

A world map in a dark purple hue, overlaid with a complex network of white lines and dots, resembling a global communication or data network.

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



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BRUNO MONTEIRO

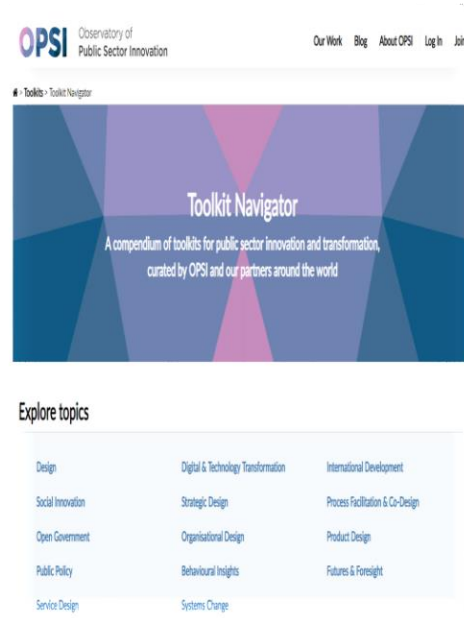
Coordinator @LabX -
Experimentation Lab for
Public Administration
Portugal

WHAT OPSI DOES

UNCOVERING WHAT IS NEXT



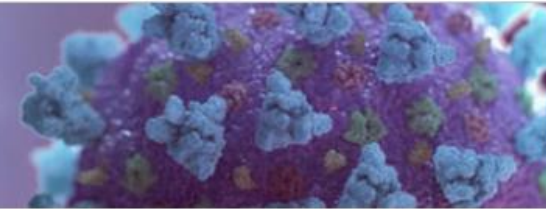
TURNING THE NEW INTO NORMAL



PROVIDING TRUSTED ADVICE



OPSI COVID-19 Innovative Response Tracker



Please enter a country name or keyword



▼ Hide Map

Total responses: 263

Search results: 263

Add a Response

Export All Data

Filter Responses:

Countries ▼

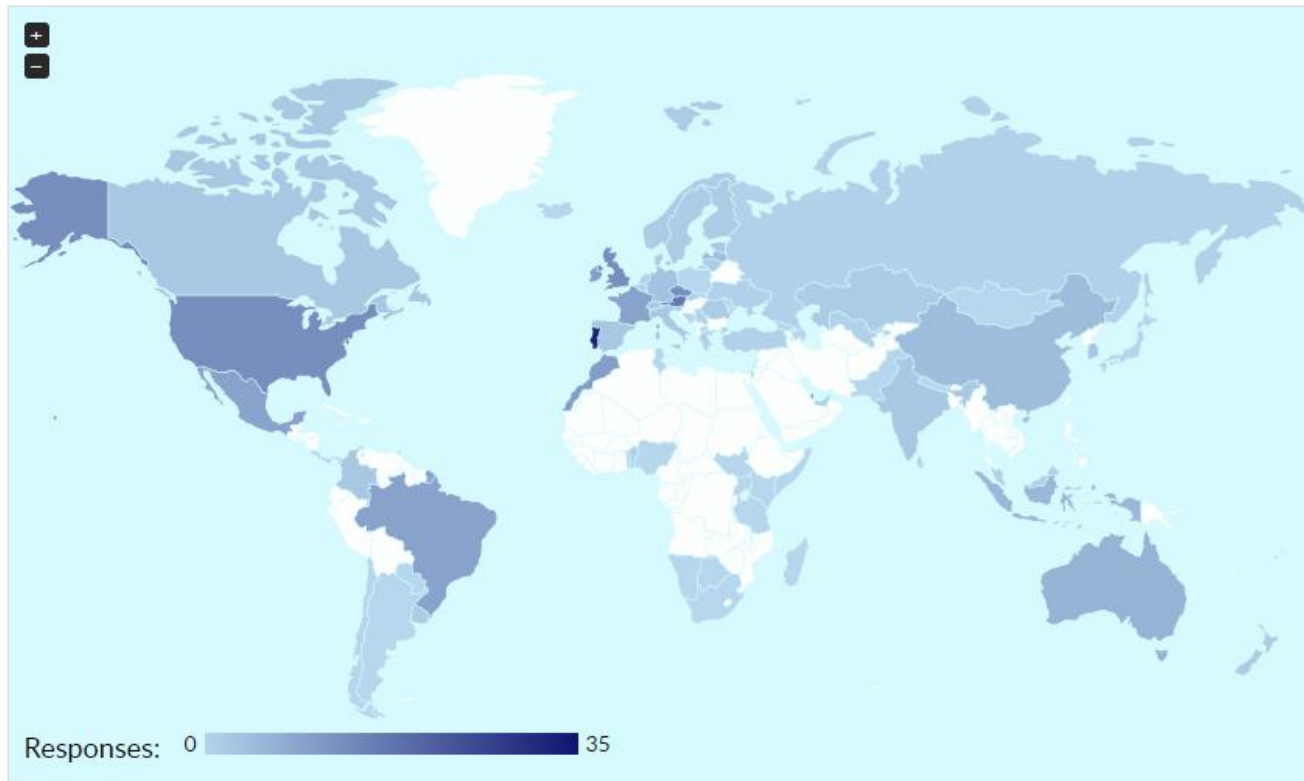
Level of government ▼

Addressed issues ▼

Response Tags ▼

Badges ▼

Clear All Filters



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'

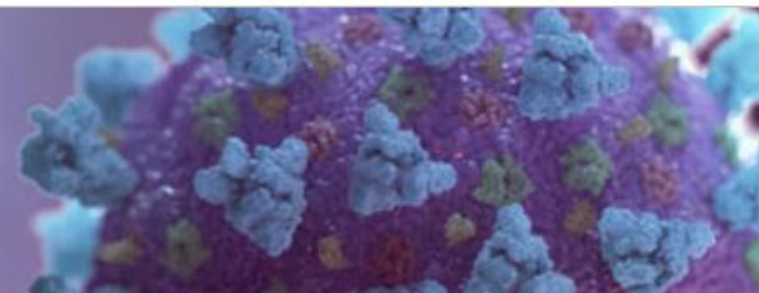


Open calls, hackathons and other challenge-mechanism



Infection control or tracking measures

OPSI COVID-19 Innovative Response Tracker



China (People's Republic of)

Relevant URL(s):

<https://inzj.zjol.com.cn/News/2020...>

Level(s) of government:

- Local government

Issues being addressed:

- Information and practice sharing (with public and/or internal)
- Public service delivery under new circumstances

Primary School Students wear 'one-meter hats' to keep social distancing

Innovative response

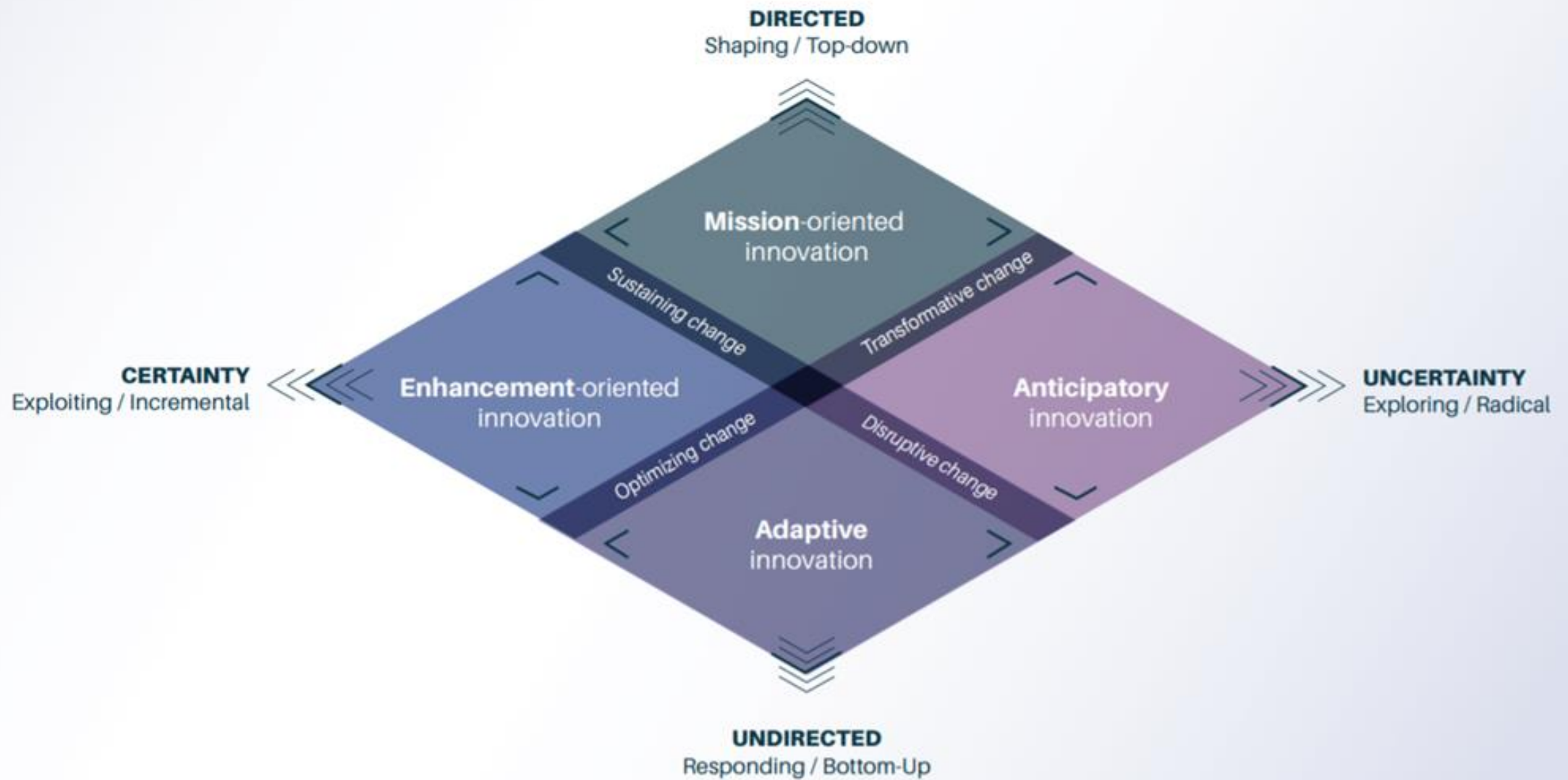
Primary School pupils are creating 'one-meter hats' in a Chinese school to help reinforce and promote social distancing.

Innovation Determinants.... in a Crisis

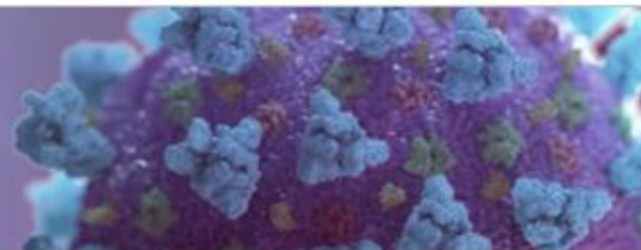


1. **Clarity:** there is an overriding message that change is necessary
2. **Parity:** new options are given equal footing with existing solutions
3. **Suitability:** new ways of working and thinking are being invested in, supported and used
4. **Normality:** people expect government to be trying new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

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



OPSI COVID-19 Innovative Response Tracker



Getting Started



Information about the
response



Materials & Submission



Finish



Important Links

[Download submission question list](#)

[View other innovative responses](#)

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...

A dark purple background with a glowing, interconnected network of dots and lines forming a spherical shape in the center.

WEBINAR: 27 May 2020
Exploring Innovation Portfolio Approaches

Register Today: bit.ly/3djE11b



European
Commission



Observatory of
Public Sector Innovation

A dark purple background with a glowing, interconnected network of dots and lines forming a spherical shape in the center, similar to the first poster but with a slightly different color palette.

WEBINAR: 8 July 2020
Making Innovative Public Sector
Organisations

Register Today ➔ bit.ly/2yjc3DY



Observatory of
Public Sector Innovation



GOVERNMENT **AFTER SHOCK**

An unconventional event for unconventional times

SAVE
THE
DATE

17 – 18 NOVEMBER 2020

<https://oecd-opsi.org/government-after-shock/>



Observatory of
Public Sector Innovation

<https://oecd-opsi.org/covid-response/>

<http://oe.cd/opsisubscribe>



oe.cd/opsi



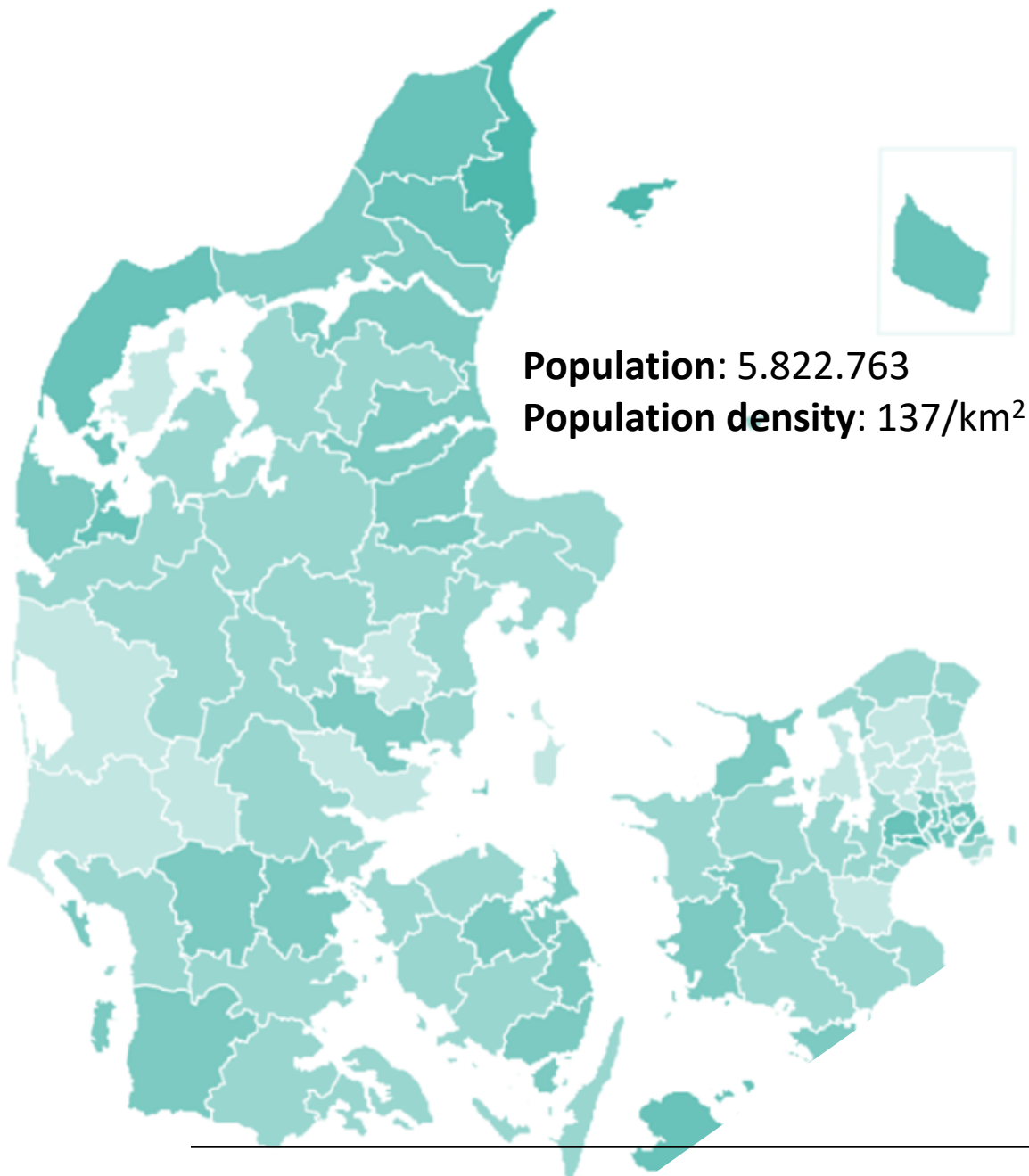
@OPSIgov



opsi@oecd.org

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:

Tested	Confirmed cases	Recovered	Deaths
270.680	9.938	7.296	503

- Faster flattening of the curve than expected
- Unemployment: 4,7% → 6,3%

Innovative responses:

- *Communcation*: 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?

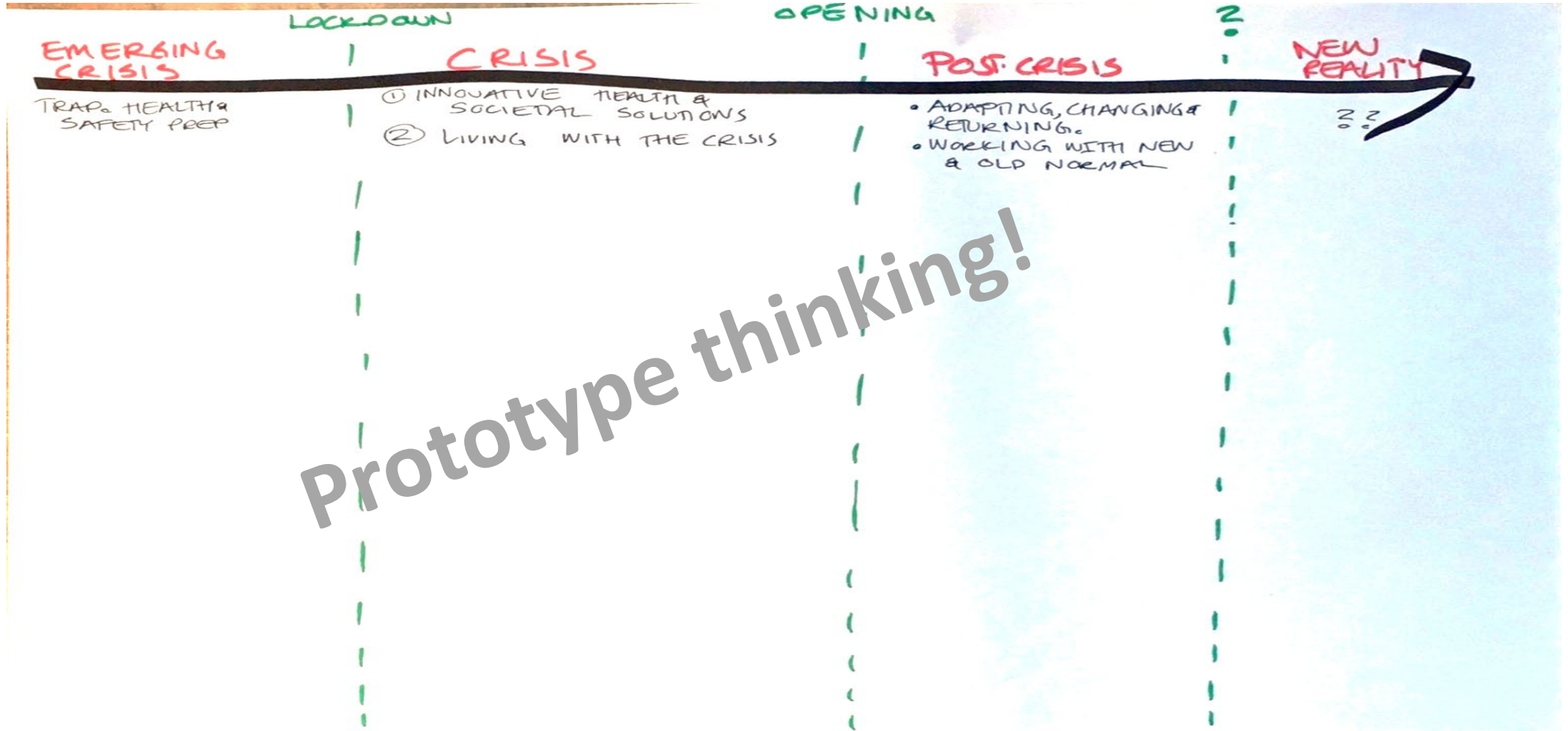
Increased legitimacy of PSI:

“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.”

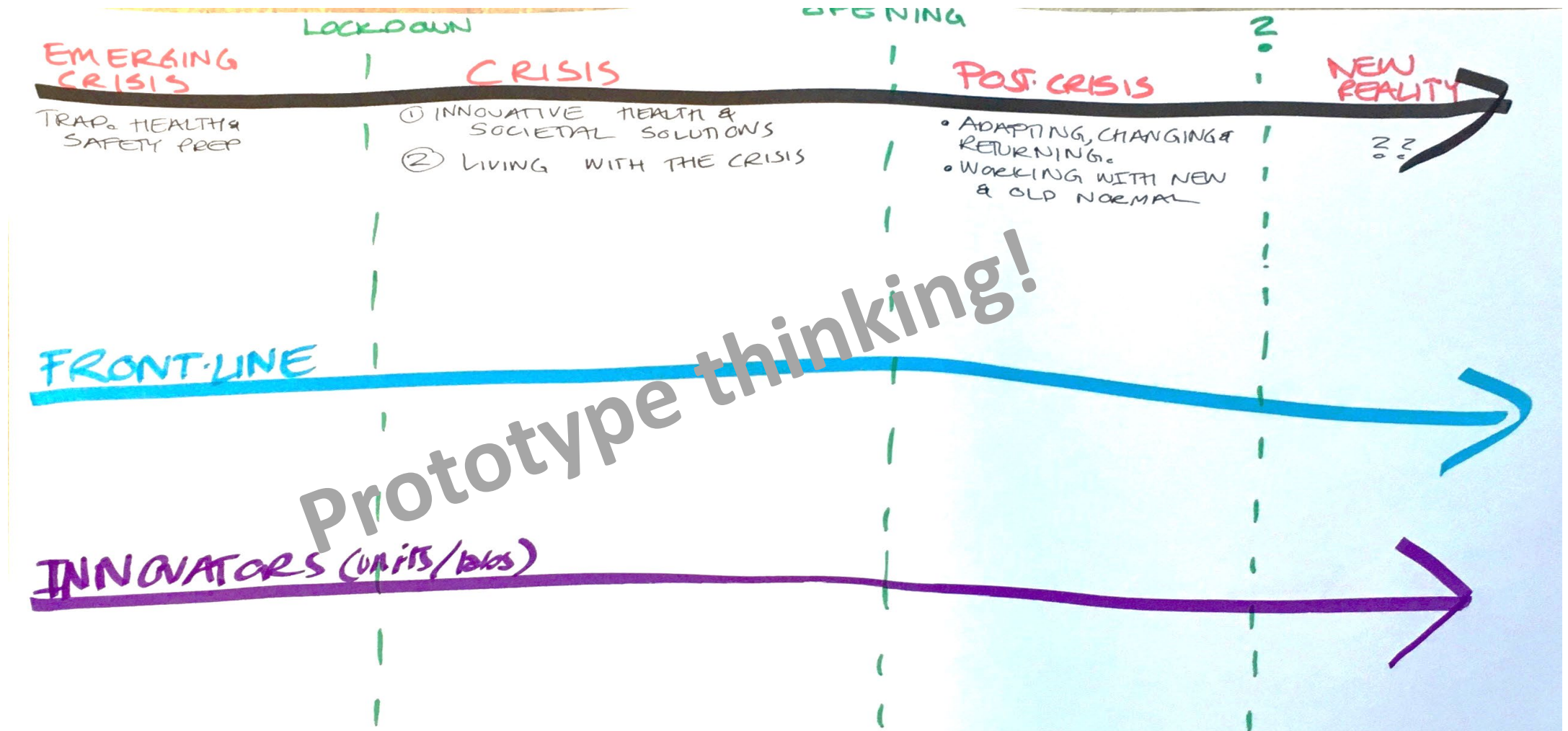
Role of innovation units:

“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.”

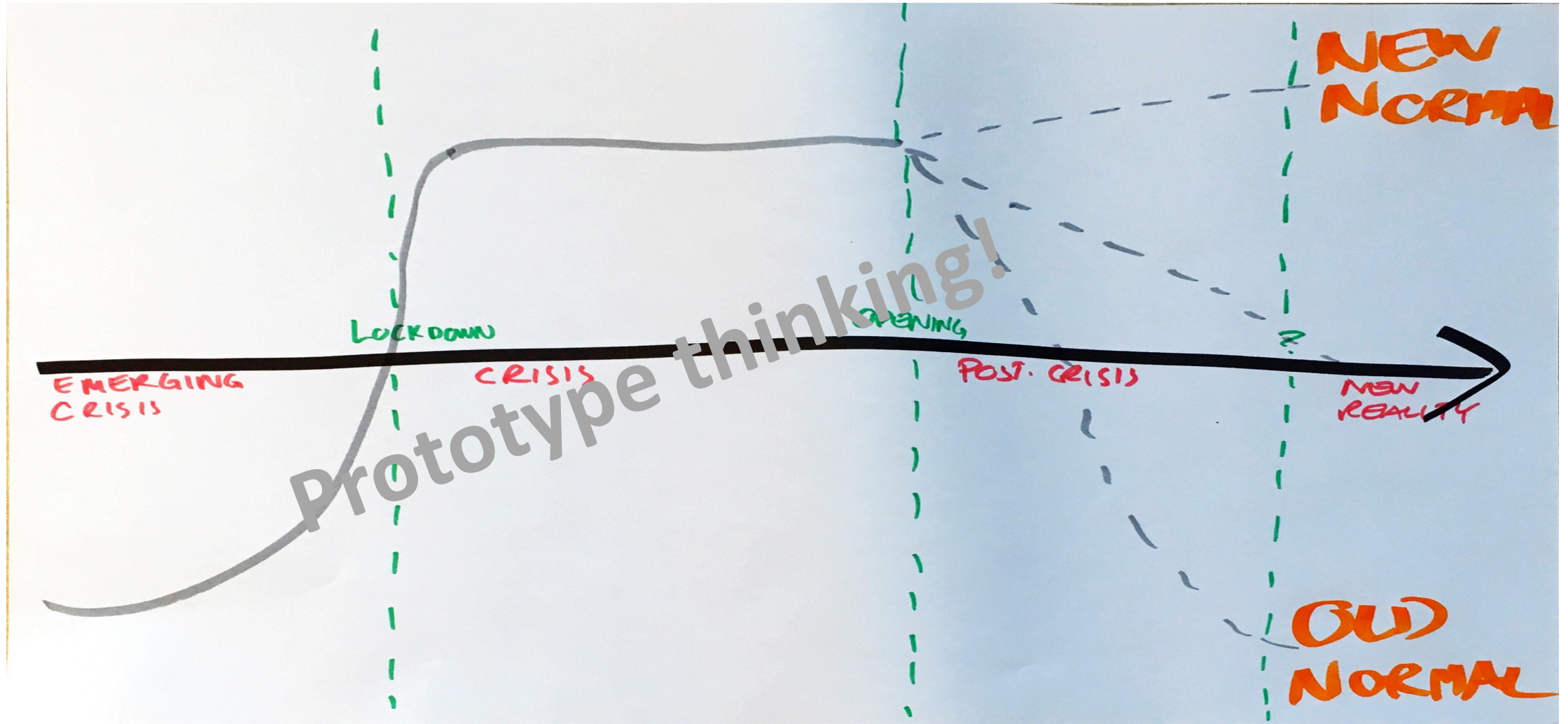
Innovation and timeframes



Innovation and timeframes



Innovation and timeframes



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/>

How to strike the right balance?

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](https://www.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 the lightening fast national scaling of a chatbot-solution: <https://www.coi.dk/nyheder/2020/april/corona-chatbot-blev-udviklet-i-rekordtempo-og-rullet-ud-i-alle-regioner-paa-14-dage/>
- 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-vove-at-tage-fejl-og-blive-klogere/>

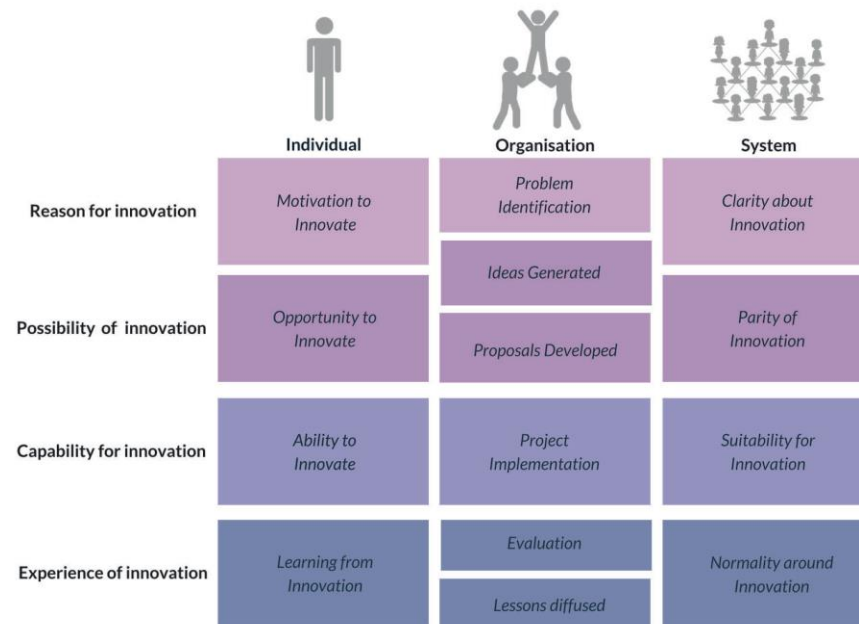
Context-specific response and repurposing:

- 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, #listentothembassadors [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



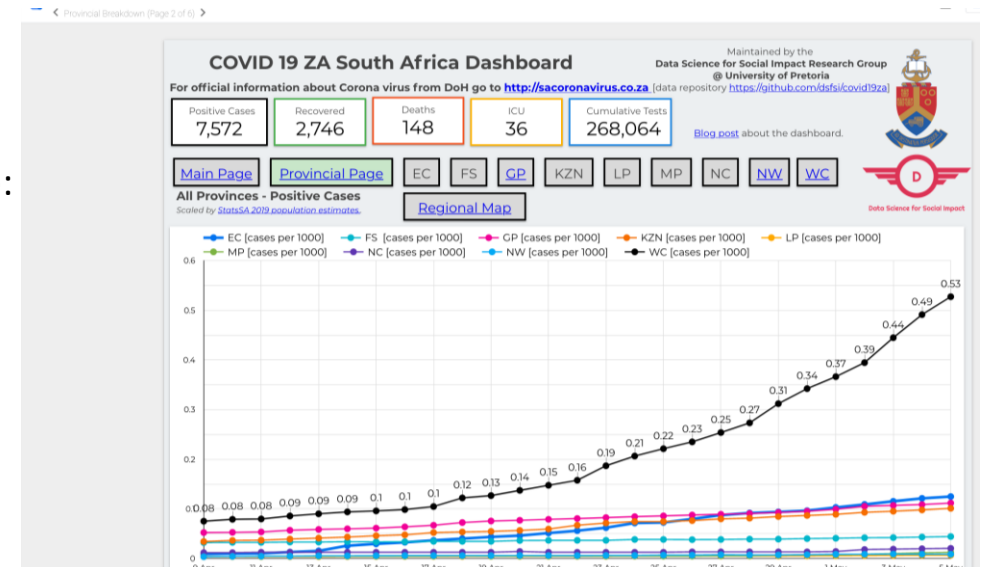
8. Listen to the practitioners

[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."

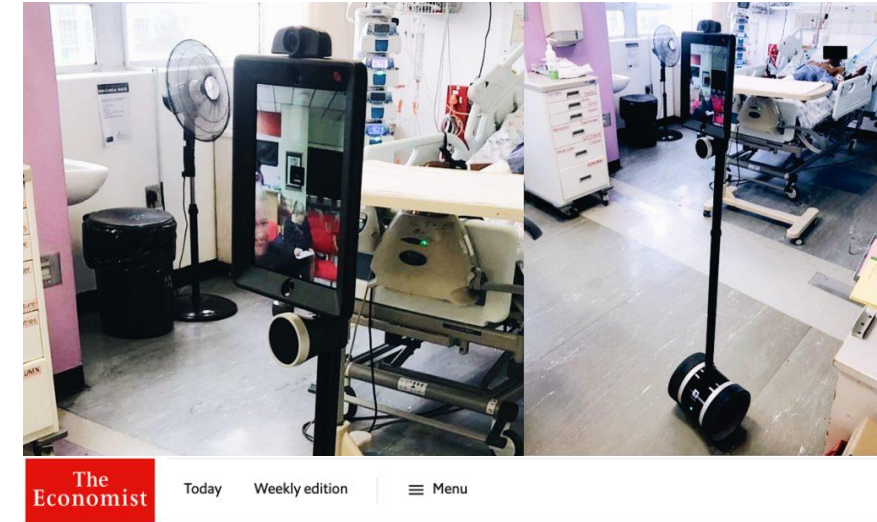
Trends

- 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

ALERT LEVEL 5	ALERT LEVEL 4	ALERT LEVEL 3	ALERT LEVEL 2	ALERT LEVEL 1
 OBJECTIVE				
Drastic measures to contain the spread of the virus and save lives.	Extreme precautions to limit community transmission and outbreaks, while allowing some activity to resume.	Restrictions on many activities, including at workplaces and socially, to address a high risk of transmission.	Physical distancing and restrictions on leisure and social activities to prevent a resurgence of the virus.	Most normal activity can resume, with precautions and health guidelines followed at all times. Population prepared for an increase in alert levels if necessary.

WHATSAPP SUPPORT
 0600 123 456
 EMERGENCY NUMBER
 0800 029 999
 sacoronavirus.co.za





**LABORATÓRIO
DE EXPERIMENTAÇÃO
DA ADMINISTRAÇÃO
PÚBLICA**

Co-financiado por:
COMPETE 2020 **PORTUGAL 2020**  FUNDO EUROPEO
Fundo Social Europeu

PUBLIC SECTOR INNOVATION & COVID-19

WEBINAR | MAY 7TH 2020

INNOVATIVE RESPONSES



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**

INNOVATION TIMEFRAMES



RIGHT NOW, *NOT RIGHT*

**HIJACKING BY URGENCY &
TUNNEL EFFECT**

**NOSTALGIA OF
«NORMALITY»**

**SCAREMONGERING &
WISHFUL THINKING**

**EXPERTISE AS SUBSTITUTE
FOR PUBLIC DEBATE ?**

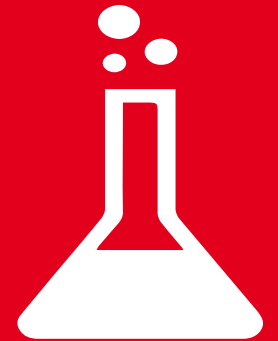
WAYS OF *FUTURISING*



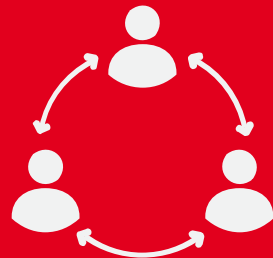
**STOP GUESSING:
EVIDENCE-BASED
DECISION MAKING**



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



**EXPERIMENTATION:
TEST, LEARN, IMPROVE**



**ENGAGE & RE-INVEST THE
INNOVATION ECOSYSTEM**



**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
RESONANCE» TO
PARTICIPATORY STATE**



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DE EXPERIMENTAÇÃO**
DA ADMINISTRAÇÃO
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Economic and Social Development

THANK YOU

Bruno Monteiro

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COMMENT! DISCUSS! CRITICIZE!

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