CAF

PV – Deep Dive Workshops

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1. Session 1 – Preparations and processes

Italy – Critical functions during COVID-19
- Avoid re-inventing the wheel
- Dashboard (back office + real time pipeline)
- Digital signature
- Usability : simple & accessible
- Define new workflow pre-set team
- Paper work : before => No paper today
- No common understanding about procedures among teams
- Cloud security => back-up
- Focus groups : research & consensus
- Platforms : digital channels
- Automated processes (back-office & pop-ups)
- Avoid errors by default

Bulgary – Role in crisis : key actors
- New functions : hospitalization, immunization, border control, tests, etc.
- Challenges : no additional staff & lack of communication
- Solutions : stakeholders involvement, comprehensive common structure for departments
- Digitalization
- National information system for COVID-19 : accessible, integrated, updated information
- Fast pace development
- COVID-tests systems : citizen centred : 3 hours results accessible on website => Now : enlarged to other tests
- CAF was good for the changes made
- Dialogue between leaders & staff : participation for staff
- CAF-model was taken more seriously : embedding CAF in organizations, repeated applications ; dissemination of CAF results & expansion of involved organizations
- Improvement of situation awareness (benefits)
    ⇨ Emotional pressure

2. Session 2 – Crisis management strategies, coordination and implementation

Good practices
Slovakia
- Partial evidence + a data base
- Impulse by the CAF + Crisis context
    o -> Map of partnerships (28) -> 3 types
    o -> Strategy: Goals and criteria
- Survey of ministries to constitute TNF database

- New priority emerged frun CAF, not from Ministry, action plan.

Portugal
- Plan:
    - Focusing on cooperation
    - Providing IT integrating technology
    - Focused on students looking for a job
- Previous crisis before -> partnerships with town council
- Strong cooperation between the board of directors and the CAF team to make a plan
- Students are at the center of the system -> Academic success
- Reacted earlier than the national level
- Class directors surveyed students = input from users
- Continue to develop partnerships/strategies

Lessons
- Emerging from CAF -> gives a purpose
- Need for a plan
- Evidence from users/stakeholders
- Visible for the organization/communication
- Horizontal, collaborative (not hierarchical) -> CAF DNA -> creates good dynamics, promotes collaboration
- Strategic/action plan also need top down
- Made in a collaborative way but: need for leadings/steering role = management role.

3. Session 3 – Adressing vulnerable populations and building partnerships

Vienna
There are 7 administrative groups headed by a politician (difficult because they change and have different ideas, and different financial means). There's a separate department for women. There was a lot of pressure put on to the women (by society, working from home, children having school at home, violences at home) during the crisis.
- Organization of a women day and a girls' day : going digital
- There's a women center & an emergency hotline
- Information are available on the website to make it public and the other organizations that work hand in hand to address this issue are listed
- Use of social media
- Need of the social networks : but there are some financial issues. Social networks are crucial to reach out to younger public.
- Podcasts are available : discussions with experts on Youtube. But also on other channels
- Partnerships with the medical community to reach out to a larger public
- Partnerships with supermarkets : on the receipts of the supermarket, the hotline number was written.

⇨ One lesson learned is that it is difficult to reach out to the older women. There's a need for collaboration and for networking to reach out to vulnerable population. Need of the partners' help.

Greece – Thessalonica
- Digital is necessary but citizens (elderly, refugees, disabled, etc.) need assistance/support to use it
- No "one size fits all"
- You have to design "users-centered approach" to make it easier for them and to target their needs => User-friendly digital services
- Digital has risks too : personal data protection, cybersecurity, etc.
  ⇨ Top partnership : NGO's, churches, some banks helped. Discovery of new partnerships that shall strengthen
  ⇨ Multilevel partnership needs to be improved to achieve resilience

Madrid Salud
- Autonomous agency
- Public health, food/water, vulnerable populations => vaccinations 10 000
- Partnerships :
  - other areas in municipalities
  - social services
  - emergency service (police, SAMU, firefighters)
  - IT department
  - Levels of government : regional/national
  - NGO's, schools, shelters, nursing homes, etc.
  - MoJ : inspections knowledge
  ⇨ Lessons learned :
  - Involve partners in strategic planning
  - Tailoring services to vulnerable populations through "joining up"
  - Sharing knowledge between partners
  - Joint research

Conclusions
- Holistic approach to vulnerable populations
- Digital is not always ideal solution for vulnerable populations
- Keep human contact
- Keeping partnerships post-COVID
- Keep governance arrangements
- Challenges :
  - time, resource-intensive ;
  - multilevel governance (politics, budget, bureaucracy);
  - skills/capacities/networks;
  - legal framework;
  - compliance/audits/data

4. Session 4 – Management model

Belgium - National employment office responsible for unemployment benefits
- Integrated management model that integrates the vision, mission, strategic objectives, 5 values. The inner circle of the integrated management model consists of the process management, change management and resources management that is in line with the mission, vision, values and objective.
- Use of a dashboard where they can show a lot of indicators of KPI (visitors, finished files,...) used to measure inform and objectify data and to make informed decisions on policy and internal control.
    o Croatia: priority is at this moment on quality management so there is a low usage of dashboard at present time.
    o The representatives from Poland uses some dashboard but not related to covid 19.

Croatia - Pension insurance institute
- February 2020 instituted a cross departmental working group to use a centralized approach on handling the covid 19 crisis. This working group was used for monitoring the decision making process and coordination instructions to regional offices.
- CAF criteria used: Processes, leadership and customer/citizens results
- Group not active but van quickly be reinstituted
    - National employment office from Belgium: had instituted a crisisgroup of directors 'magnificant 7'who meeted 2,3 times a week during covid.
    - Each reginal office of NEO BE has a process coordinator together with a national process coordinator formed a national network to improve changes in the processes related to new ways of working due to COVID. They meet every 2 months and have a yearly congress of 3 days. In crisis. They meet more often on demand.