WEBINAR: 7 May 2020
Public Sector Innovation and Covid-19
Practitioner Perspectives
Welcome – Webinar will be starting shortly
#OPSIwebinar
Thank you to the EU H2020 Programme

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 870913.
Webinar housekeeping

• The webinar is being recorded and will be made available on our YouTube account – we will let you know when this happens.

• Questions are encouraged. If you have any questions, please type them in the chat box. We'll try to answer as many as we can and if we don't get to yours, we will try to follow-up after the webinar.

• Microphones have been muted automatically to reduce background noise.

• #OPSIwebinar
TODAY’S PANELLISTS

From OPSI’s Network of National Contact Points

LENE KROGH JEPPESEN
Senior Consultant @Danish National Centre for Public Sector Innovation Denmark

PIERRE SCHOOONRAAD
Head of R&D @South Africa Centre for Public Service Innovation South Africa

BRUNO MONTEIRO
Coordinator @LabX - Experimentation Lab for Public Administration Portugal
UNCOVERING WHAT IS NEXT

TURNING THE NEW INTO NORMAL

PROVIDING TRUSTED ADVICE
What we’re seeing

Innovative responses have included…

- Structural responses and possible longer-term shifts
- Adaptive responses by legislatures
- Service delivery in a crisis/adjusting to context
- Collective learning and sense-making
- Leveraging and redeploying existing resources and solutions
- Improving communications/providing targeted information
- Social solidarity and ‘caremongering’
- Open calls, hackathons and other challenge mechanism
- Infection control or tracking measures
Primary School Students wear ‘one-meter hats’ to keep social distancing

Innovative response

Primary School pupils are creating ‘one-meter hats’ in a Chinese school to help reinforce and promote social distancing.
Innovation Determinants:

1. **Clarity**: there is an overriding message that change is necessary
2. **Parity**: new options are given equal footing with existing solutions
3. **Suitability**: new ways of working and thinking are being invested in, supported and used
4. **Normality**: people expect government to be trying new things and that not all of them will work.

In a Crisis

1. Innovation is clearly needed
2. The bias towards existing options is gone
3. Different capabilities are being supported
4. Doing something unusual seems perfectly normal
Innovative coronavirus (COVID-19) responses by governments and public interest organisations

The COVID-19 crisis has kick-started a need for new approaches: a global flurry to find solutions for an unexpected crisis. Few governments have been fully prepared to deal with a crisis of this nature, and many are working hard to rally resources and unify experts from across the public, private and non-profit sectors toward a common goal. In this context, the sharing of ideas and best practices is critical; pandemics do not stay within boundaries, borders and silos, and neither should the global response.

In this context, the OECD Open and Innovative Government Division, the Centre for Public Impact, and GovInsider are issuing this call to all levels of government, civil society, international organisations and the private sector to gather innovative solutions and inspiration on how individuals and organisations across the globe are responding to the crisis. We invite you to include additional COVID-19 responses using this form. You need not be the person in charge of the response—it can be something you came across and think it should be included.

For more information about this call, including examples of responses, visit our blog post at oe.cd/covidcall.

Everyone’s responses will be immediately available for public view (except for your own contact email) as a live repository to promote shared learning across countries on innovative approaches that have been tried or proven to work. You can access the responses on the COVID-19 Innovative Response Tracker.

Questions? Contact opsi@oecd.org

https://oecd-opsi.org/covid-response-form/
Upcoming webinars include...

WEBINAR: 27 May 2020
Exploring Innovation Portfolio Approaches

Register Today: bit.ly/3djE11b

WEBINAR: 8 July 2020
Making Innovative Public Sector Organisations

Register Today: bit.ly/2yjc3DY
Public Sector Innovation and COVID-19: Practitioner perspectives

Lene Krogh Jeppesen // Senior Consultant
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Innovative responses to Covid-crisis in DK

Covid-crisis in DK:
• Covid:
<table>
<thead>
<tr>
<th>Tested</th>
<th>Confirmed cases</th>
<th>Recovered</th>
<th>Deaths</th>
</tr>
</thead>
<tbody>
<tr>
<td>270.680</td>
<td>9.938</td>
<td>7.296</td>
<td>503</td>
</tr>
</tbody>
</table>
• Faster flattening of the curve than expected
• Unemployment: 4.7% → 6.3%

Innovative responses:
• Communication: PM press-conference for kids, influencers
• Product: Video-consultation GP; chatbot
• Service: Local e-commerce
• Organisation/proces: Collaboration

Digital transformation: Quantum leap
Innovation in a time of corona

New and existing innovation work:
• How does the centralized crisis-organization influence new innovations?
• How does the crisis influence existing innovation work?

Increased legitimacy of PSI:
“For the municipalities that saw innovation as a luxury: Corona has shown them that innovation is a necessity. Corona has increased the legitimacy of PSI.”

Role of innovation units:
“Our colleagues are more innovative now, than they’ve been for a long time! Initially we’ve done our best to get out of the way of the clinicians while trying to monitor and get a feeling of the innovation they’re creating. Later we need to work more strategically with the innovations that have emerged.”
Innovation and timeframes

Prototype thinking!
Innovation and timeframes

Prototype thinking!
Innovation and timeframes

Prototype thinking!
When and how to document in order to learn and decide what to keep or loose?

It is like the wild west out there!

I seek out data and document more than ever!

Find inspiration here: https://www.coi.dk/en/what-we-do/evaluating-innovation/
YES! Things will go back to the old normal now!

I hope we can keep some of the new things that we did.

Window of opportunity! Let’s change everything!
Thank you

Read more about COI & what we do (limited website in english): coi.dk

Corona-related articles (in Danish but google translate does a decent job fra DK→English):

- Project director at national research institution on why and what we need to learn from covid crisis: https://www.coi.dk/nyheder/2020/maj/projektchef-i-vive-vi-skal-laere-af-alt-det-gode-ved-coronakrisen/


- On political leadership and the right and duty to make mistakes and learn: https://www.coi.dk/nyheder/2020/april/politisk-lederskab-af-innovation-retten-og-pligten-til-at-bove-at-tage-feil-og-blive-klogere/
Context-specific response and repurposing:

• Other African Countries:
  • Rwanda: Handwashing at public transport hubs
  • Ghana: Repurposing Zipline drone vaccine delivery to delivery of test kits

• South Africa (and others):
  • Repurpose **existing** screening **programmes** (HIV, TB, Ebola, Malaria) – significant experience in dealing with pandemics
  • Repurpose testing **capacity** (e.g. TB GeneXpert testing machines)
  • Use of traditional and social media with coordinated communication strategy:
    • National Hotline
    • Web Portal
    • WhatsApp Chatbot [adopted by WHO]
    • Twitter: #listentothedoctors, #listentothexperts, #listentothambassadors [targeting expats and share lessons from abroad]
    • Wazi & Musa video clips for kids
  • **Trust citizens** with technical detail: High level Expert briefings to the public
Innovating in a Crisis

• Limitation and opportunity:
  • Understand strengths and weaknesses and respond accordingly (health care capacity low, HIV, TB Burden, Poverty, BUT... programmes in place, expertise)

• Navigation and intuition:
  • Good/best practice (protocols) – complexity – chaos
  • At individual, institutional, systems and spatial levels
  • Choice of protocol in one sector can cause chaos in another

• Frustration and Trust:
  • Specialists / experts closing rank (crisis mode), silofication
  • Different sectors not synchronised (education, social services, policing)
  • Competency with use of appropriate tools at organisational level (e.g. agile, scenario building)

• Isolation and breaking barriers:
  • Team dynamics & psychology changed
  • Social innovators and start-ups on the fringes

8. Listen to the practitioners

Pierre Schoonraad, head of research and development at South Africa’s Centre for Public Service Innovation

“I can’t tell a medical doctor how to innovate – the best way is to get the practitioners themselves to do the innovating. So we need to build and facilitate a culture and environment for them to be able to do so. We do this through knowledge-sharing and facilitating processes and people – bringing them together to identify best practices and help create new solutions.”
Trends

- Bringing forward existing intentions mostly digitising (enhancement):
  - eGov, Remote work, eEducation, eHealth
  - (We always planned to .... In the next 3-5 years)
  - Use of (big and thick) Data

- Default to National System of Innovation (experts) & Re-tasking of some institutions and solutions (mission-oriented)
  - SKA entity to lead a National Ventilator Project
  - CSIR – Covid Information Centre
  - Cmore military command and domain awareness App re-purposed for community health workers

- Collaboration where partnerships were previously ‘problematic’ (new missions):
  - Public–Private Health

- Civic Tech (adaptive)
  - National Ventilator Project
  - 3D Printing
  - Open Data Portals
Learning

• Traditional learning (workshops, conferencing, articles) disrupted, some copyright/IP restrictions lifted (NB for developing contexts)

• Individuals experimenting, peer group consultation, trail-and-error driven by urgency:
  • ‘Quintin’ to do ICU rounds (“my wife told me…”, “are you aware of...”),

• Institutional
  • Default to expert advice, National System of Innovation (science councils, tertiary institutions, technology agencies)

• System
  • More data-driven
  • Minister part of 400+ virtual hospital rounds
  • Focus on weak points
Beyond the Immediate

- Adopted a Scenario approach to guide response at sectoral level – cannot return to pre-Covid
- Introduced risk-adjustment strategy (getting out of the crisis)
- Deliberate effort to Reimage / Revalue / Redress but not always Rebuild
- Strengthen anticipatory governance / democracy
  - Foresight unit
  - Actively building resilience
PUBLIC SECTOR INNOVATION & COVID-19

WEBINAR | MAY 7TH 2020
THREEFOLD INNOVATION APPROACH

FROM INSIDE OUT
«WE ARE ON»: SINGLE POINT OF CONTACT

FROM OUTSIDE IN
TECH4COVID19

WITHIN
«COLLABORATIVE WORKPLAN FOR PUBLIC ADMINISTRATION»
WAY OUT OF THE CRISIS
ENABLERS

CUTTING THE GORDIAN KNOT: HANDS-ON & PRACTISING THE PREACHING

INNOVATION ECOSYSTEM & SHARING ECONOMIES: CROWDSOURCING & TRANSFER

OPEN GOV: TRUST, TRANSPARENCY & RELIABILITY
CROSSWAYS

(MIS)INFORMATION: PLETORIC, DISPERSE & UNRELIABLE

(DE)CONFINEMENT: DIFFUSE, RUSHED AND ATOMIZED REACTIONS

NO ONE LEFT BEHIND: REMOTE WORK & DIGITISATION OF PUBLIC SERVICES
RIGHT NOW, NOT RIGHT

HIJACKING BY URGENCY & TUNNEL EFFECT

NOSTALGIA OF «NORMALITY»

SCAREMONGERING & WISHFUL THINKING

EXPERTISE AS SUBSTITUTE FOR PUBLIC DEBATE?
WAYS OF FUTURISING

STOP GUESsing: EVIDENCE-BASED DECISION MAKING

ENGAGE & RE-INVEST THE INNOVATION ECOSYSTEM

MIND NOT ONLY OUTPUTS, BUT THEIR ACTUAL USES: PUBLIC INTEREST, SUSTAINABILITY, USER-CENTRICITY, INCLUSION

EXPERIMENTATION: TEST, LEARN, IMPROVE

RESPONSIBLE INNOVATION: FORESIGHT & ANTECIPATORY METHODOLOGIES
LEARNING FROM / IN THE CRISIS
INNOVATION BY CRISIS

CRISIS AS LABORATORY

CATALYST & ACCELERATOR OF PARADIGM SHIFT
But: only possible through a long, silent and gradual accumulation of small changes

VALUE OF PUBLIC ADMINISTRATION: FROM «COLLECTIVE RESSONANCE» TO PARTICIPATORY STATE
THANK YOU

COMMENT! DISCUSS! CRITICIZE!

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