

“Strengthening the Resilience of Public Administrations after the covid-19 pandemic with CAF2020”

A multi-country OECD project funded by the European Commission (DG REFORM) and in collaboration with EIPA and KDZ

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Project objectives

- The expected long-term effect of this Project is a **more resilient public administration** in European Member States by embedding drivers and enablers of resilience in quality control mechanisms.
- The project is designed to identify and explore **lessons learned in resilience during the covid pandemic** through:
 - Survey of CAF user organisations' experience and their perceived role of the CAF;
 - Cross-cutting case studies from organisations of different sectors, sizes, and levels of government;
 - Workshops and discussions with CAF experts, case study organisations and public management experts to extract lessons learned and the implications for the CAF.



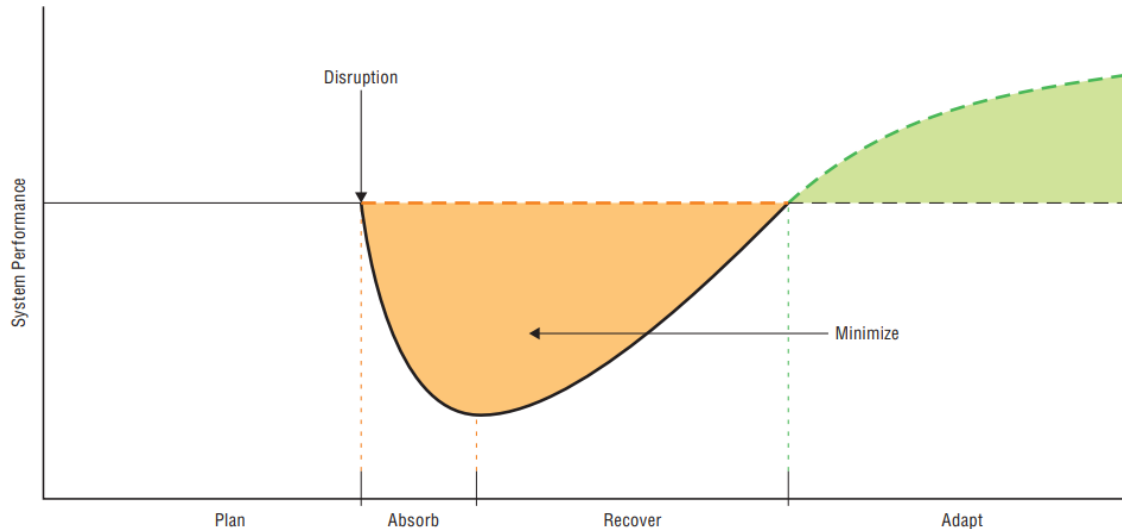
Project outputs and activities





Strengthening the resilience of public services- what is resilience?

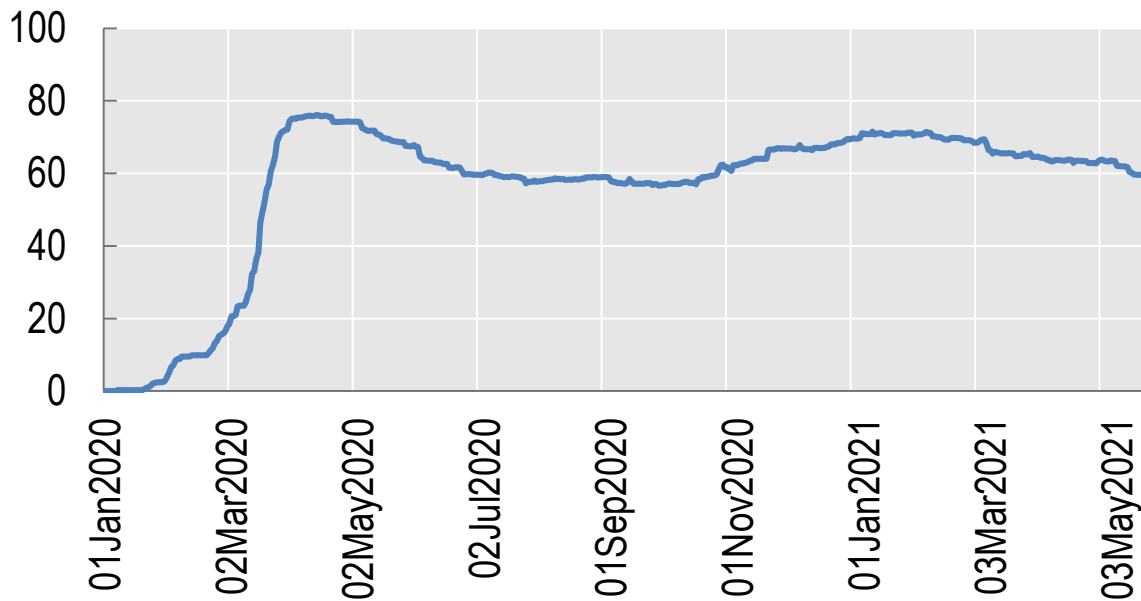
- Covid pandemic has demonstrated importance of public administrations' **capacities for resilience**.
 - Organisations must prepare, absorb the shock, recover and adapt





Public administrations saved lived and livelihoods

Average stringency of lockdown measures across OECD countries



Index represents population-weighted average of the COVID-19 Government Response Stringency Index for OECD countries: school closures, workplace closures, cancellations of public events, restrictions on gatherings, public transport closures, and restrictions on movement

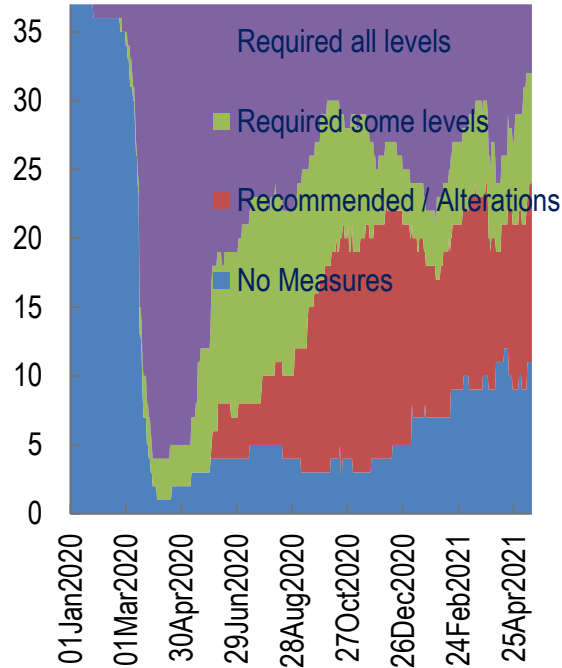
Source: OECD calculations from Hale et al. (2020[10]), Oxford COVID-19 Government Response Tracker, www.bsg.ox.ac.uk/research/research-projects/covid-19-government-response-tracker#data; Population data from World Bank (2020[11]), World Development Indicators: Population, total, <https://data.worldbank.org/indicator/SP.POP.TOTL>.



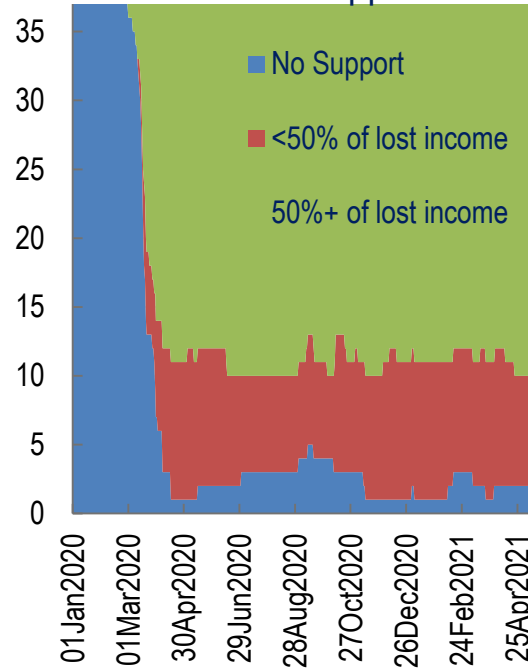
Public administrations saved lived and livelihoods

Number of OECD countries with each policy response in place, 1 January 2020 – 15 May 2021

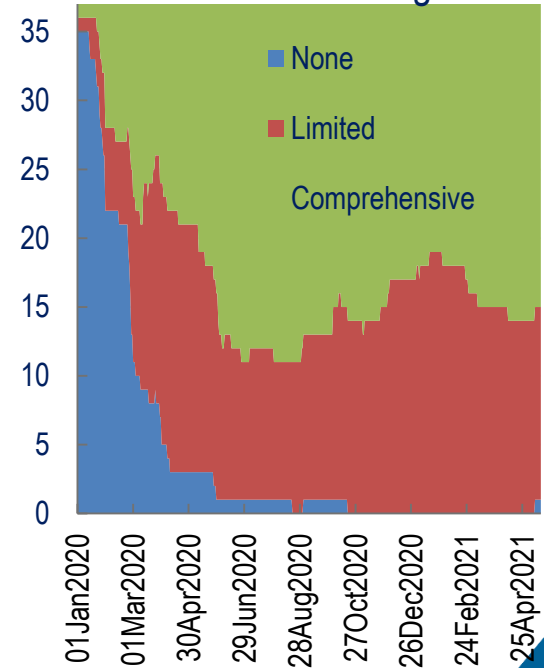
School closures



Income support



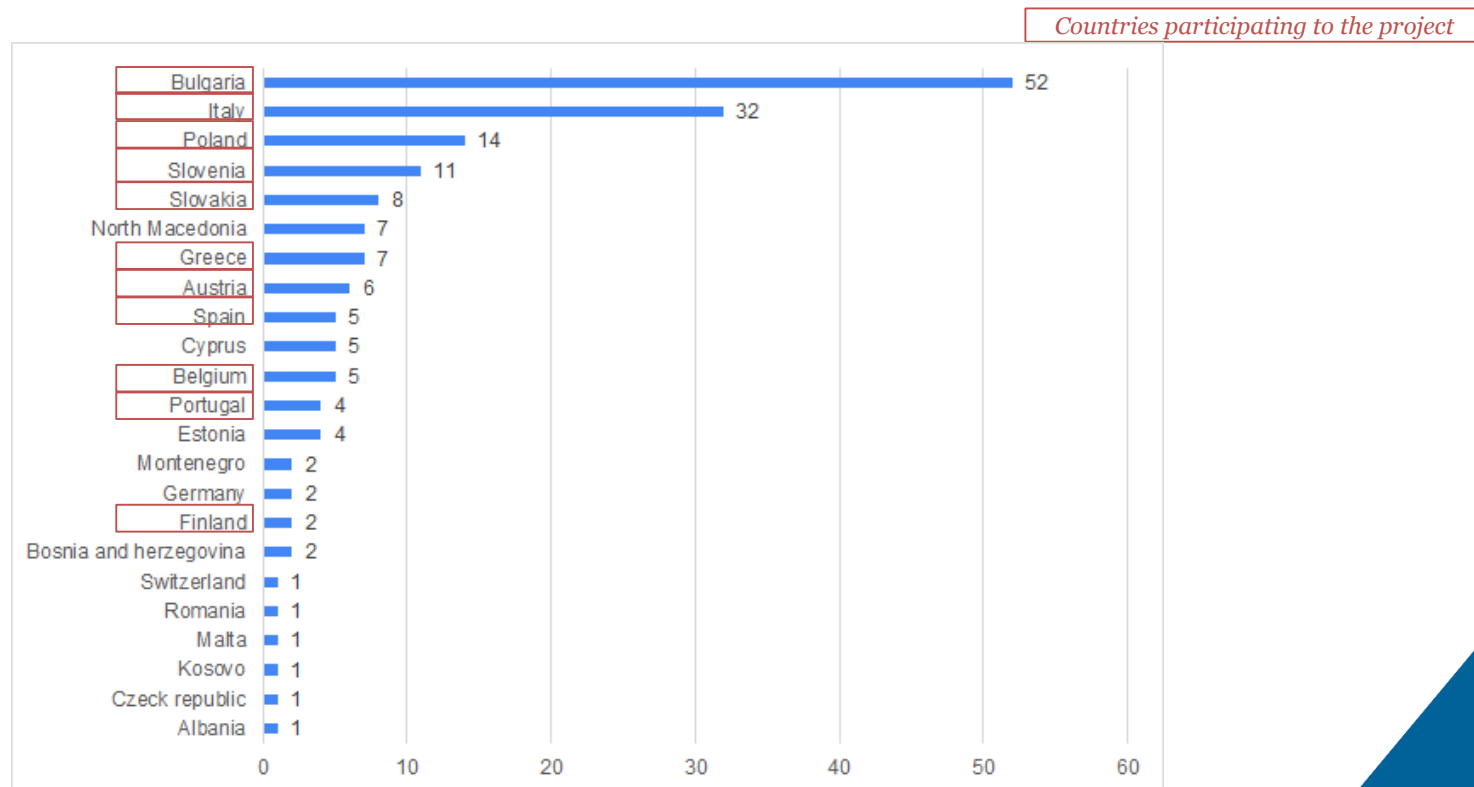
Contact tracing



1. Who are the respondents: overview by country

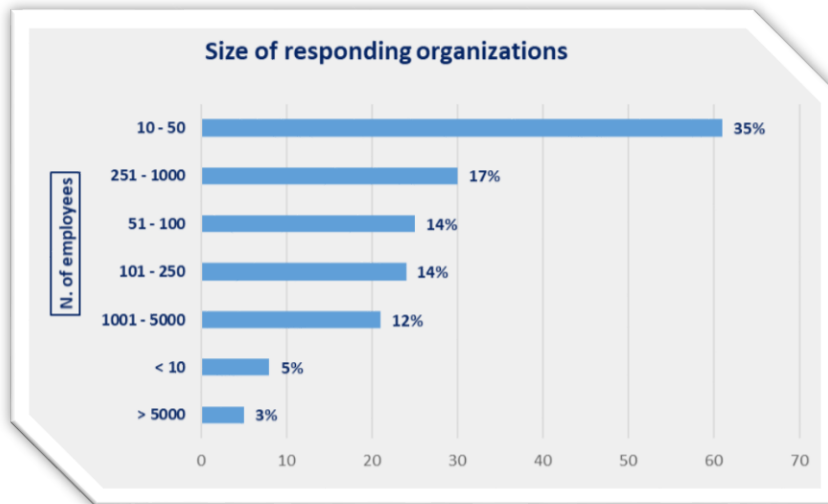
The survey recorded a relatively high response rate with 174 public organisations responding from 23 countries

- 23 countries have answered to the survey
- Bulgaria and Italy are very represented – thanks for the effort!
- Nevertheless, after further investigations, this overrepresentation does not seem to have a distorting impact on results on most questions.



1. Who are the respondents: overview by size and level of government

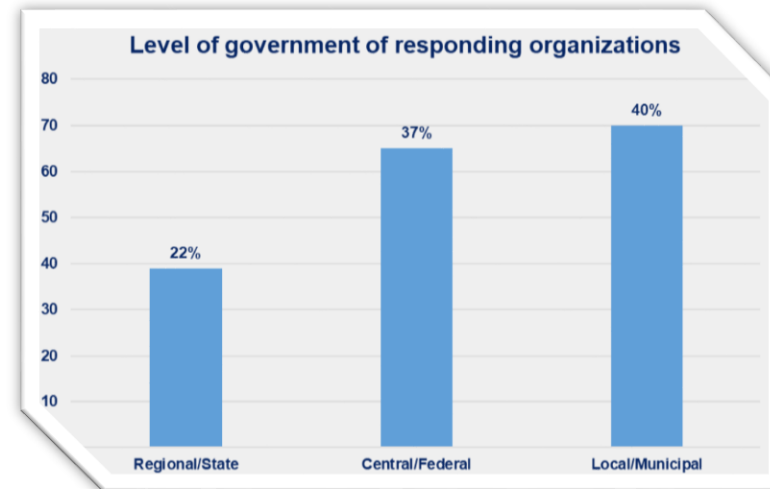
The sample of responding organisations has a good balance of levels and size



The respondents show a relatively good balance between central and local levels of government.

Looking at size of responding organisations and the level of government, the results are overall balanced:

- The most represented organizations are small-sized organisations ones (1-50) – 40%
- Medium-sized (51-250) and large ones (above 250) are also well represented with close to a third each.

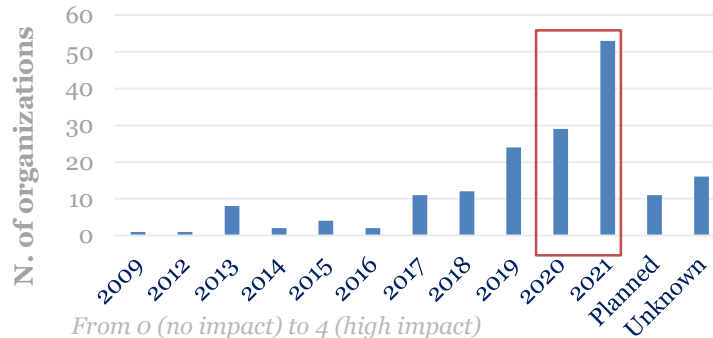


2. The CAF model: The CAF model has been used by multiple organisations during the crisis and has helped most

- CAF has been used during the crisis: more than half of the respondents used CAF model during the crisis
- Among the respondents who didn't use CAF, most mentioned that they had other priorities during the crisis.

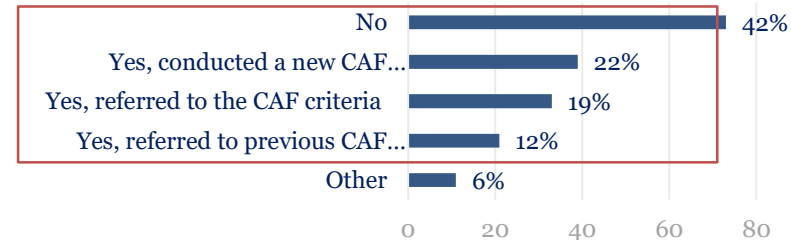
The CAF model has been widely used during the crisis

Last time CAF model was used



USE OF CAF DURING COVID-19 CRISIS

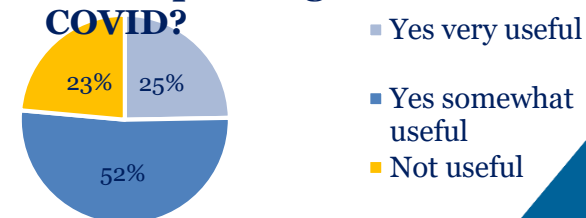
Share of responding organizations



The CAF model has helped users during the crisis

- **77% of respondents confirmed that CAF helped during the crisis.**
- The criteria in which CAF model helped the most are processes and people.
- Previous use of CAF model and implementation plans have helped

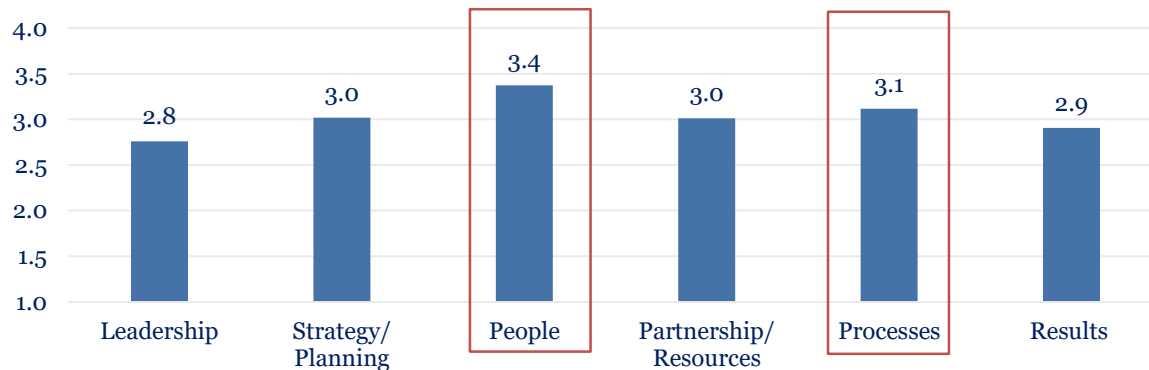
Did CAF model help during the COVID?



3. Impact of the COVID-19 crisis

CAF users have been impacted on all dimensions, especially people

Most impacted categories within the organization:



From 1 (no impact) to 4 (significant impact)

- Impact on all dimensions
- Most impact on people and processes
- Slightly less on leadership and results
- The impact has been rather homogeneous across levels of government
- The impact was higher for larger organisations

Focus area: People

- Most impacted category
- Highest rate of new adopted practices
- Area where CAF model helped the most
- Identified as a crucial strategic priority

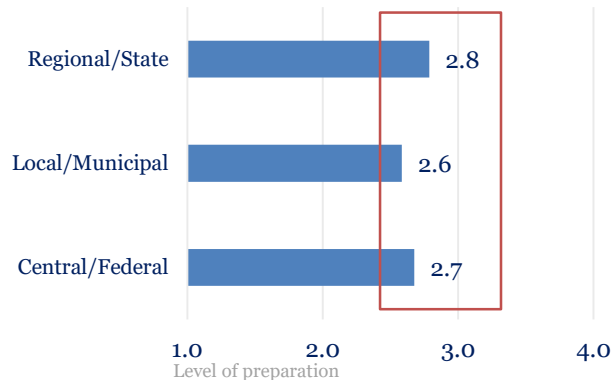
4. Preparedness for the crisis

Most organisations were moderately prepared across levels of governments with limited specific plans or protocols

- There is not one sector where organisations feel much better prepared than others
- The economic, trade and agriculture sectors were the least prepared, followed by education and transport (most likely linked to the level of restrictions applied to them)
- Larger organisations were slightly better prepared

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

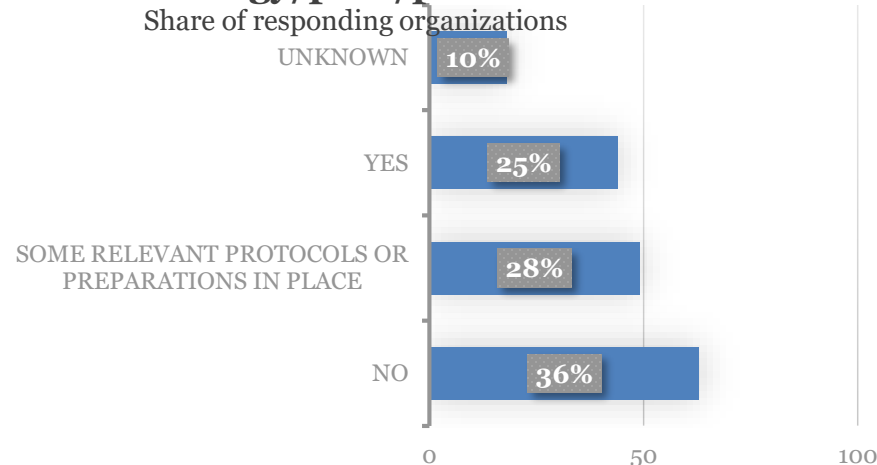
Average preparedness per level of organization



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

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

Presence of previous strategy/plan/protocol

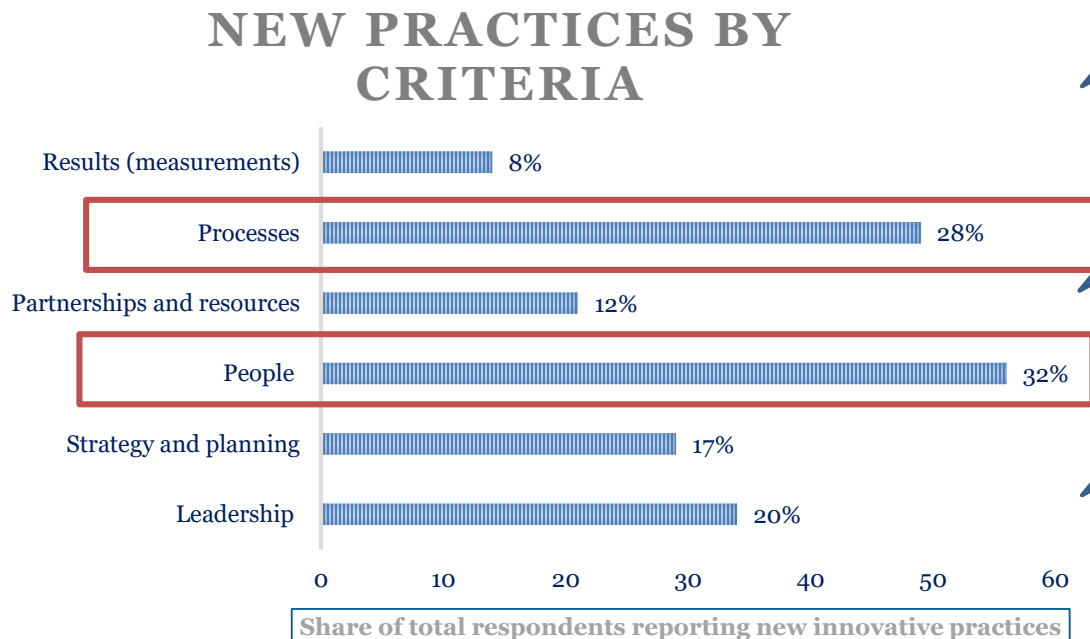


Share

5. Adaptation to the crisis (2/2)

New, innovative practices have been adopted by CAF users, particularly on people and processes

- A number of CAF users reported new innovative practices during the COVID-19 crisis, especially on digitalisation, remote working and simplified procedures



Digitalisation with new online tools and collaborative platforms

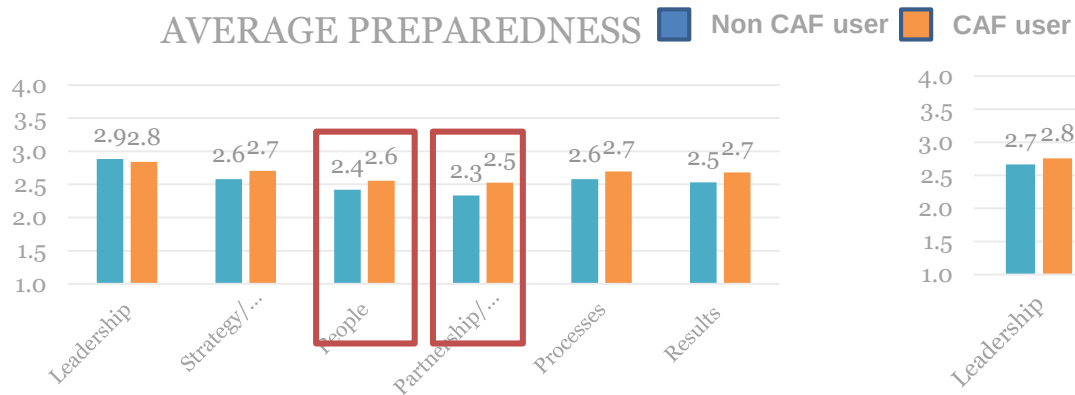
Teleworking requiring changes in people management, communications and digital tools

Processes were adapted to the situation through simplifications, emergency procedures and digitalisation

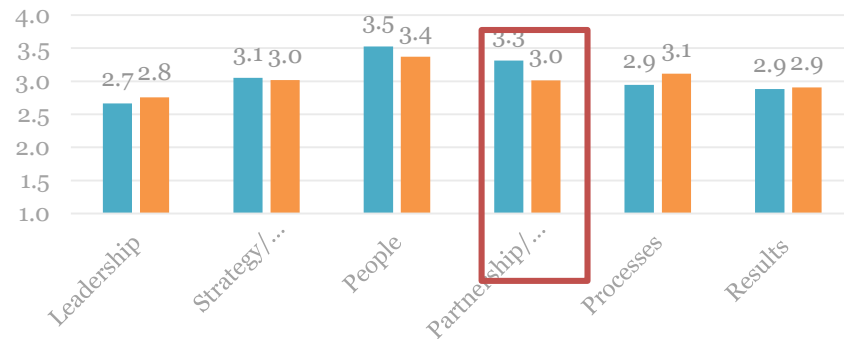
6. Non CAF users

Non CAF users reported to be slightly less prepared, were more impacted and were less able to adapt more on most dimensions, except leadership

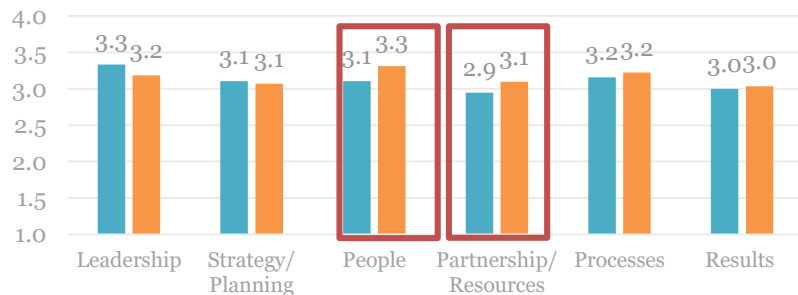
AVERAGE PREPAREDNESS



AVERAGE IMPACT



AVERAGE ADAPTATION



CAF users that ran the CAF model during the crisis also adapted better across all criteria, except leadership, than CAF users that did not

Average Adaptation

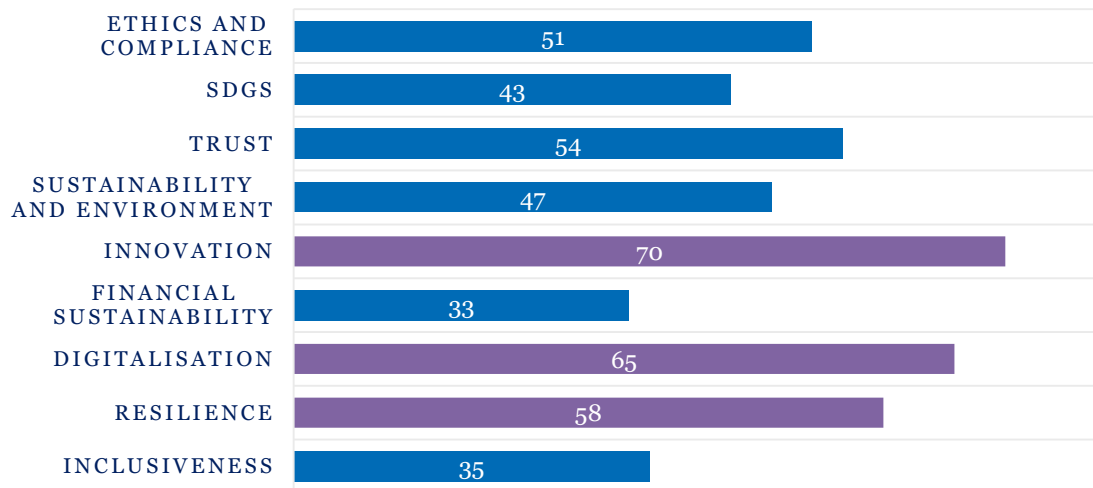


7. CAF evolution in response to the crisis and new priorities

Several dimensions could deserve more importance in the CAF model according to users: innovation, digitalisation and resilience

- Two thirds of respondents indicated that the CAF model could perhaps reflect more prominently innovation, digitalisation and resilience, which are also some of the long-term strategic priorities identified by organisations
- Financial sustainability, sustainability and environment and SDGs were felt to be already well reflected in the model

CAF SHOULD REFLECT THIS DIMENSION PROMINENTLY



Overall summary of Survey Results of CAF Users

- The crisis **has impacted all criteria** evidenced in the CAF model, particularly on people and processes.
- Organisations at the **local level** report the lowest levels of preparedness and adaptation. Smaller organisations had to adapt more.
- CAF users reported being **only moderately** prepared for the pandemic-why?
- CAF users fared **only slightly better** than non-CAF users (keep in mind, very small sample size)
- Most CAF users found the framework helpful, **but nearly a quarter did not-** why?
- Long-term priorities include **digitalisation, innovation, workforce management and resilience**, and have shifted compared to pre-crisis priorities.



11 CAF cases representing different countries, level of governments and sectors

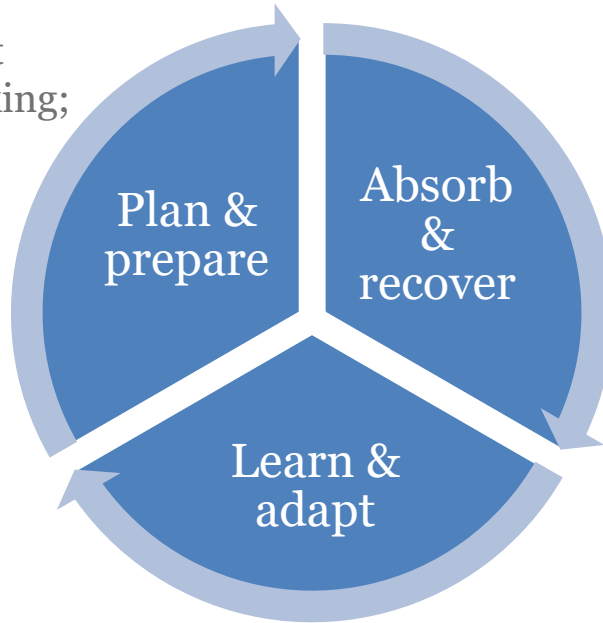
Country	Organisation	CAF implementations
Austria	Women's Service of the City of Vienna	2011, 2013, 2018, 2022 (currently completing the fourth time)
Belgium	National Office of Employment of Belgium	2001, 2003, 2005, 2007 ➔ Changed to EFQM: 2009, 2014, 2016, 2019
Bulgaria	Sofia Regional Health Inspectorate	2016-2018
Croatia	Croatian Pension Insurance Institute	Started 2020
Greece	Municipality of Thessaloniki	2010
Italy	Italian Space Agency (Agenzia Spaziale Italiana)	2014, 2017, 2020
Poland	Lubuskie Voivodship Office (Lubuski Urząd Wojewódzki w Gorzowie Wielkopolskim)	2009, 2011, 2013, 2016, 2019
Portugal	The Vouzela and Campia School Grouping (AGEV)	2008, partially completed 2011, fully completed 2015, 2016 Effective CAF User, 2018 Effective CAF User, 2020-21
Slovak Republic	Ministry of Environment	2019, 2021 Effective CAF User
Slovenia	Agency of the Republic of Slovenia for Agricultural Markets and Rural Development	Started 2019
Spain	Madrid Salud	Since 2014 (2015 first CAF 500+ certification)



Characteristics of resilience

A preliminary view from the draft case studies

Strategic foresight
and systems thinking;
risk management



Back-up capacity; resourcefulness; streamlining processes; real-time inclusion and evidence evaluation; integrated systems and partnerships; communications; leadership; protecting wellbeing

Reflective capacity; change
management

How do these characteristics translate
into the CAF methodology?



Some observations from the case studies *(to be explored at tomorrow's deep dive workshop)*

1 Strategy and planning

- **Crisis management protocols and plans** were insufficient / rarely used to address the effects of the pandemic.
- **Regulations and missions** had to be adapted fast.
- **High-level strategies** were revised in few cases.

2 Leadership

- **Management structures** have evolved to be more effective, frequent and inclusive.
- **Compassionate leadership.** Focus on employee wellbeing.
- **New management models and organizational structures** have been tested.
- Good communications essential in time of crisis.

3 Resources and partnerships

- **Partnerships were crucial to surviving the pandemic.**
- Some issues with lack of back-up resources, greater vulnerability with external contractors.
- **Crisis preparedness is COSTLY**



Some observations from the case studies *(to be explored at the next deep dive workshops)*

4

People

- **Teleworking** practices had sometimes been established before the crisis and have been expanded during the crisis. Will they remain?
- HR management and **well being** have been important concerns during the crisis.
- **Surge capacity** often was not there.

5

Processes

- **Digitalisation** of internal processes and external services have been a constant solution to address user needs and will be maintained.
- Both internal and external digital solutions were used.
- Some attention has been devoted to digital skills and training.

6

Results

- Service needs **CHANGED** during the pandemic.
- Lack of real-time data.
- Learnings from the pandemic are being underutilised.



Ongoing reflections for the final report

- Resilience vs. crisis management
- Does the type of crisis matter?
- How to maintain crisis adaptation practices into the longer term?
- Does the CAF support innovation and flexibility in organisations? How could it do so better?
- How best to incorporate findings on resilience into the CAF framework AND methodology?
- Any other thoughts or feedback are welcome as we continue to analyse the cases.



THANK YOU.

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BLOG LINK:

[HTTPS://WWW.EIPA.EU/BLOG/BUILDING-A-RESILIENT-PUBLIC-SECTOR-WITH-CAF-LESSONS-LEARNED-FROM-THE-COVID-19-CRISIS/](https://www.eipa.eu/blog/building-a-resilient-public-sector-with-CAF-lessons-learned-from-the-covid-19-crisis/)



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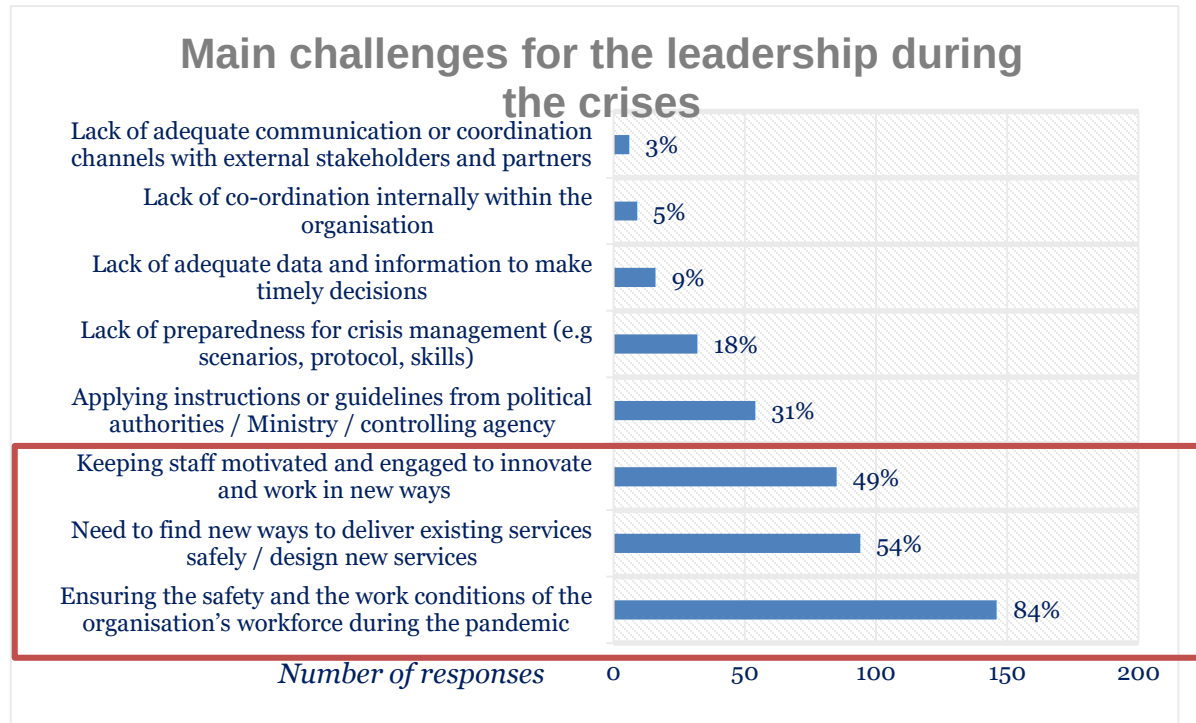
DES POLITIQUES MEILLEURES
POUR UNE VIE MEILLEURE



ANNEX OF ADDITIONAL RESULTS

1 Leadership

Priorities and challenges for leaders have been related to people and service delivery

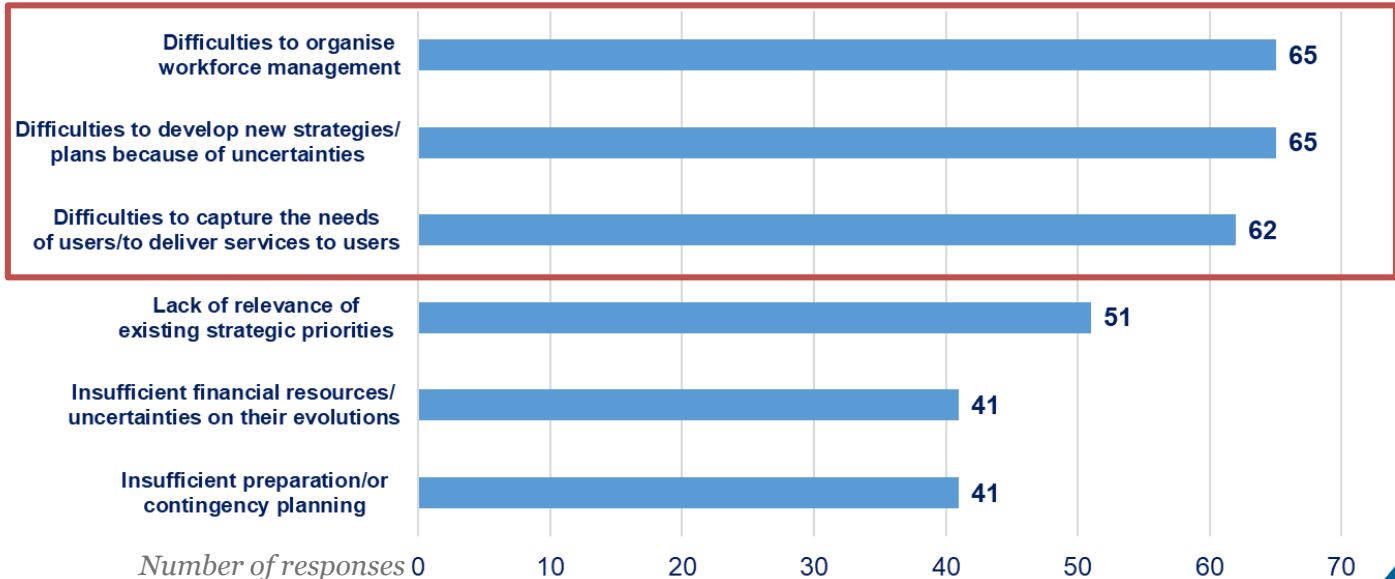


2 Strategy and planning

Most organisations experienced a lack of preparedness and had to adapt fast, posing challenges for workforce and for delivery

- CAF users reveal to lack the necessary tools to face a situation of crisis and emergency, such as COVID-19
- Higher scores go to the difficulties to:
 - Workforce management
 - Lack of preparedness to develop new plans a
 - Interaction with users
- Reinforcing crisis management and protocols could help

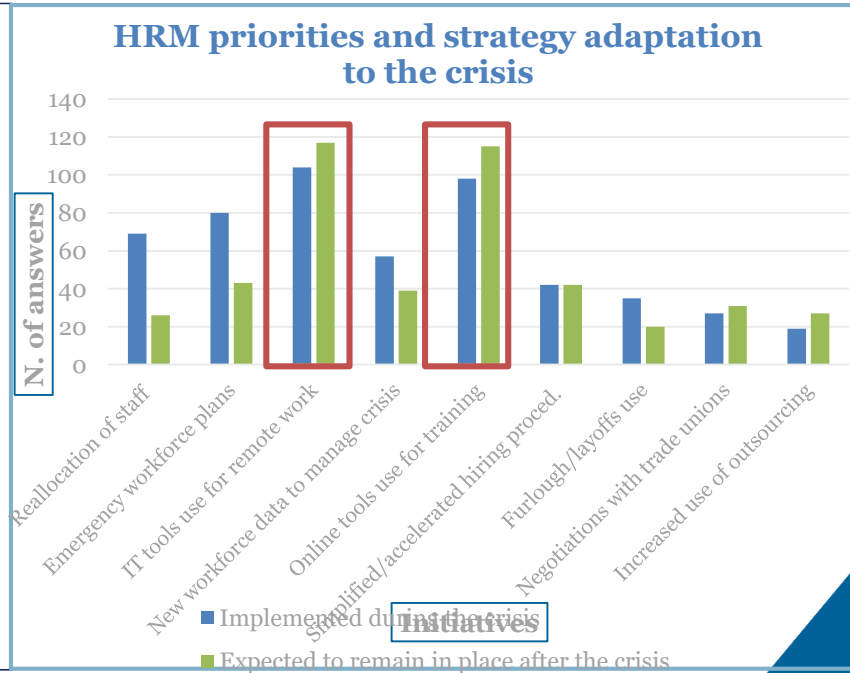
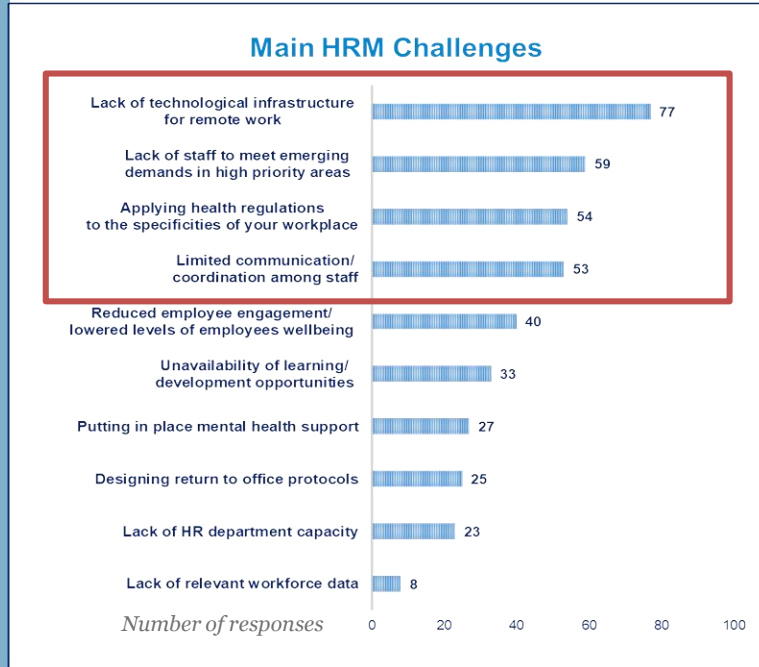
Main challenges in achieving strategic priorities during the crisis



3 People (1/2)

The lack of technological infrastructure for employees has been an immediate challenge, but the use of digital tools has expanded fast and is expected to remain

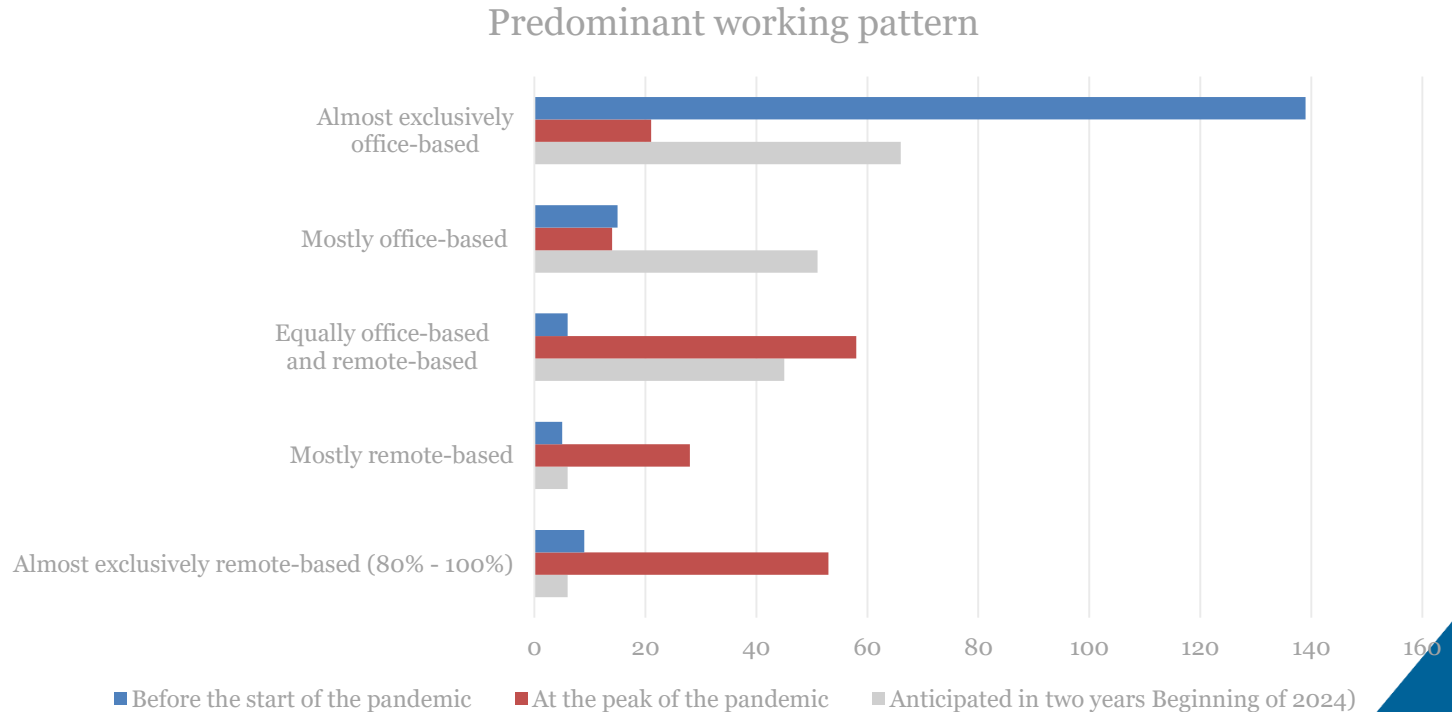
- Workforce practices and allocation had to be adapted fast, but case and constraints hamper reallocations
- Priorities on digital tools and infrastructure for remote work and HRM has become a top priority
- Emergency plans were developed in half of the organisations



3 People (2/2)

Public sector organisations have moved from an office-based working pattern to more remote... that will not necessarily stay

- Most organisations worked office-based before the crisis
- They have largely moved to remote or equally remote/office-based during the crisis
- This working pattern will not stay in many organisations after the crisis, that are planning to go back to office-based
- A third are expected to keep an equal basis on the long term

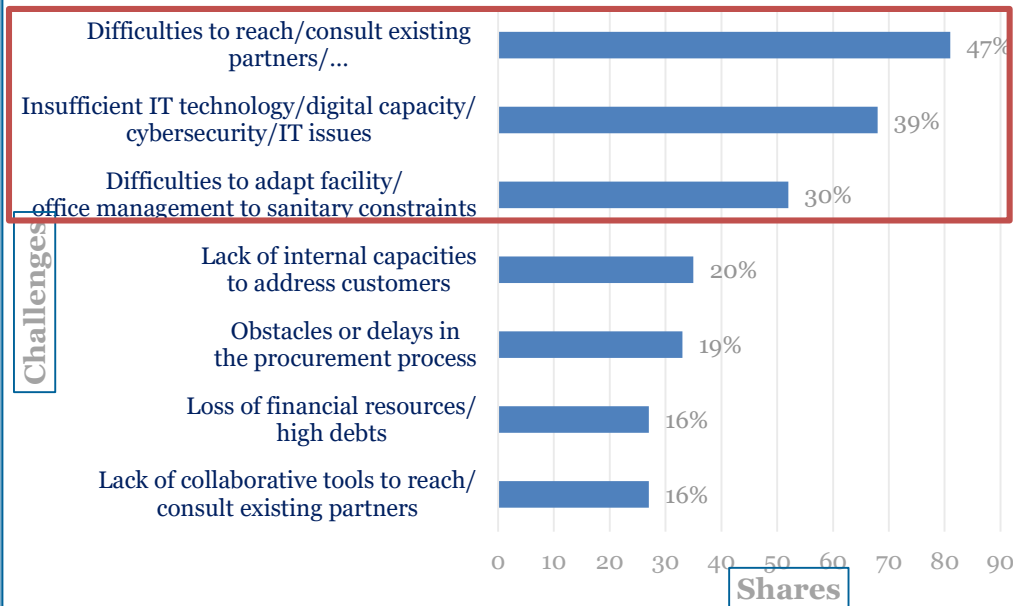


4. Partnerships and Resources

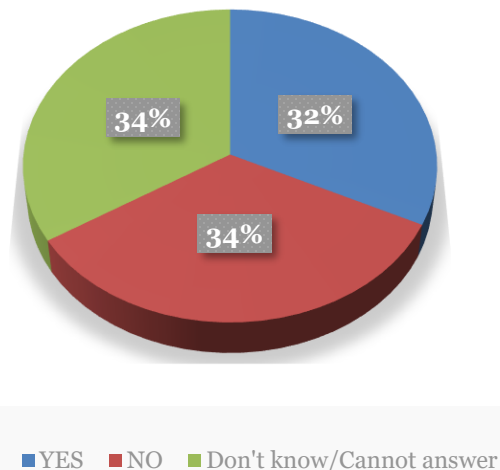
The health situation has limited the capacity to reach partners, partly due to the lack of digital tools

- Difficulties to reach partners was a key constraint, and the lack of digital capacity was a key obstacle
- Not many organisations implemented new partnerships with suppliers, civil society or other types of external stakeholders, relying a lot on internal capabilities

Main challenges on partnerships and resources during the crisis



New partnerships implemented during the crisis



5 Processes

Digitalisation has been a key trend for internal processes and for service delivery, and should remain after the crisis

- The impact of the crisis was important on most internal processes, particularly those in need for digitalisation
- Service delivery models needed to turn digital to collaborate, communicate and deliver, and should stay digital after the crisis

