



PREPARING AND DRIVING PUBLIC SECTOR ORGANISATIONS FOR CRISES: STRATEGY, PLANNING AND INNOVATION

Session 1: Preparing and adapting strategies, priorities and practices for crisis

1st Deep dive workshop
24 June 2022
Brussels, Belgium



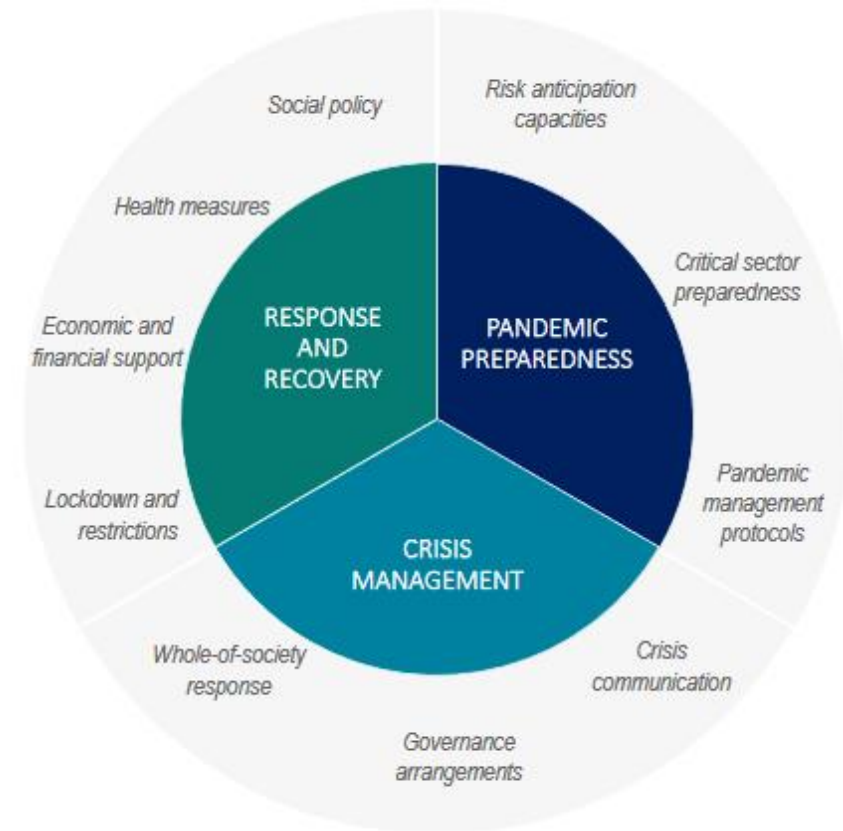


OECD Framework for evaluating national COVID-19 responses

The 2014 OECD Recommendation of the Council on the Governance of Critical Risks identifies three major phases of the risk management cycle that need to be addressed by strategies and policies:

1. **pandemic preparedness**
2. **crisis management**
3. **response and recovery.**

Pandemic preparedness refers to a government's ability to anticipate a pandemic before it materialises and prepare for a global public health emergency, by developing the right knowledge and capacities: foresight, prevention policies, mitigation programmes, ...





PREPARING FOR CRISIS: LESSONS LEARNED FROM THE NATIONAL COVID-19 RESPONSES AND FROM THE SURVEY



Lessons learned from evaluating pandemic preparedness

Pandemic management protocols

- Existing procedures and guidelines to follow in the event of a pandemic
- Clearly defined responsibilities on leadership & and risk management frameworks
- Pandemic protocols are at the heart of pandemic response capacities in governments

Risk anticipation capacities

- Through early warning systems, risk assessment exercises, foresight, or building critical material stocks (e.g. personal protective equipment)
- General lack of capacity to anticipate shocks of this magnitude
- Early warning systems and other anticipation tools, while costly, are crucial for risk management

Critical sectors preparedness

- In 2011 OECD identified the need for countries to **improve** their national critical infrastructures in anticipation of global pandemics. Few OECD countries (7 out of 34) considered “health care and public health sector” as critical infrastructure sectors when surveyed in 2018



Key insights on pandemic preparedness

Investment in risk anticipation capacities and in critical sectors was **insufficient** in most countries for adequate pandemic preparedness:

- COVID-19 no black swan event → pandemic was **anticipated** by most national risk assessment frameworks!
- Many OECD countries **overlooked lessons learned** from previous global virus outbreaks such as SARS or H1N1!

Pandemic preparedness requires:

- Well-developed **emergency plans** and **procedures** for governments to prepare and equip critical sectors (protective equipment, testing capacity, training).
- **risk anticipation** and **assessment** (data infrastructure to monitor key health indicators such as infection rate)
- **strategic foresight** capacities

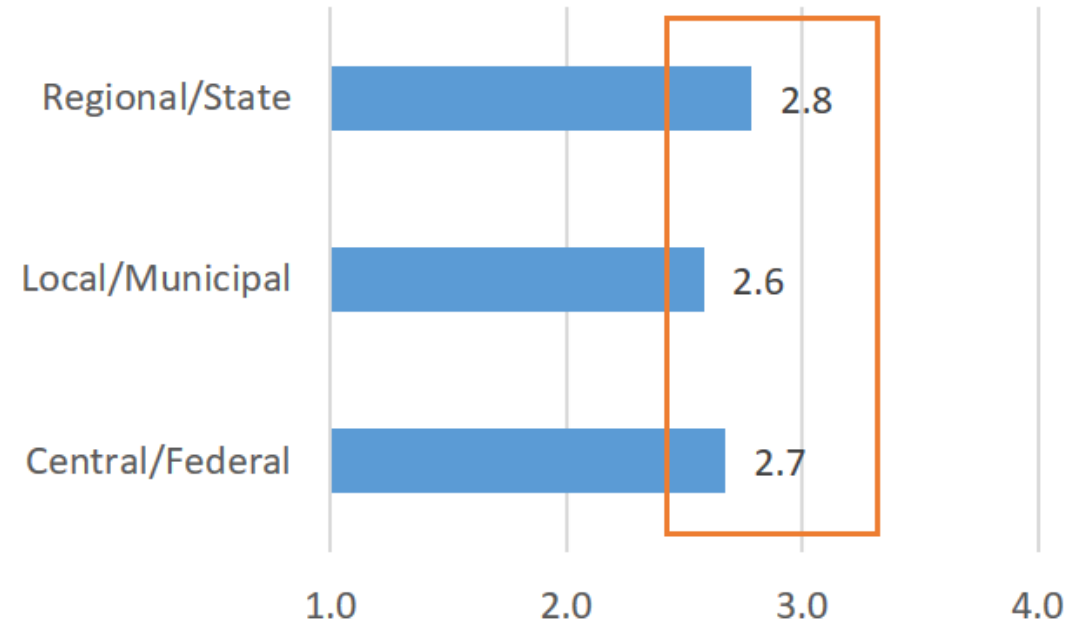


Survey results on crisis preparedness

Most organisations were **moderately** prepared, even more so at the local level.

1

Average preparedness per level of organization



From 1 (no preparation) to 4 (well prepared)

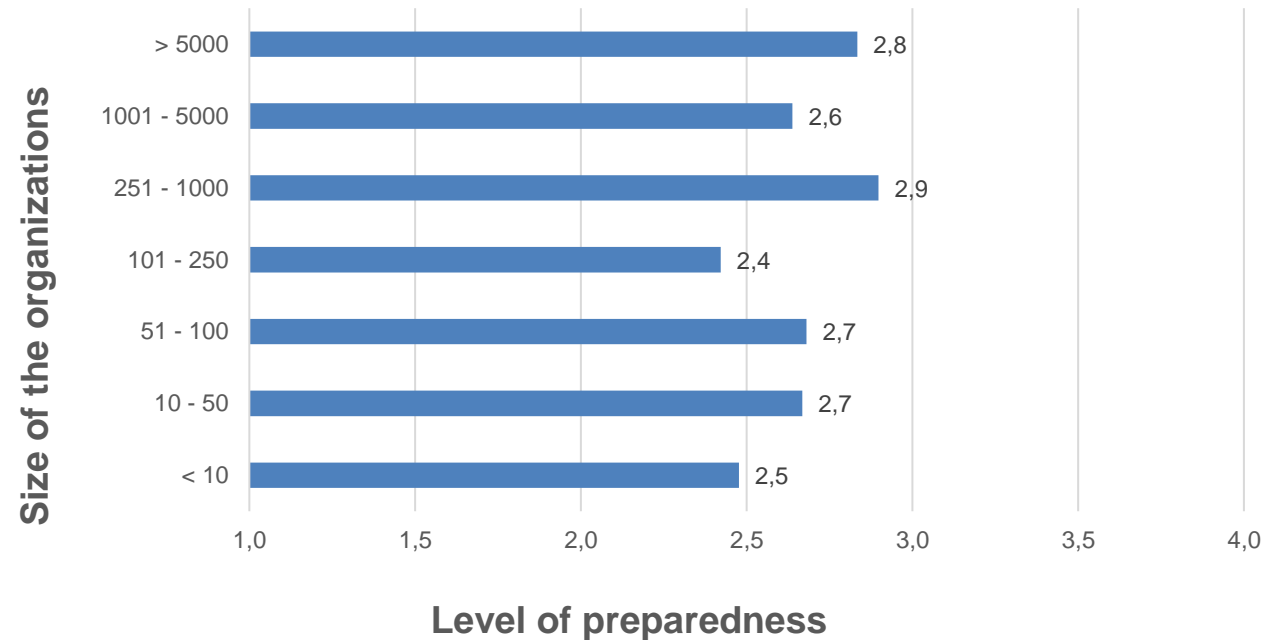


Survey results on crisis preparedness

Large organisations (over 250 employees) were slightly better prepared than smaller organisations.

2

Average preparedness on size of the organisation





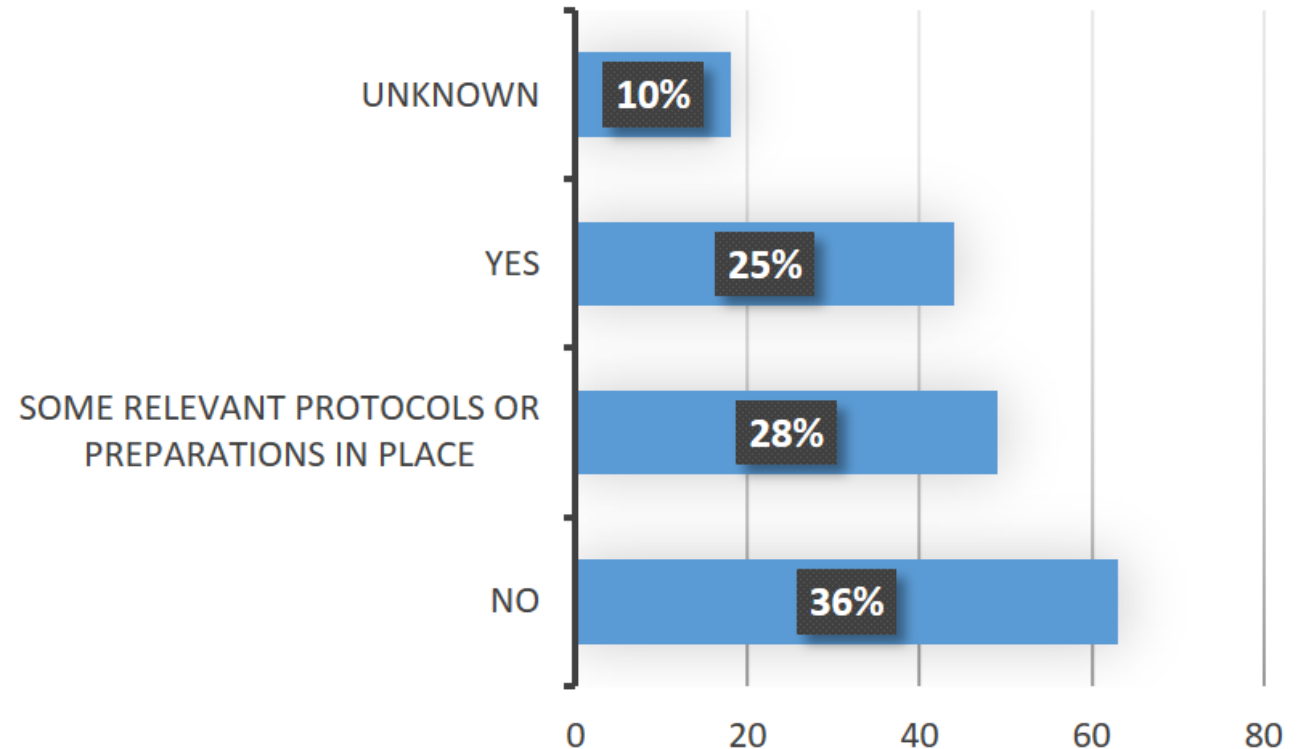
Survey results on crisis preparedness

Around half of organisations had a **crisis management plan** or some relevant protocols in place.

3

Presence of previous strategy/plan/protocol

Share of responding organizations



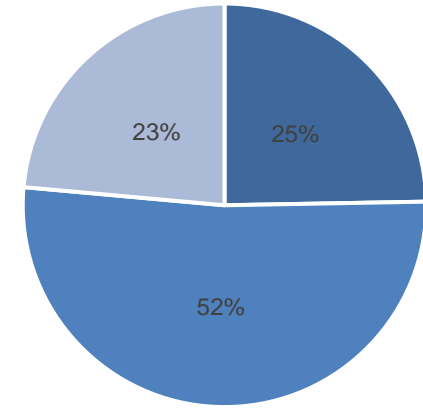


Survey results on crisis preparedness

CAF has been **massively used during the crisis**: more than half of the respondents used the model during the crisis and 77% of respondents confirmed that CAF helped during the crisis.

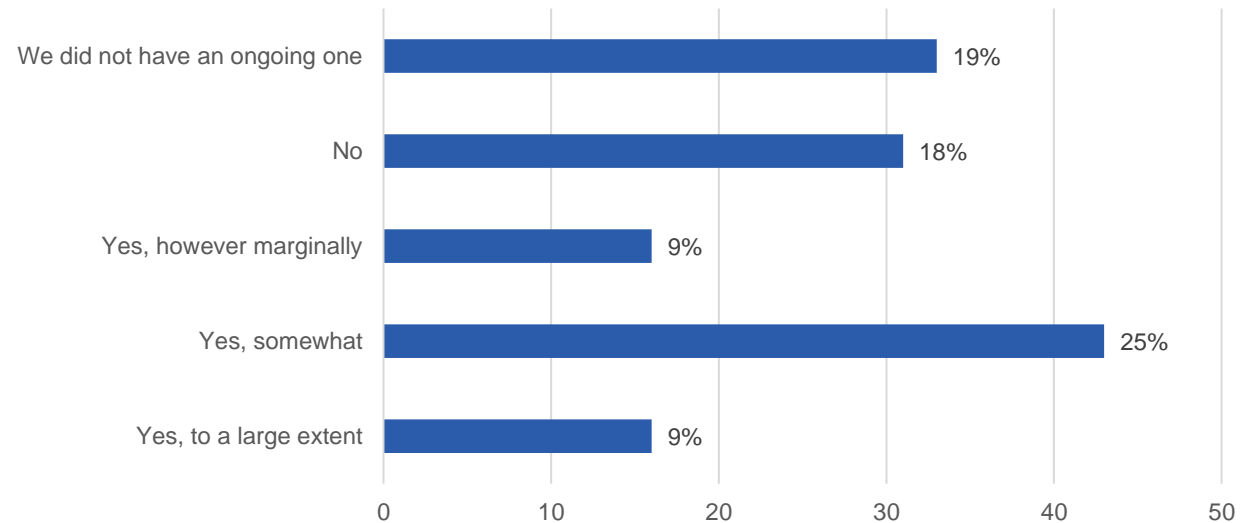
4

Did the CAF model help during the coronavirus pandemic?



■ Yes very useful ■ Yes somewhat useful ■ Not useful

Did your previous CAF plan helped ?
Share of responding organizations





Summary of survey results on crisis preparedness

1

Most organisations were **moderately prepared**, even more so at the local level.

2

Large organisations (over 250 employees) were slightly better prepared than smaller organisations.

3

Around **half of organisations had a crisis management plan** or some relevant protocols in place.

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More than half of the respondents used the model during the crisis and 77% confirmed that it helped during the crisis.



CRISIS MANAGEMENT AND STRATEGY ADAPTATION:

LESSONS LEARNED FROM THE NATIONAL COVID-19 RESPONSES AND FROM THE SURVEY



Lessons learned from evaluating crisis management: agility and speed

Governance arrangements

- Interagency co-operation requires commitment from leadership and fit-for-purpose governance structures with clear mandates
- Effective communication and reporting processes can provide challenging
- Scientific advisory bodies while valuable could rely on more varied sources of expertise

Crisis communication

- Unprecedented communication use
- Despite efforts information not always timely, consistent and comprehensive
- Inconsistencies in channels and messages
- Importance of timeliness

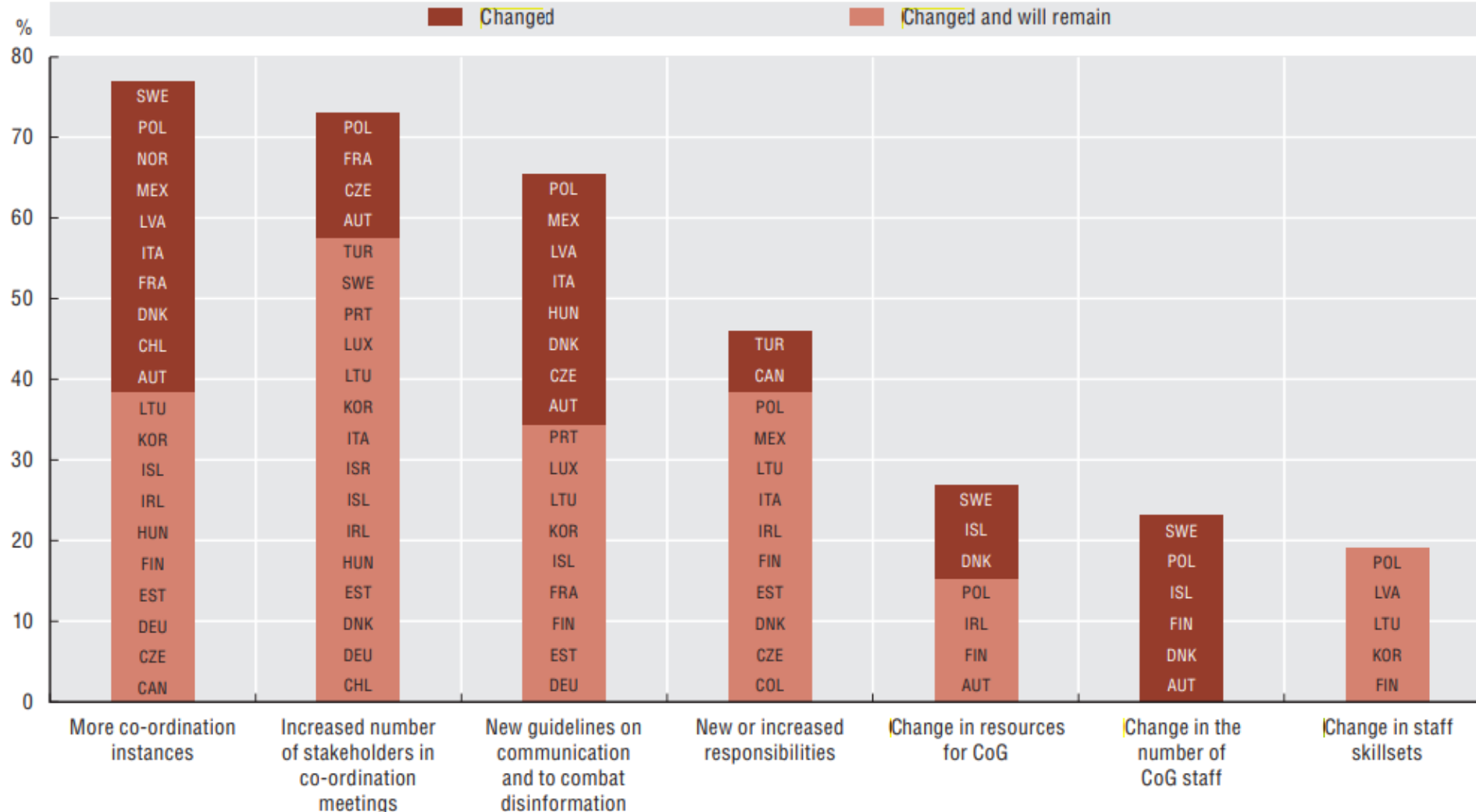
Whole of society response

- Federal countries put more emphasize on evaluating cooperation across governance levels → the quality of co-ordination among levels of government as a key determinant in the effectiveness of the response
- Impaired democratic accountability mechanisms → strengthen effort to involve stakeholders in decision-making for crisis management.



Focus on governance arrangements at the centre of government (CoG)

Evolution of CoG structures and roles during the COVID-19 crisis



New decision-making and coordination practices have emerged, such as the creation of *ad hoc* structures and adaptations in the role of the centre of government.



Key insights on crisis management

Interagency co-operation requires commitment from **leadership** and **fit-for-purpose** governance structures with clear mandates

More targeted, informed and coherent messaging is needed to foster **trust**

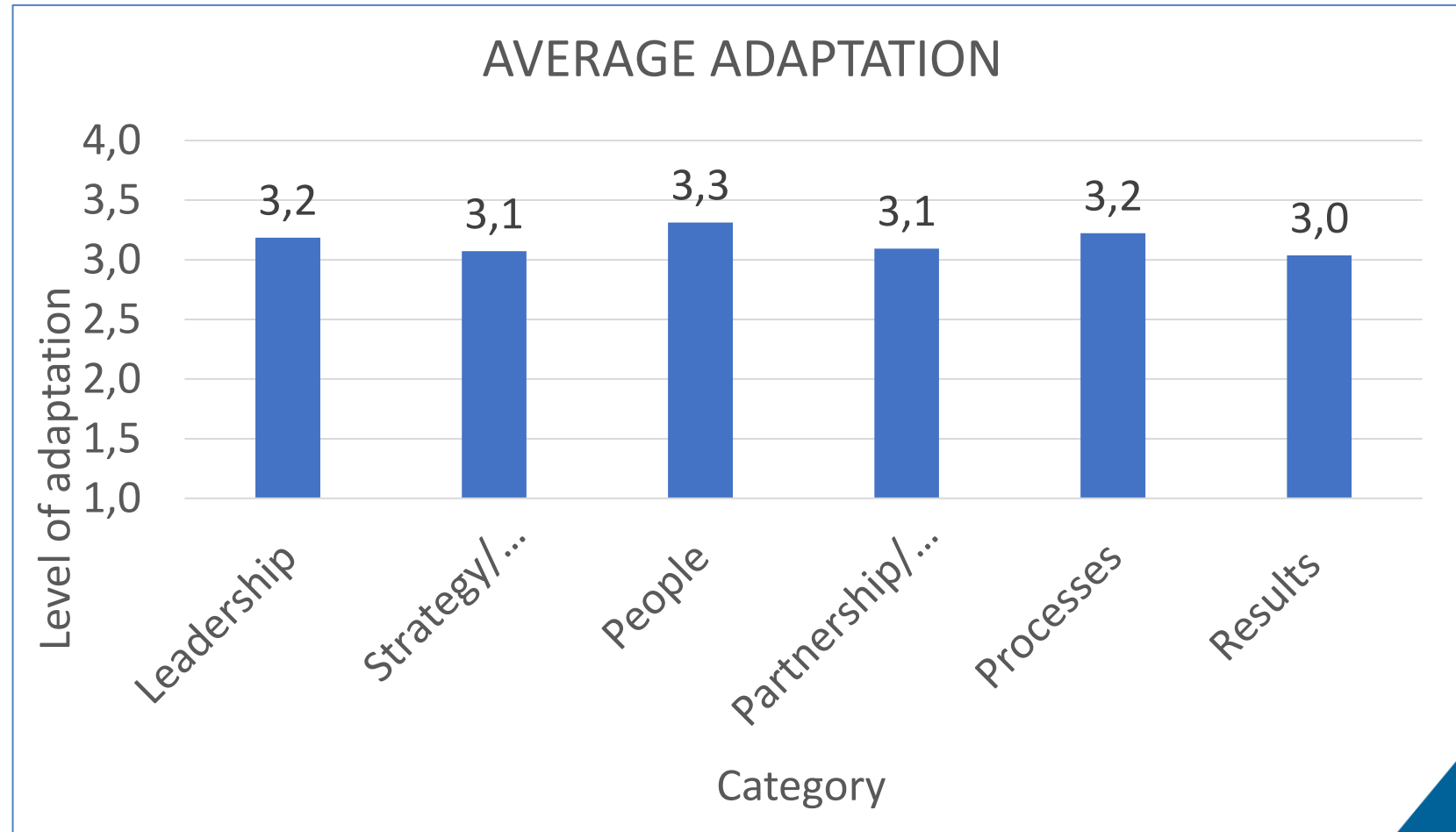
Governments could **involve civil society, the private sector and local actors** more to increase transparency in decision-making and facilitate the implementation of crisis management responses



Survey results on crisis management and strategic planning

Public sector organisations have adapted to the crisis, **equally on strategy and planning.**

1



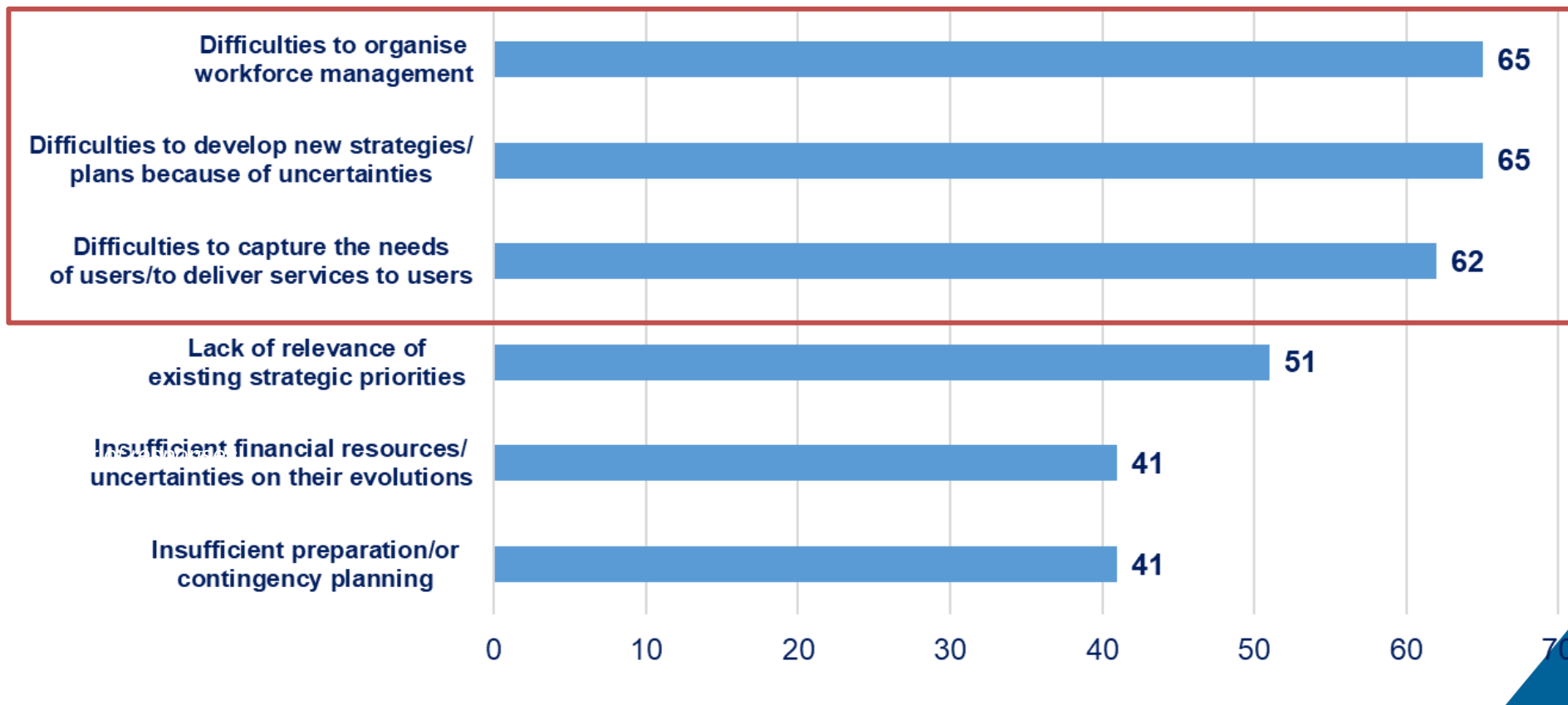


Survey results on crisis management and strategic planning

The uncertain environment, the challenge to manage human resources and difficulties to reach out to users were common obstacles to strategy and planning

2

Main challenges in achieving strategic priorities during the crisis



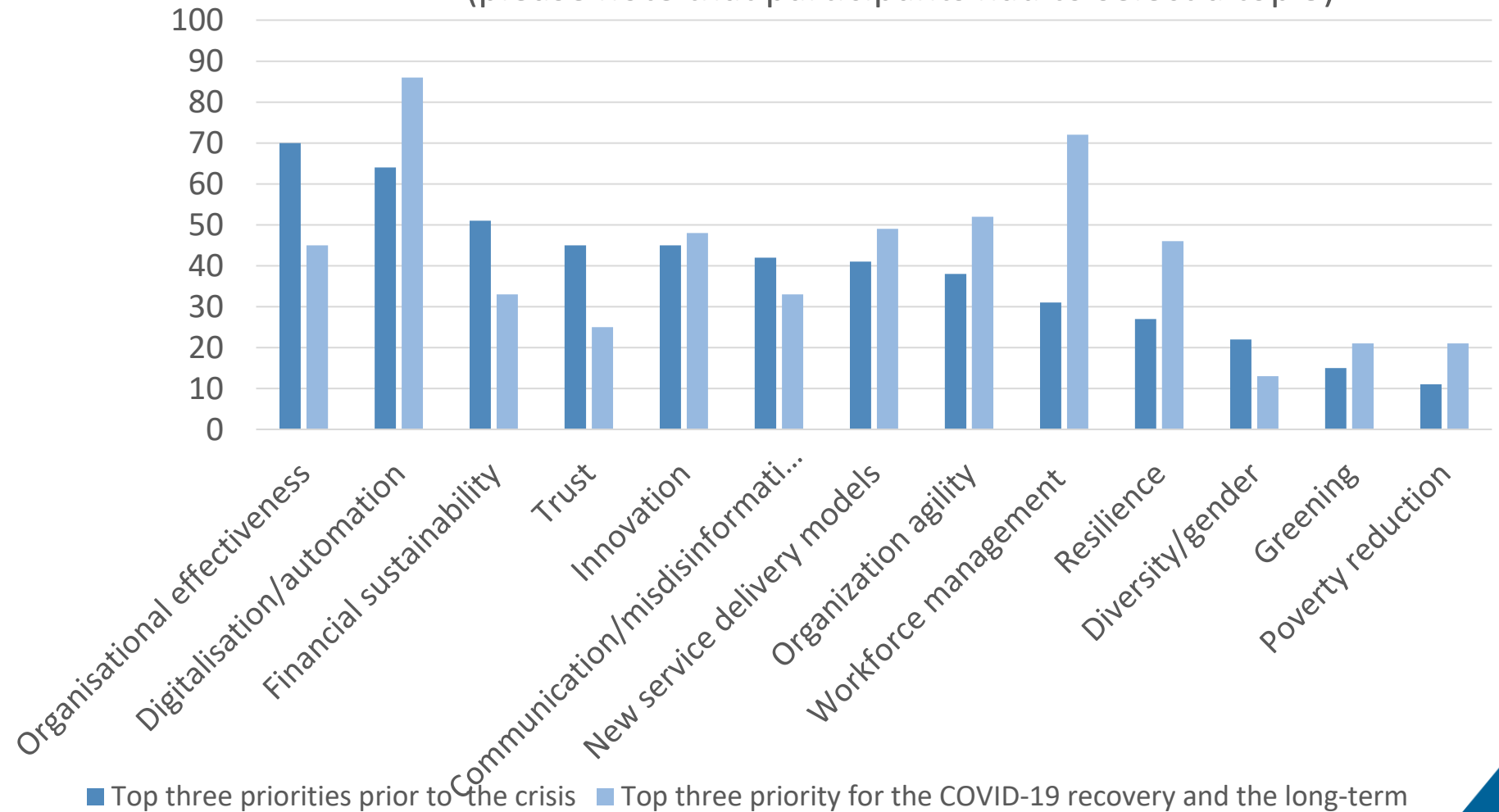


Survey results on crisis management and strategic planning

Priorities have shifted towards digitalisation and workforce management.

3

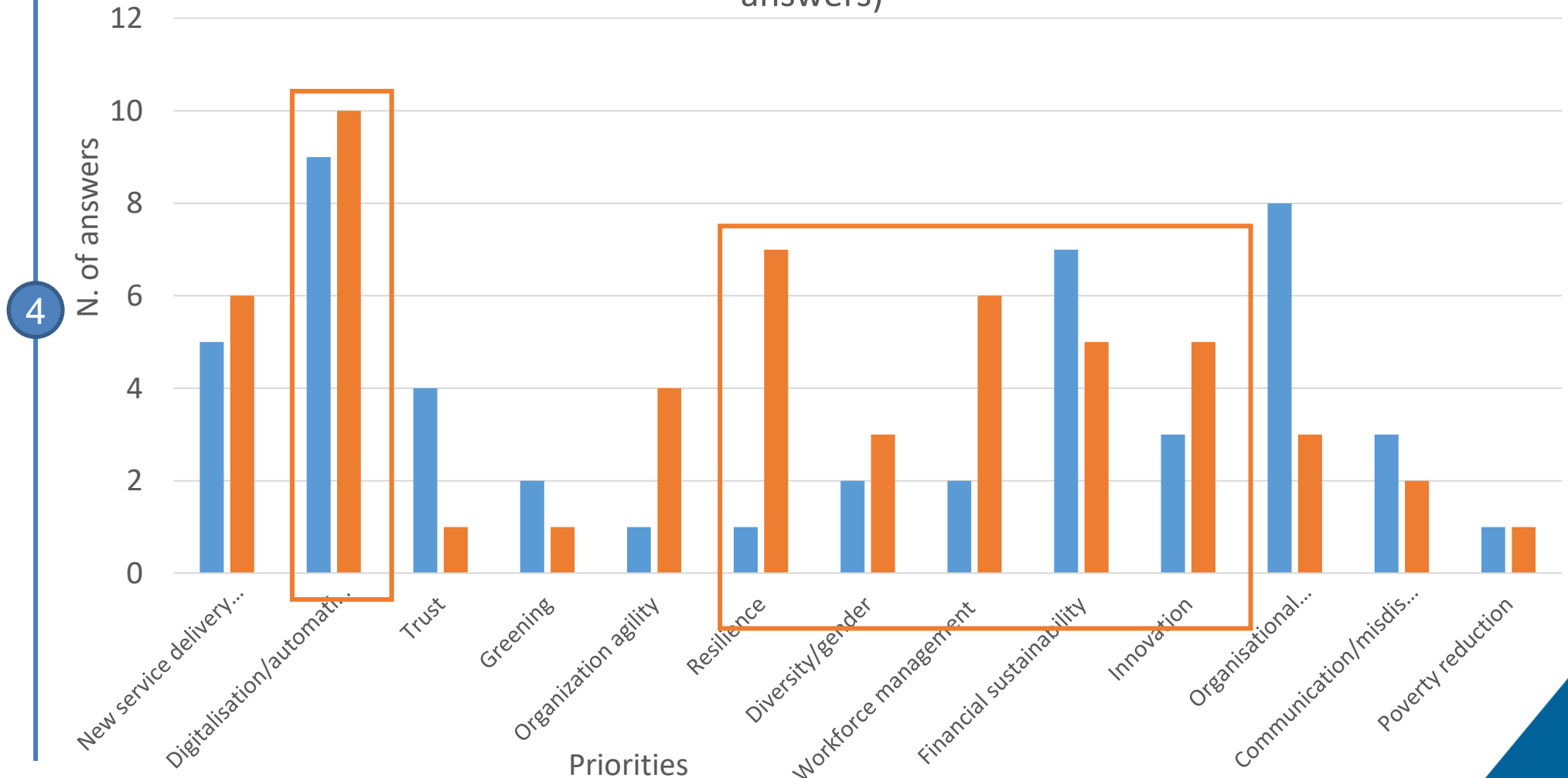
Priorities before and after the crisis
(please note that participants had to select a top 3)





Survey results on crisis management and strategic planning

Large organisations (1001-5000): Top three before /after the crisis (55 answers)



New priorities are consistent across sizes of organisations.

4



Summary of survey results on crisis management and strategy and planning

1

Public sector organisations have adapted to the crisis, equally on **strategy and planning**.

2

The uncertain environment, the challenge to manage **human resources and difficulties to reach out to users** were common obstacles to strategy and planning

3

Priorities have shifted towards **digitalisation and workforce management**.

4

New top priorities are consistent across sizes of organisations.



Observations from the case studies on crisis preparations and management

1. **Crisis management protocols and plans** were insufficient / rarely used to address the effects of the pandemic.
2. **Regulations, roles and missions** had to be adapted fast.
3. **High-level strategies** were adapted in few cases in response to the crisis.
4. **Management structures** have evolved to be more effective, frequent and inclusive. **New management models and organizational structures** have been tested.
5. **The formats of partnerships** have evolved and new approaches and strategies were developed in several cases.
6. Special attention was devoted to vulnerable populations.
7. **CAF assessment and implementation plans** were considered very useful.



Further reading

- OECD (2022), [First lessons from government evaluations of COVID-19 responses: A synthesis.](#)
- OECD (2020), [Building resilience to the Covid-19 pandemic: the role of centres of government](#)
- OECD (2020), [The territorial impact of COVID-19: Managing the crisis across levels of government](#)
- OECD (2018), [Assessing Global Progress in the Governance of Critical Risks, OECD Reviews of Risk Management Policies](#)
- OECD (2014), “Recommendation of the Council on the Governance of Critical Risks”, [OECD Legal Instruments, OECD/LEGAL/0405](#)



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

Break out group 1:

“preparations and processes”

Moderator: Bruno Monteiro, OECD

Case studies speakers:

- Bruno Tribioli, **Italian Space Agency, Italy**: “Accelerating digitalisation and process-based management”
- 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”

Break out group 2:

“crisis management strategies, coordination and implementation”

Moderator: Arnault Prêtet, OECD

Case studies speakers:

- Desislava Slavchev and Tsezarinka Ilieva, **Sofia Health Inspectorate, Bulgaria**: Crisis management and control
- Jalberto Pereira, Jaime Gomes, Agrupamento **Escolar de Vouzela e Campia (AGEVC), Portugal**: “Redirecting strategy and planning”
- Jana Mikudová, **Ministry of Environment, Slovakia**: “From Mapping to Managing – the Ministry’s partnership strategy management in the Ministry’s Action Plan”

Break out group 3:

“addressing vulnerable populations and building partnerships”

Moderator: Natalia Nolan Flecha, OECD

Case studies speakers:

- Stiliani Stamatia Loi and Maria Tatagia, **Municipality of Thessaloniki, Greece**: “Supporting vulnerable groups despite lockdowns and other restrictions”
- Eva Sejrek-Tunke and Martina Reumann, **City of Vienna, Austria**: “Staying accessible: how new formats emerge when familiar infrastructure collapses”
- Lluç Hernández Gil, **Madrid Salud, Spain**: “Renewed partnerships”

Break out group 4:

“management model”

Moderator: Simon Callewaert, OECD

Case studies speakers:

- Valérie Delisse and Lenny D’Hont, **National Employment Office, Belgium**: “The use of an integrated management model and dashboards”
- Dubravka Vlahovic, **Croatian Pension Institute**: “Working Group - the magnificent eight”



THANK YOU

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