

**DEEP DIVE WORKSHOP 1:  
PREPARING AND DRIVING PUBLIC SECTOR ORGANISATIONS FOR CRISES:  
STRATEGY, PLANNING AND INNOVATION**

**24 June 2022, 09h00 – 17h30  
WTC III, Bd Simon Bolivar 30  
Brussels, Belgium**

*Please kindly note that English will be the working language of this workshop.*

**Context**

The coronavirus pandemic has been a stress test for governments and their public administrations, as the crisis has challenged like never before the capacity of governments and public sector organisations to deliver on their goals and priorities. While the recovery phase is still under way, public administrations are currently reflecting on the lessons learned and how to improve responses in regards to future shocks.

The OECD, the European Commission (DG REFORM), and 12 EU Member states (Austria, Belgium, Bulgaria, Croatia, Finland, Greece, Italy, Poland, Portugal, Slovakia, Slovenia, and Spain) have embarked on a joint project to strengthen the resilience of public sector organisation in EU Member states, using the Common Assessment Framework (CAF) model.

The project is entering its third phase with today's workshop. The project started with a wide **survey** of CAF users that allowed to identify the biggest trends and challenges related to the management of the COVID-19 crisis, exploring strategies that were employed to navigate it, good practices and processes adopted by organisations and that could potentially remain in place after the crisis. The workshop will also rely on the outcomes of the second phase of the project that further analysed **concrete cases of CAF users** in order to identify the most innovative practices in handling the pandemic that can be shared across organisations. It also further identified how the CAF model was used during the crisis and possible areas for improvement of the CAF to best supporting public sector organisations in future crises. Based on the common transversal themes that emerged from the case studies and the survey, **three multi-country deep-dive thematic workshops** will be organized by the OECD and the CAF country coordinators.

**Objective of the workshop**

**Today's workshop** is the first of these deep-dive workshops and aims to further **explore the themes evidenced by these case studies**, facilitate the disseminations of good practices and encourage **experience sharing** among participating countries and organisations. It will also reflect upon the use of the CAF model and how it can best support organisations in future crises.

The workshop, titled "Preparing and Driving Public Sector Organisations for Crises", will focus on how public sector organisations prepared and managed the crisis and its effects, looking at crisis preparedness, strategic plans and adaptation, and the capacity to innovate during the crisis. This workshop will in particular explore the CAF criteria on strategy and planning and processes and on the principle 6 pertaining to innovation but also touch on other criteria as appropriate.

It will aim at linking the case studies of individual organisations with horizontal themes that were experienced by all organisations and that appear crucial for strengthening resilience in the face of future shocks.

## Agenda

**08.45 – 09.00 Registration and coffee**

**09.00 – 10.00 Opening session**

*Moderator for the day: Daniel Gerson, OECD*

*This session will provide an overview of the project and its progress from the survey over case studies to deep dives and will introduce the objectives and work method of the workshop. A brief roundtable will introduce the participating organisations.*

- *Mina Shoylekova, DG REFORM, European Commission*
- *Daniel Gerson, OECD*
- *Isabelle Verschueren, FPS BOSA, Belgium*
- *Thomas Prorok, KDZ - overview of the case studies*
- *Roundtable to introduce participating case study organisations*

**10.00 – 11.00 Session 1: Preparing and adapting strategies, priorities and practices for crisis**

*This session will discuss how public sector organisations prepared for the crisis, using crisis contingency plans and protocols or new governance arrangements, and how they adapted their strategies, priorities and practices to navigate through the crisis.*

*The section will investigate and reflect on the strategy, plan or protocol in place prior to the crisis to manage an external crisis (such as the COVID-19 pandemic), when existing, and how they can be developed to prepare for future shocks. It will also discuss how public sector organisations developed strategic plans, programmes and/or objectives prior to the crisis, how they adapted their priorities and strategies during the crisis, and which priorities will be maintained for the future.*

*This session will rely on the “Strategy and planning” dimension of the CAF and on the key priorities of CAF users prior and after the crisis identified by the survey.*

*Key questions for public sector organisations:*

- *Did your organisation have in place a strategy, plan or protocol to manage an external crisis (such as the COVID-19 pandemic)? Have you used this plan as foreseen?*
- *Which new specific crisis management plans, protocols and crisis management structures have you established during the crisis? Are you planning to maintain them for future crisis?*
- *How have the needs of your users changed during the crisis? Have you changed your channels to collect information and expectations for them?*
- *Did you have a strategy plan before the crisis (e.g. yearly, 3-5 years)? Have you adapted it during the crisis? Will you adapt it after the crisis?*
- *What were the key priorities for your organisation before the crisis (organisational effectiveness, digitalisation, etc.)? What do you see as key priorities after the crisis? How are you planning to address these through your strategic plans/programmes?*

Session:

- **Overview on the theme: good practices and national experiences**
  - *Arnault Prêtet, OECD*
  - *Thomas Prorok, Managing Director, KDZ – Austrian Centre for Public Administration Research: the experience of national and local governments in managing the crisis in selected EU Member States*
  - *Loredana Leon, Ministry of Public Administration, Slovenia*
  - *Sabina Bellotti, Ministry of Public Administration, Italy*
- **Questions and answers**
- **Presentation and briefing for the break out groups**

**11.00 - 11.30 Coffee break**

**11.30 – 12.45 Session 1 (continued) – break out groups**

- **Discussion of the good practices and the use of CAF based on the case studies by break-out groups**

<b>Break out group 1: “preparations and processes”</b>	<b>Break out group 2: “crisis management strategies, coordination and implementation”</b>	<b>Break out group 3: “addressing vulnerable populations and building partnerships”</b>	<b>Break out group 4: “management model”</b>
<p><u>Moderator:</u> <i>Bruno Monteiro, OECD</i></p> <p><u>Speaker on case studies:</u></p> <ul style="list-style-type: none"> <li>• <i>Bruno Tribioli, Italian Space Agency, Italy: “Accelerating digitalisation and process-based management”</i></li> <li>• <i>Mateja Nemanič Markus, Agency for Agricultural Markets and Rural Development, Slovenia: “Pre-pandemic digitalised processes helped a lot and supported further digitalisation during the pandemic”</i></li> </ul>	<p><u>Moderator:</u> <i>Arnault Prêtet, OECD</i></p> <p><u>Speaker on case studies:</u></p> <ul style="list-style-type: none"> <li>• <i>Mimi Yotova and Desislava Slavchev, Sofia Health Inspectorate, Bulgaria: Crisis management and control</i></li> <li>• <i>Jalberto Pereira, Jaime Gomes, Agrupamento Escolar de Vouzela e Campia (AGEVC), Portugal : “Redirecting strategy and planning”</i></li> </ul>	<p><u>Moderator:</u> <i>Natalia Nolan Flecha, OECD</i></p> <p><u>Speaker on case studies:</u></p> <ul style="list-style-type: none"> <li>• <i>Stiliani Stamatia Loi and Maria Tatagia, Municipality of Thessaloniki, Greece: “Supporting vulnerable groups despite lockdowns and other restrictions”</i></li> <li>• <i>Eva Sejrek-Tunke and Martina Reumann, City of Vienna, Austria: “Staying accessible: how new formats emerge when familiar”</i></li> </ul>	<p><u>Moderator:</u> <i>Daniel Gerson, OECD</i></p> <p><u>Speaker on case studies:</u></p> <ul style="list-style-type: none"> <li>• <i>Valérie Delisse and Lenny D’Hont, National Employment Office, Belgium: “The use of an integrated management model and dashboards”</i></li> <li>• <i>Dubravka Vlahovic, Croatian Pension Institute: “Working Group - the magnificent eight”</i></li> </ul>

	<ul style="list-style-type: none"> <li>• <i>Jana Mikudová, Ministry of Environment, Slovakia: “From Mapping to Managing – the Ministry’s partnership strategy management in the Ministry’s Action Plan”</i></li> </ul>	<p>infrastructure collapses”</p> <ul style="list-style-type: none"> <li>• <i>Lluch Hernández Gil, Madrid Salud, Spain : “Renewed partnerships”</i></li> </ul>	
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- *Reporting in plenary and concluding*

**12.45 – 14.00    Networking lunch**

**14.00 – 17.00    Session 2: innovating in the face of the crisis**

*This session will engage actively the participants to discuss how their public sector organisations have developed and adopted innovations in the context of the COVID-19 crisis (innovative approaches and solutions, good practices, actions and learnings). Participants will be invited to map and discuss the innovative methods, practices, processes and systems that were in place before the crisis, were used or adapted during the crisis, and are expected to be retained and/or evolved after the crisis.*

*The second part of the session will invite participants to engage in a collaborative activity to identify their current post-pandemic challenges, assess their capacities and skills to deal with such issues, and start sketching an action plan to improve their situation for the future. Public sector innovation is one of the key principles of the CAF model and, as evidenced in the model, can help ensure the agility and resilience of the organisation.*

*Key questions for public sector organisations:*

- *What innovations (practices, tools, work methods, etc.) have you adopted during the crisis? How did you go about identifying when and if new solutions were needed? How has the crisis impacted on your organisation portfolio of innovation?*
- *What are the biggest challenges that your organisation faces in the current post-pandemic context regarding innovation? Does your organisation have the specific capacities, methods, processes or structures to sustain and embed the innovation emerged during the crisis?*
- *How are your organisations dealing with the challenges, gaps and expectations during this post-crisis context and drive the sustainability of innovation for the future?*

*Session:*

- **General introduction by the OECD on the theme and good practices**
  - *Bruno Monteiro, OECD*

- *Françoise Waintrop, Expert on innovation in the public sector, former head of Department, French General Secretariat for State Modernisation: “Spurring innovative practices and instruments in normal and crisis times, some insights from France”*
- *Facilitated discussion and collaborative activities about the innovation capacities during the (post)crisis context based on the case studies by roundtables by country*

<i>Roundtable 1 (Croatia-Slovenia)</i>
<i>Roundtable 2 (Belgium-Spain)</i>
<i>Roundtable 3 (Poland-Austria-Greece)</i>
<i>Roundtable 4 (Portugal-Italy)</i>
<i>Roundtable 5 (Slovakia-Bulgaria)</i>

- *Reporting in Plenary and concluding*

#### 17.00 – 17.30 Concluding remarks and next workshop

- *Mina Shoylekova, DG REFORM, European Commission*
- *Daniel Gerson, OECD*
- *Isabelle Verschueren, FPS BOSA, Belgium*
- *Michael Kallinger, Head of unit for Administrative innovation, Ministry for Art, Culture, Public service and Sport, Austria*

#### 17.30 End of the workshop