukraine
      Oana Pintilei, State Secretary, General Secretariat of the Government, Coordinator for Public Policy and Public Policy Directorate, Romania
      Sander van Veldhuizen, Program Manager Public Finance, CPB Netherlands Bureau for Economic Policy Analysis, the Netherlands

      Moderator:
      Roby Senderowitsch, Practice Manager, Governance Global Practice, World Bank
### MANAGING PUBLIC RESOURCES
Managing resources effectively enables governments to deliver services that improve the lives of citizens. Speakers in this session will discuss helpful reforms and challenges in four areas: revenue mobilization, public finance management, public procurement, and public administration.

**Featuring:**
- **Juan Pablo Guerrero**, Network Director, Global Initiative on Fiscal Transparency (GIFT)
- **Bogdan Puscas**, President, National Agency for Public Procurement under the Ministry of Finance, Romania
- **Vinay Sharma**, Director, Solutions and Innovations in Procurement, World Bank

**Moderator:**
- **Arup Banerji**, Regional Director for European Union Countries, World Bank

### GOVERNANCE OF SERVICE DELIVERY
One of the biggest challenges many governments are facing today is ensuring that services reach all citizens—including the poorest and marginalized. Speakers will discuss innovative ways to overcome governance challenges in sectors, such as water, health, education, transport, and justice, including through citizen engagement and the use of digital technologies.

**Featuring:**
- **Hande Hacimahmutoglu**, Head of Health, Jobs and Social Protection Department, Strategy and Budget Presidency, Republic of Turkey
- **Susanna Hayrapetyan**, Program Leader, Human Development, World Bank
- **Martijn Quinn**, Deputy Head of Unit, the Directorate-General for Justice and Consumers (DG JUST), European Commission
- **Tatiana Savva**, Economist, Expert Grup, Moldova
- **Alik Shpekbayev**, Chairman, Agency for Civil Service Affairs and Anti-Corruption, Kazakhstan

**Moderator:**
- **Chiara Bronchi**, Chief Thematic Officer, Asian Development Bank

### STRENGTHENING PUBLIC-PRIVATE COLLABORATION & ECONOMIC GOVERNANCE
The need to collaborate with the private sector in delivering vital services to citizens, including infrastructure and utilities, is recognized globally. However, many countries do not have a conducive investment climate, or lack the necessary institutional arrangements for fostering effective partnerships. Speakers will discuss the dilemma of finding the right balance between public and private economies, focusing on the state’s ability to deliver efficient and effective services to citizens in a commercially and socially viable way, and the capability of the private sector to deliver vital public services in a way that is legitimate, serves the public interest, and provides value for money.

**Featuring:**
- **Thomas Barrett**, Chairman, OECD Infrastructure Governance Forum, Nonresident Senior Fellow, Brookings Institution
- **Omri Gainsburg**, Senior Investment Director, Director for Turkey & Eurasia, Meridiam, Republic of Turkey
Sebastian Molineus, Director, Finance, Competitiveness & Innovation Global Practice, World Bank

Marius Skuodis, Vice-Minister of the Economy and Innovation, Lithuania

Moderator:
Lilia Burunciuc, Country Director for Central Asia, World Bank

15:30  COFFEE BREAK

16:00  DRIVERS AND ENABLERS OF POLICY EFFECTIVENESS

Accountability, transparency and openness are key to improving trust in governments. This session will showcase the importance of underlying political economy factors in the reform process to achieve successful reforms, how to build government accountability and capability, and mechanisms for delivering reforms that are consistent with incentives. Speakers will focus on: international experiences of how the political economy affects reform agendas, use of quality analytics, and the role of transparency and accountability in institutions.

Featuring:
Alina Mungiu-Pippidi, Professor of Democracy Studies, Hertie School of Governance (Berlin), Chair of the European Research Centre for Anti-Corruption and State-Building (ERCAS)
Klas Klaas, Acting Head of SIGMA, Public Governance Directorate, OECD
Sandra Pernar, Senior Regional Coordinator Europe, Open Government Partnership
Jorg Kristijan Petrovič, Vice President, Court of Audit, Republic of Slovenia

Moderator:
Şirin Payzın, Commentator and Journalist for T24

17:00  THE PROMISE OF GOVTECH

This session will reveal the transformative power of digital technologies for citizen-centered service delivery, and the use of innovations for core government functions. GovTech harnesses technologies to help societies address challenges in areas that affect the general population, like health care, energy, transportation, urban congestion, waste management, and improving services. Speakers will focus on the opportunities and risks of implementing GovTech, including consolidation and optimization of operations using cloud-based solutions, artificial intelligence, national strategies, and institutional architecture for digital governance.

Featuring:
Marten Kaevats, National Digital Advisor, Government Office of Estonia
Jessica McEvoy, Deputy Director, National and International, Government Digital Service, United Kingdom
Alan R. Shark, Executive Director, Public Technology Institute (PTI), Associate Professor, George Mason University Schar School of Policy and Government, United States

Moderator:
Renaud Seligmann, Practice Manager, Governance Global Practice, World Bank

19:00  GALA DINNER

CerModern Ankara
**WEDNESDAY**

**8:45**  **WELCOMING REMARKS AND RECAP OF DAY 1**

**9:00**  **SIX PARALLEL THEMATIC DISCUSSIONS**

### Strengthening Public Policy Processes

1. Romania: Lessons in Public Policy Setting by: Dragoș Negoiță, Director, General Secretariat of Government of Romania


3. Lithuania: Introduction of Change Management Approach in Setting Public Policy by: Lukas Savickas, Adviser to the Prime Minister, Lithuania

4. Albania: Gender Responsive Budgeting as a Tool for Better Policy Formulation by: Gentian Opre, Director of Budget Analysis and Programming Department, Ministry of Finance and Economy, Albania


**Discussants:**
- Waleed Haider Malik, Senior Public Sector Specialist, Governance Global Practice, World Bank
- Mercy Tembon, Regional Director for South Caucasus, World Bank
- Sander van Veldhuizen, Program Manager Public Finance, CPB Netherlands Bureau for Economic Policy Analysis, the Netherlands

**Moderator:**
- Daniele Dotto, Head of Unit, Governance and Public Administration, Structural Reform Support Service, European Commission

### Managing Public Resources

1. World Bank: Main Lessons from Bureaucracy Lab by: Zahid Hasnain, Senior Public Sector Specialist, Governance Global Practice, World Bank

2. Georgia: Public Finance Management Reform Path by: Nikoloz Gagua, Deputy Minister of Finance, Georgia

3. Poland: Sealing Tax Gaps by: Artur Gostomski, Director of Large Business Department, Ministry of Finance and Grzegorz Poniatowski, Vice President, Centre for Social and Economic Research (CASE)

4. Bulgaria: Shared Services by: Krassimir Bojanov, Director, Modernization of the Administration Directorate, Council of Ministers, Bulgaria

**Discussants:**
- Jonas Arp Fallov, Senior Public Sector Specialist, Governance Global Practice, World Bank
- Robert Bauchmüller, Chief Program Officer, Center of Excellence in Finance, Slovenia

**Moderator:**
- Habib Rab, Program Leader for Turkey on Macroeconomics, Finance, and Institutions, World Bank

### Governance of Service Delivery

1. Albania: Citizen Centric Service Delivery by: Lorin Ymeri, Executive Director, Agency for the Integrated Public Service Delivery and Nevila Repishti, Director, E-Albania Government Portal, National Agency for Information Service

2. Italy: Nuts and Bolts of Centralized Procurement by: Marco Sparro, Head of Economic Analysis and Sustainable Development Unit, Consip S.p.A., Italy

3. Azerbaijan: Judicial Reform in Improving Service Delivery by: Nail Huseynli, Monitoring and Evaluation Manager, Azerbaijan Judicial Services and Smart Infrastructure, Ministry of Justice

**Discussants:**
- Chiara Bronchi, Chief Thematic Officer, Asian Development Bank
- V.S. Krishnakumar, Practice Manager, Governance Global Practice, World Bank
- Gleb Pokatovich, First Deputy Director, Analytical Center of the Government, Russian Federation

**Moderator:**
- Moses Wasike, Lead Financial Management Specialist, Governance Global Practice, World Bank
Public-Private Interface & Economic Governance
1. Ireland: Experience with PPPs—developments and challenges by: Colm Lynch, Sector Head, Finance in the National Development Finance Agency, National Treasury Management Agency, Ireland
2. Turkey: PPPs Program, Collaboration with the Private Sector, Impact on Service Delivery and its Governance Structures by: Sedef Yavuz-Noyan, Head of Public Private Partnership Department, President’s Strategy and Budget Administration, Republic of Turkey
3. Lithuania: Making State Ownership Successful by: Marius Skuodis, Vice-Minister of the Economy and Innovation, Lithuania
4. Uzbekistan: State’s Role in the Economy by: Bakhtiyor Khaydarov, Head of State Owned Enterprises Department, State Assets Management Agency, Republic of Uzbekistan

Discussants:
Olivia Allison, Partner, KPMG Ukraine
Bruno Carrasco, Chief of Governance Thematic Group, Thematic Advisory Service Cluster, Sustainable Development and Climate Change Department, Asian Development Bank
Natalie Manuilova, Senior Financial Management Specialist, Governance Global Practice, World Bank

Moderator:
Brian Finn, Senior Policy Adviser, SIGMA, OECD

Drivers and Enablers of Policy Effectiveness
1. Western Balkans: Strengthening Participatory Democracy via Influencing the Design and Implementation of Public Administration Reform (PAR) by: Milena Lagarević, Founder and Programme Director, European Policy Centre
2. Kosovo: Public Administration Reform for Effective and Inclusive Policies by: Besnik Tahiri, National Coordinator for State Reforms, Republic of Kosovo
3. Azerbaijan: Raising Extractive Industries Transparency by: Farid Fargaliyev, Head of the Extractive Industries Transparency Committee’s Secretariat, the State Oil Fund of the Republic of Azerbaijan (SOFAZ)
4. Ukraine: Process on Building Anti-Corruption Institutions by: Artem Sytnyk, Director, National Anti-Corruption Bureau (NABU) and Victoria Savchuk, Head of Communications, Anticorruption Action Centre (ANTAC) and Denys Bihus, Editor in Chief, Bihus.info

Discussants:
Verena Maria Fritz, Senior Public Sector Specialist, Governance Global Practice, World Bank
Satu Kähkönen, Country Director, Belarus, Moldova and Ukraine, World Bank

Moderator:
Jose-Manuel Bassat, Communications Advisor, World Bank

GovTech
1. United Kingdom: Digital Transformation in the UK Public Sector: Challenges and Opportunities by: Alex Segrove, Head of International Delivery, National and International Group, Government Digital Service, United Kingdom
2. Turkey: E-procurement. Use of Technology by: Ahu Meryem Erdoğan, Public Procurement Expert, Public Procurement Authority, Republic of Turkey

Discussants:
Edward Olowo-Okere, Director, Governance Global Practice, World Bank
Justyna Orłowska, Director of Govtech Polska Programme, Chancellery of the Prime Minister, Poland

Moderator:
Kimberly D. Johns, Senior Public Sector Specialist, Governance Global Practice, World Bank

12:15 LUNCH
13:00 COUNTRY AND SUB-REGIONAL DISCUSSIONS
Country-specific breakout sessions will allow for integration of different approaches observed on Day 1 into country specific realities, allowing for regional knowledge exchange and identification of synergies. The aim of this breakout will be to moderate and encourage a forward-looking perspective for governance reforms in ECA countries and investigate synergies with development partners to assist in their reform paths.

16:00 COFFEE BREAK
16:30 THE WAY FORWARD - FACILITATED DISCUSSION
17:30 CLOSING REMARKS
Auguste Kouamé, Country Director for the Republic of Turkey, World Bank
Peter Wagner, Director Head of the Support Group for Ukraine, Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR), European Commission
Richard Dewdney, Head, FCO/DFID Good Governance Fund Joint Unit and DFID Deputy Director, Eastern Europe & Central Asia