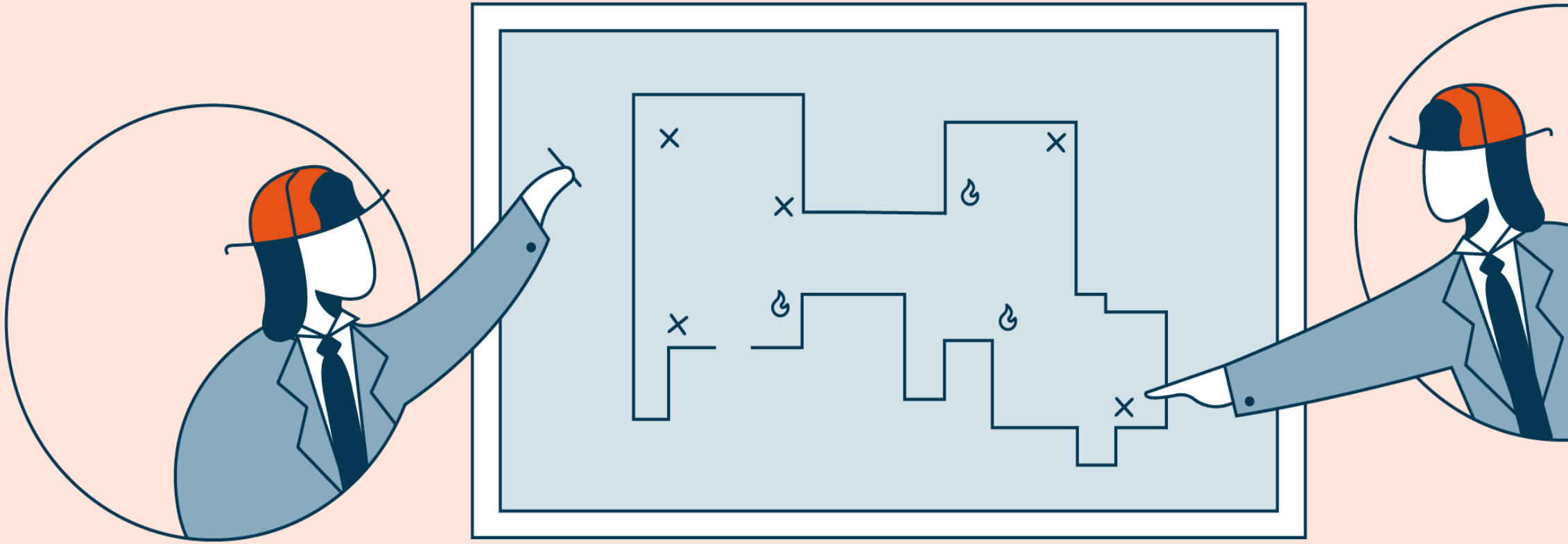
OED POLICY DESIGN SPRINT Final Report

How Can Parliaments Better Oversee Executive Action During Crises?



OED OPEN EUROPEAN DIALOGUE × APROPOS Advancing Process in Politics

Disclaimer: The content does not represent the views of the Open European Dialogue or its partners, nor those of APROPOS. It is based on the individual contributions of the policymakers and experts who participated in the OED Policy Design Sprint.

July 2021

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About Us

Open European Dialogue

The Open European Dialogue is a politically neutral platform that aims to improve European politics by supporting policymakers in better understanding challenges and perspectives from across Europe. We do that by connecting European politicians across parties and countries, providing space for dialogue and promoting innovative political conversations in ways that no one else does.

For more information, please visit: www.openeuropeandialogue.org

APROPOS - Advancing Process in Politics

APROPOS combines research with experimentation and decades of practical experience in designing deliberative decision-making processes and unique political dialogues. The APROPOS team designs meetings with policymakers, facilitates conversations, offers trainings to practitioners, and publishes research on political process in order to advance the dialogue and collaborative capacities vital for the decades of comprehensive societal changes ahead.

For more information, please visit: www.apropos.international

Together, we launched an **OED Collaboration,** an instrument through which the OED activates external partnerships to deliver tailored events to the policymakers in the OED network.

About the Format: Policy Design Sprint

Following the steps of the Design Sprint methodology, a group of policymakers tackles one topic, and is guided in a six-week process that takes participants from exploring the problem area to co-designing a prototype of a solution. The format consists of three 120-minute sessions and intermediate tasks with extensive support by the OED team. This approach is perfectly suited for groups that have a rough idea of a specific problem area they are invested in addressing and need a guided process to formulate a common and impactful response. The process is light on external expert input and relies on policymakers and participants' initiative, pre-existing expertise, and ongoing contribution to pull through from start to finish.

Want to run your own Policy Design Sprint? Contact the Open European Dialogue team at oedteam@gmfus.org

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Context

A Global Pandemic Challenges Democracy as We Know It

As the COVID crisis hit, the usual modus operandi of parliaments across Europe was disrupted. A series of Open Calls organised by the Open European Dialogue served as a refuge for parliamentarians to stay in touch with their colleagues despite closed borders across Europe.

As policymakers debated the latest virus-related developments in their respective countries – and executives across Europe gained more and more power to tackle the virus – the role of parliaments was increasingly diminished, and questions began to emerge concerning the legitimacy and effectiveness of executive decision making in times of crisis…

"People do not like **decisions behind closed doors.** They need to understand the rationale behind a policy in order to support it."

"We **need best practices set in place for executives to make quick decisions** without avoiding parliament."

"It is **in emergencies that Checks-and-Balances are needed the most,** although they may seem to be slowing down crisis responses."

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Why the OED Policy Design Sprint?

Seeking New Ways to Work Together

That is when the Open European Dialogue activated a collaboration with its process design partner APROPOS - Advancing Process in Politics, to seek out a **new way to work together on a shared challenge**. That is how – from an adaptation of the tried and tested methodology of Design Sprints – **the Policy Design Sprint was born**!

We invited a cross-functional sprint team made up of parliamentarians from six European countries and different political parties, to be joined by a group of democracy experts, and guided them through six weeks of intense collaboration to try to find an answer to a shared challenge: **how can parliaments better oversee executive action in times of crisis?**

What followed is an impressive story of commitment and trust. Despite never having worked together before, this team went from sketching a solution flow to testing a prototype idea in no time!

Sprint Principles

- The Policy Design Sprint is a **method** for quick **brainstorming** and **product creation**
- The Sprint focuses on **active and rapid decision-making**
- Working **together alone,** participants all have an equal chance to contribute to the solution by removing personal biases and levelling the playing field
- **Tangible** ideas are preferred **over back-and-forth discussions**
- **Getting started over being right** means we advance quickly towards the creation of a prototype to test with users, without the presumption of a final polished product

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Part 1- Sprint Recap

Our Problem Area -

Parliamentary Oversight During Crisis

Sprint Summary & Process Overview

Our 'Sprinters' -

Meet the Policymakers and their Teams, Meet the Experts, & Participants' Expectations

Meeting 1: Problem Framing -

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>>> Access the Opportunity Areas
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Our Problem Area

Parliamentary Oversight During Crisis

The COVID-19 pandemic was unique for many reasons – one was how it affected parliaments worldwide. What was a challenge in crisis prevention also became a challenge in democratic oversight, as parliaments could not perform their duties as they normally could.

Parliamentarians across Europe felt the need to connect with each other to share ideas and best practices in order to address this shared challenge. Some of the parliamentarians of the Open European Dialogue network got together over a series of calls and expressed their concern and discontent at the way the crisis was being managed, citing they were being effectively side-lined in the decision-making process as the pandemic progressed.

"The pandemic showed us just how unprepared both executive and legislative bodies were for any crisis."

The challenge to parliaments' inclusion in key decision-making processes came twofold: first, in the allocation of greater executive powers to more specific pandemic-response committees which were not always representative of all political forces; and second, in the discontinuation of in-person parliamentary sessions, which limited their ability to remain engaged in day-to-day decisions and contribute to parliamentary debates.

Sprint Summary

The Sprint team decides to work on the issue of **parliamentary oversight in times of crisis**

The problem is narrowed down to a long-term goal – **activating collaborative parliamentary oversight through crowd-sourced solutions** – and our main sprint question is defined: **can we mobilize sufficient resources to set up parliamentary crisis management tools?** The sprint team decides to prioritize a **pre-crisis intervention**

Best practices as solution ideas are explored – **one idea is prioritized**: 'P² - Preparation for Participation'

The team works collaboratively to **refine the P² - Preparation for Participation idea** which is a two-pronged protocol for crisis management that rests on a special parliamentary crisis committee working in concert with a citizen consultation platform

The idea is tested through **13 in-depth user interviews** with parliamentarians, citizens, and experts and feedback is collected

The feedback informs the last tweaks and recommendations for the further development of the policy idea and **a final prototype is born**

Communication material promoting the P² - Preparation for Participation prototype is provided to the Sprint team for them to take this idea forward!

Process Overview

The OED Policy Design Sprint is an online and offline effort – with online group work and individual and offline work in between.

The first phase began with a series of briefing calls with our participants where, together, we aimed to better understand the problem at hand and identify opportunity areas and start mapping stakeholder behavior. Once the first meeting began, the participants settled on a long-term goal and identified the hurdles that could stop us from achieving it.

Offline, participants worked individually to identify best practices that could be used to inspire our solutions, they then created their own solution flows – initial ideas as to how to solve our challenge. In the second meeting, best practices and solution flows were reviewed and the group agreed to test one idea – and began sketching the basic elements of the policy prototype.

After the second meeting, a select 'prototype team' composed of sprint participants, assisted by the OED team, refined the prototype material and collected first feedback on the idea through a round of user interviews. In the last meeting, armed with user feedback and keeping acquired knowledge of the challenge and the team's sprint priorities in mind, the prototype was fine-tuned, and next steps were identified that would allow participants to test and take the prototype from ideation to implementation!

Active participants – or 'Sprinters' – are integral for any Design Sprint.

Our 'Sprinters': Meet the Policymakers and their Teams

Carmen Jeitler-Cincelli
Member of Parliament
Austria

Marlene Kucher
Parliamentary Assistant
Austria

Rasmus Nordqvist
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Franc Trček
Member of Parliament
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Gorazd Prah
Parliamentary Assistant
Slovenia

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Our 'Sprinters': Meet the Experts

Stefan Marschall
VP International Relations and Science Communication, Heinrich Heine University Düsseldorf

Barbara van Paassen
Atlantic Fellow, London School for Economics and Communications Consultant

María Díaz Crego
Policy Analyst, Citizens' Policies United, European Parliamentary Research Service

Dániel Karsai
Attorney at Law, Constitutional Law and Human Rights

Rebecca Gordon
Research Fellow, Leadership for Inclusive and Democratic Politics, University of Birmingham

Scott Cameron
Policy Analyst, Directorate for Public Governance, OECD

Lisa von Trapp
Senior Policy Analyst, Budgeting and Public Expenditures, OECD

Jón Blondal
Head of Budgeting and Public Expenditures, OECD

Laura Evans
Strategic Communications Specialist, Nifty Fox Creative

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Our 'Sprinters': Expectations

Before the sprint began, we asked participants for their expectations. As a new and experimental format, we stood much to gain from this experience. What did our participants expect as they set out on this journey?

"Reach a **common understanding** across countries about how to watch the government during crisis."

"Learn if decision-making processes **can be re-thought** during crisis."

"**Best practices** from other countries and good-governance ideas."

"Generate **new ideas** to tackle parliamentary oversight in crisis."

"Learn more about how to make sure **processes are inclusive during crisis.**"

"Focus on **strategies and ways in which parliamentarians do scrutiny.**"

"End up with **something tangible!**"

"Testing the design Sprint methodology in the policy field."

"Understand the **different forms of reactions** to crisis situations and in particular what happens when the Parliament gets marginalized in crisis?"

"Experience an **innovative process** for international deliberation and cooperation!"

"Find new ways to **better design political innovation processes** and do so across-countries."

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Meeting 1: Problem Framing

During our first meeting we sought to **narrow down** our challenge **to a set of guiding questions that focus on a specific aspect** of parliamentary oversight during crisis.

At first, we did not know from where to begin tackling this immense issue, but throughout the meeting we gradually narrowed down the problem area by using probing questions such as, "where do we want to be in two years' time?“; "what hurdles might get in our way?”; and "can we map the stakeholders involved in the solution of our problem and how they interact?“ This made it possible to select **three questions** that guided us until the end of the sprint.

A sprint starts off with a broad challenge. Based on this, three questions which need to be answered at the end of the sprint, are defined.

Identifying Opportunity Areas

The opportunity areas identified through the briefing calls and prioritized in the first meeting told us that **the problem area we are looking at is vast and subject to many different interpretations**.

Some of the most pressing aspects of the challenge that were identified by the Sprint team were:

- the communication challenge, i.e., how can parliaments interact with citizens in times of crisis without creating panic?
- the difficulty of keeping parliamentarians – importantly, opposition parties – motivated and engaged while they are sidelined in decision-making processes;
- the question of how to maintain effective collaboration between executive and opposition parties while ensuring rapid action is possible; and
- the issue of how to involve citizens and a broader group of affected stakeholders in the crisis management process.

>>> Click here to access the whole spectrum of identified opportunity areas

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Long-Term Goal

The team set itself a **long-term goal** which is meant to set an **aspirational and optimistic goal** for the sprint.

For the sprint team this became that of **activating new collaborative parliamentary oversight through crowdsourced solutions.**

In addition to this, the group shared the ideal of creating a **space to share challenges and solutions**, in order to establish a collective knowledge network.

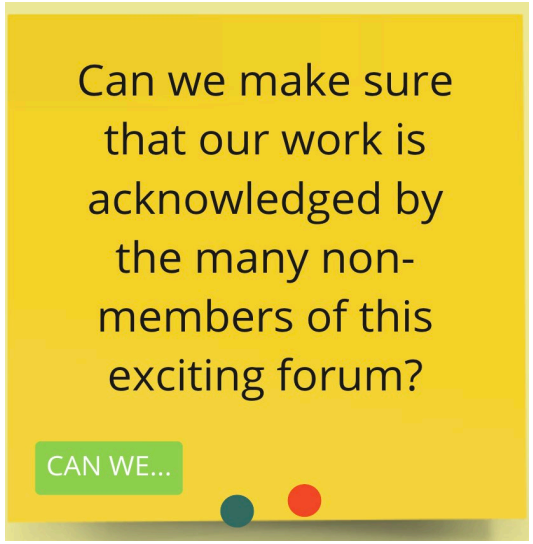
In two years, we will be able to activate collaborative parliamentary oversight through crowd-sourced solutions:

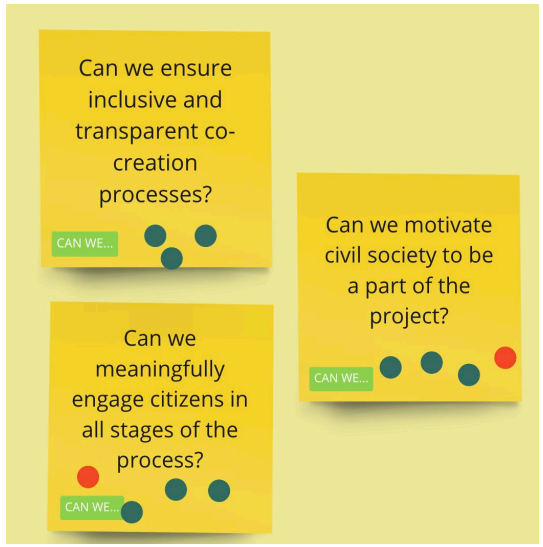
- We will be able to co-create solutions
- We will see transnational cooperation on this issue
- There will be a space for sharing challenges and solutions
- We will have established a collective knowledge network

Identifying Hurdles

Once a long-term goal was set, we moved on to **identifying the obstacles, or 'hurdles', that could stop us from achieving our agreed-upon goal.**

We identified our primary hurdle to be the challenge of **mobilizing resources** to set up parliamentary crisis management tools while a crisis develops, followed by some runner-up challenges. These were on how to **motivate citizens and civil society to participate in crisis management** and on whether we could **create enough visibility for our policy challenge and any potential solutions** that would be crafted during this sprint.





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Our Sprint Questions

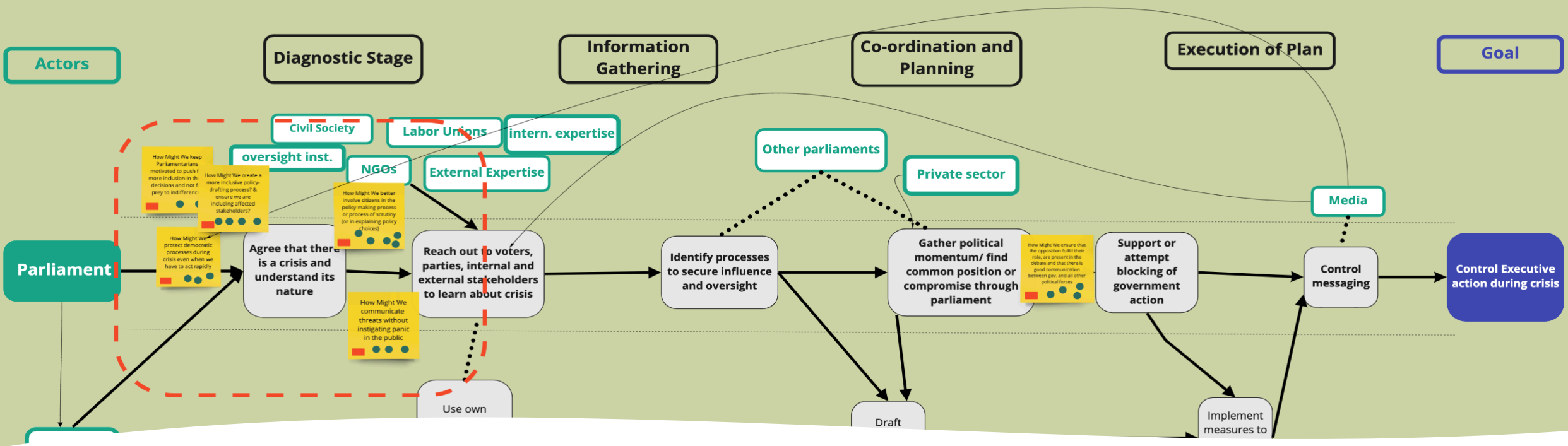
Thanks to the process of setting a long-term goal and exploring obstacles to their fulfillment, the following questions were selected as the guiding sprint questions – i.e., the questions participants were to tackle with their proposed policy solution.

MAIN SPRINT QUESTION

Can we mobilize sufficient resources to set up parliamentary crisis management tools in times of resource scarcity?

SUPPORTING SPRINT QUESTIONS

- Can we meaningfully engage citizens in all stages of the process?
- Can we motivate civil society to be a part of the process?
- Extra Sprint Question: How can we create visibility for such an initiative?



The Stakeholder Behavior Map

After identifying hurdles – and transforming these into guiding sprint questions – we moved on to charting a stakeholder behavior map. This map is a rough outline of the policy-making process, showing the most relevant actors engaged at different stages: diagnostic, information gathering, planning, and execution.

We asked: at what point in this process should our policy solution be implemented?

You answered: as soon as possible in the diagnostic stage, ideally, even before the crisis begins.

>>> Click here to access the Stakeholder Map

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CHECK POINT 1: PROBLEM DEFINITION & PRIORITIZATION

By the end of our first meeting:

- We agreed upon a joint goal: to achieve better parliamentary oversight in times of crisis through **activating collaborative parliamentary oversight through crowd-sourced solutions.**
- Settled on a primary sprint question to guide idea-formation throughout the Sprint: **can we mobilize sufficient resources for crisis-management tools?**
- We decided to attempt to intervene with a solution to our challenge **as early as possible in the parliamentary crisis-response process**. In other words, work on getting a ready-made protocol in place before another crisis hits.

Meeting 2: Idea Elaboration

In our second meeting, we **reviewed existing best practices** which could help solve our challenge and **voted on the solutions flows that individual participants had created**.

One idea stood out: that was 'P^2 - Preparation for Participation', as it represented the elements the group found essential to tackling the sprint questions. The idea is to establish a clear protocol to form a parliamentary committee that can deal with the crisis and a citizens' participation platform that the committee can interact with. The solution aims to combine democratic accountability with smart, expedient crisis management that engages citizens at different stages.

Once one idea was prioritized, the team went through a process of storyboarding where they added detail and refined the policy idea, this was followed by a process where a volunteer 'prototype team' of participants, assisted by the OED team, solidified the P^2 prototype idea offline, tweaking its formulation and elaborating on the ideas proposed in the meeting.

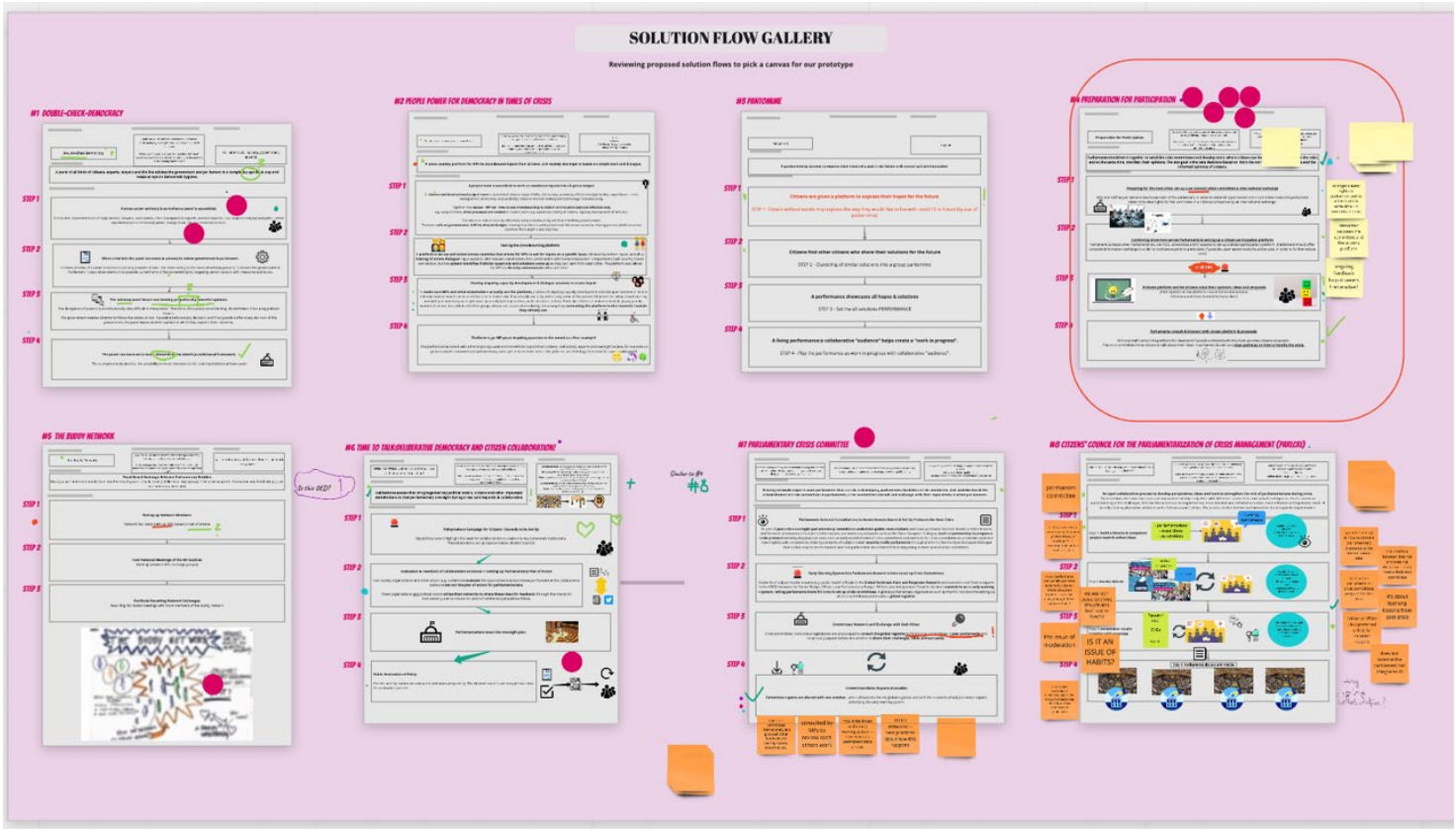
In a sprint, you move quickly from defining a challenge to generating solutions!

Solutions Gallery

Inspired by research into existing best-practices, **eight solutions flows** were produced by individual participants in preparation for the meeting.

The solutions flows presented shared themes of collaboration between citizens and parliament, citizen-accountability, and gathering expertise in parliaments.

The 'winning' solution combined the idea for an expert parliamentary committee with one for a citizen consultation platform.



>>> Click here to access the Solution Flow Gallery

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CHECK POINT 2: A SOLUTION IDEA IS CHOSEN

'P² - Preparation for Participation' is a Go!

By the end of our second meeting, we settled on the **P²** proposal as the solution flow that will help us achieve our shared goal.

P² is a proposal to create a crisis protocol which would see the activation of special crisis committees working together with citizen consultation platforms for collaborative and crowd-sourced crisis management.

This solution flow did well in combining various ideas found in the other proposals, namely engaging with citizens or establishing clear-cut lines for a parliamentary committee that would deal with a specific crisis.

It was chosen because it:

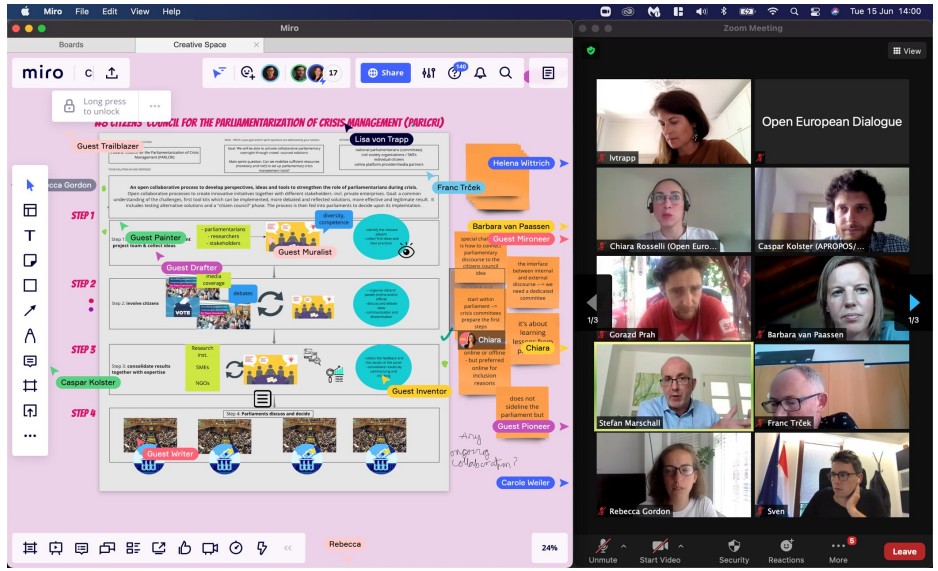
- contains **clear feedback loops**, a reiterative element appreciated by the participants;
- empowers (offers clear rights) to both **parliaments and citizens**;
- offers **interaction** between a parliamentary committee and citizens' platform.

From Idea to Prototype

In a nutshell the chosen idea flow suggested that "Parliaments should work together to establish crisis committees and develop tools, where citizens can look up information about the crisis and at the same time, manifest their opinions. The end goal is to take decisions based on both the work of the crisis committee and the informed opinions of citizens."

The sprint team worked to refine this idea through a storyboarding exercise which then provided the prototype team with a mandate and guidelines to further add details to the original idea, which was strengthened by research and wordsmithing.

The purpose of this critical step? To **make it possible to imagine how our shared policy initiative could look like once implemented** and create – thanks to the expertise of a communications agency – a high-fidelity prototype and communications product that could be submitted to users for the upcoming user-testing phase.



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Introducing P² - Preparation for Participation Prototype Draft

'P² – Preparation for Participation' is a protocol for preparedness in times of crisis. It calls for the establishment of a permanent protocol that, should crisis hit, allows for the activation of a special parliamentary crisis committee & a citizens engagement platform, that would work together to inform decision-making.

The Prototype is composed of seven essential steps:

STEP 0 - Campaigning & Legitimation

Creating awareness for the importance of the issue of parliamentary oversight and citizen participation in times of crisis

STEP 1 - Preparing for the Next Crisis

Parliaments establish permanent, readily available protocol for rapid crisis committee formation

STEP 2 - Create a Joint Citizen Participation Platform

Sharing knowledge across parliaments and other experts to build a platform for citizen participation and crisis response through crisis committees

STEP 3 - Activating Citizens Platform

Platform and committee are activated to permanently involve citizens and parliament with work and to propose and develop citizens' ideas

STEP 4 - Parliament Consults & Interacts with Citizens Platform

MPs and staff get input on most urgent matters to create a crisis pathway

STEP 5 - Implementation of Citizen Proposals

Crisis management proposal is implemented and is comprehensive of citizens' feedback

STEP 6 - Evaluation

Committee oversees evaluation of platform and policy

>>> Click here to access the first draft of the prototype!

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User Testing

How Does the Prototype Hold Up to Scrutiny?

The **user testing phase is integral to any sprint** – it is the first opportunity to present your ideas outside of your own "bubble" and get a quick reaction from the real world to **validate or not the basic concept behind the emerging policy prototype**.

We presented the material created in the prototyping phase to 13 participants from all walks of life – from parliamentarians, to retirees, to young professionals, and established experts – all from different countries.

The feedback these users presented were crucial in formulating the next steps of the policy: how did it hold up to scrutiny?

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Meeting 3: User Feedback and Fine-Tuning

In our last intensive meeting of the Sprint, **participants gathered to review the P² proposal as it stood, digested the various points of feedback from User Testers, and reflected on how to improve it further**.

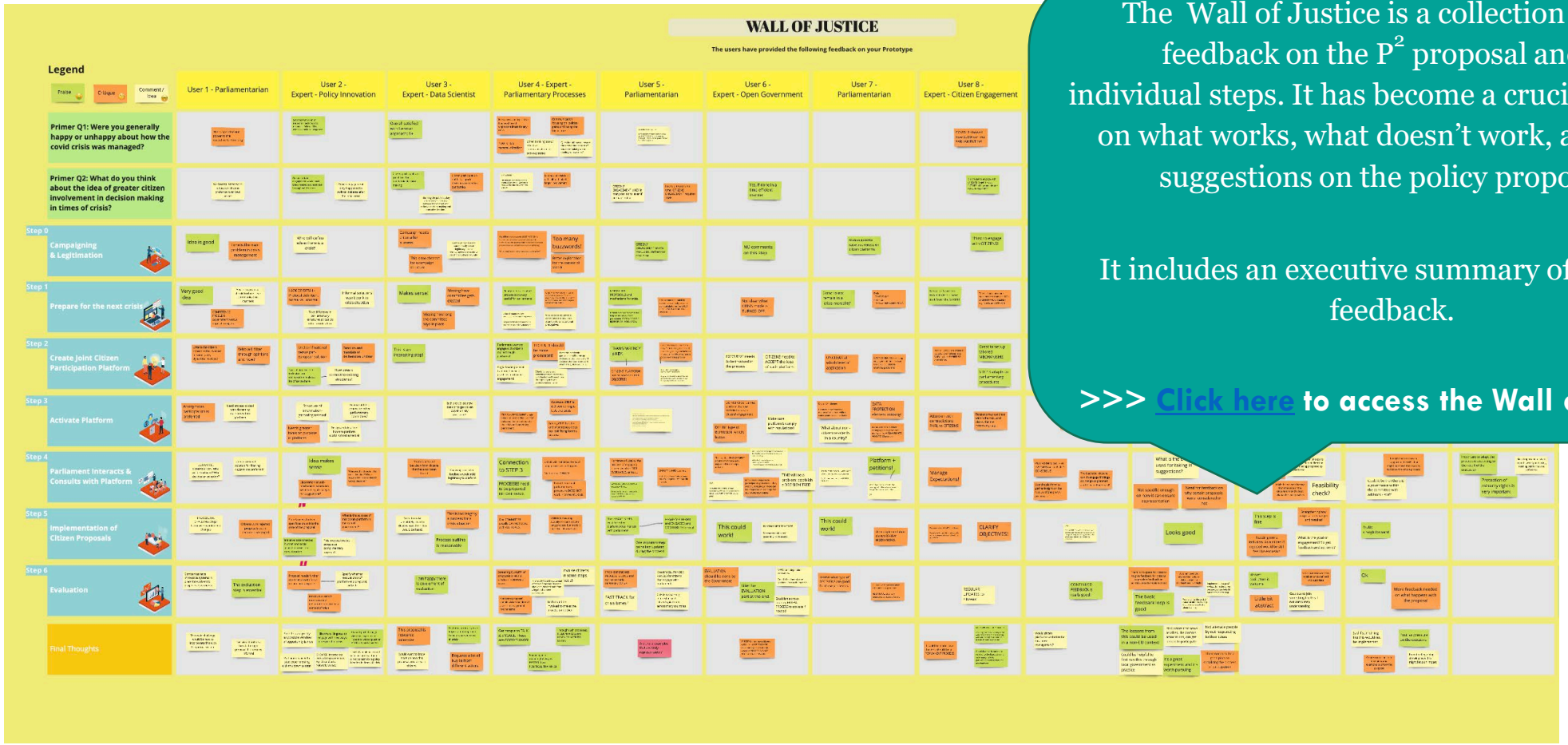
In the following pages, we have summarized the main feedback clusters, highlighting – **what seems to work, what does not seem to be working and what open challenges the prototype presents** at this stage.

Based on this feedback, the OED team implemented final tweaks to the proposal and integrated them into the final communication material. Moreover, some recommendations for developing the P² policy prototype were further explored and shared.

The **'P² - Preparation for Participation' prototype is now summarized in two key communication products** requested by the sprint participants, one simplified interactive presentation for citizens and the wider public, and one more in-depth toolkit that is aimed at creating a basis for discussion with other policymakers and experts.

In a sprint, the objective is never to create a fully-fledged product, but rather a prototype that appears realistic enough to allow the basic premises supporting the policy idea to be tested and further developed.

User Feedback: the 'Wall of Justice'



The Wall of Justice is a collection of user feedback on the P^2 proposal and its individual steps. It has become a crucial database on what works, what doesn't work, and other suggestions on the policy proposal.

It includes an executive summary of the user feedback.

>>> Click here to access the Wall of Justice!

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Feedback Clusters

WHAT WORKED, SO FAR

YES, TO CITIZEN ENGAGEMENT!

Excellent that policymakers are embracing more inclusion of citizens!

"This takes into account the **social and human dimensions of the crisis** - which is very much needed!"

"Including **citizens is essential especially in a crisis context.**"

"Through such processes, **policymakers can learn to actively listen** (…) better than political trainings!"

YES, TO IMPROVED PROTOCOLS FOR CRISIS!

More inclusive and transparent decision-making in times of crisis is welcome.

"Good idea! Permanent protocols can prevent mistakes and **activate lessons learnt.**"

"**Timely proposal**: seize the momentum for this!"

"It's a **great experiment and it is worth pursuing.**"

WHAT DIDN'T WORK, SO FAR

Feedback Clusters

TOO TIME CONSUMING!

Maybe not the right tool for crisis - is it possible to be inclusive and time-efficient?

"Considering every citizen proposal risks **wasting the time of a crisis management process.**"

"In crisis there is no time and **citizen engagement takes time.**"

"The proposal is **resource intensive.**"

SKEPTICISM ABOUT INCLUSION AND BALANCED REPRESENTATION

Very hard to differentiate between citizens and interest groups and make sure we have incentive structures to engage a diverse set of citizens.

"Not specific enough on how it can ensure representation."

"Problem of **unequal access and unequal time to commit.**"

"There needs to be a good plan on **socializing the process of participation.**"

WEAK CLARITY OF PURPOSE

Why do we need this mechanism?

"Too many **buzzwords.**"

"N**ot clear what you are seeking to legitimize** and what is the purpose of the platform?"

"Create **more concrete elements and examples** to show the purpose!"

Feedback Clusters

CHALLENGES

GUIDELINES ON FILTERING & MODERATING CITIZEN PROPOSALS NEEDED

Who moderates the citizen platform and how? Why are certain proposals considered and not others?

"Who will be the **custodian of the platform?**"

"There could be a **potential clash** between citizens & experts."

"Screening quality of proposals is **not a straightforward process.**"

REQUIRES EXECUTIVE BUY-IN

How do we loop in the executive? How do we ensure that this is not a parallel structure that the executive ignores?

"Needs to **involve the executive** (…) but not as the only actor."

"Risks **creating a competence problem of government vs opposition** rights."

"Could **represent positive pressure on the executive.**"

SPECIFY THE FUNCTIONING OF THE CRISIS COMMITTEE

What is its composition, time frame, what can it do? How does it communicate with other committees, the executive, and the citizen engagement platform?

"Function and mandate of deliberation unclear."

"How does it **connect to existing structures?**"

"Transparency is key."

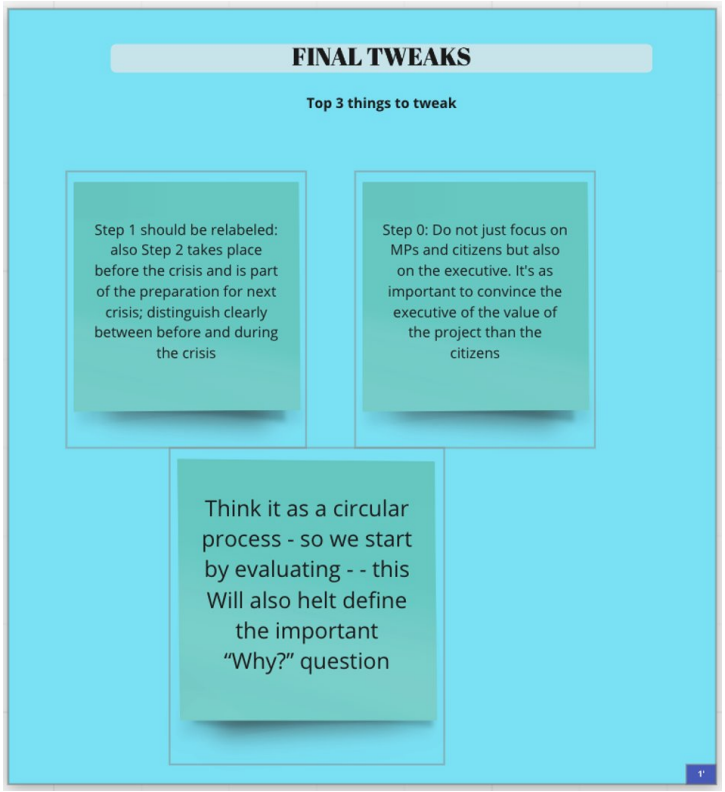
COMMUNICATING IMPACT

How to convincingly communicate policy impact to citizens and manage expectations?

"Specify **how citizens will be kept up to date! E**specially in the case that proposals is not taken forward!"

"Ensure that there is clarity about **who is acting on the proposals and who the platform is reaching, what are the objectives and the reasonable impacts,** even if these are small."

Final Tweaks



In the light of feedback, three final tweaks were made to the prototype:

1. The prototype now clarifies that **modus operandi of the special crisis parliamentary committee and of the citizen participation platform should be solidified before the crisis happens!** It is a time-consuming process, one that is not necessarily apt to a quick crisis response. When a crisis hits and the committee and citizen activation platform needs to be activated, it should be clear who needs to be engaged, under what rules of engagement and when & how all of this should happen.

2. The **protocol should ensure executive buy-in**. The proposal, as it stands, runs a risk of existing in parallel to an executive-led crisis response. The looping in of members of the executive at the off-set of this protocol is essential for the policy idea to not appear as divisive, but truthfully represent its objective of creating spaces for more collaborative crisis-management.

3. This is not a one-shot linear process. **The process should be thought of as circular with an evaluation loop post-crisis that takes the user back to the first step of legitimation and campaigning**, at which stage through dialogue and exchange between political forces, citizens, and experts, an assessment of needs in times of crisis is created. After each crisis, the protocol should be adapted by implementing desirable process changes that have emerged from the evaluation.

CHECK POINT 3: USER FEEDBACK & FINAL TWEAKS TO P^2 PROTOTYPE

By the end of our third meeting, we had received and reviewed feedback from 13 different users on the policy prototype **'P^2 Preparation for Participation.'**

In a nutshell, testing the idea against our users revealed:

- **support for more inclusion of citizens & civil society in crisis-management** and appetite for better and **more collaborative crisis-management tools**;

- the need to **clarify the purpose** of this new protocol and the need to clarify the **rules of engagement and decision-making structure** of this new set-up.

This led to three final tweaks being integrated into the final prototype:

I. a **circular process of implementation and evaluation** would allow for the protocol to self-adjust from lessons learnt;

II. details as to the workings of this new protocol would be defined and refined and **set in place ahead of the next crisis** to be ready for use in case of crisis;

III. the protocol would make of the **executive a key stakeholder** to ensure across-the-board buy-in.

Part 2 - Sprint Results

The Final Checkpoint: The Policy Prototype -

P^2 – Preparation for Participation Context

PDF Toolkit for Parliamentarians and Experts

Interactive Prezi for Citizens

Recommendations -

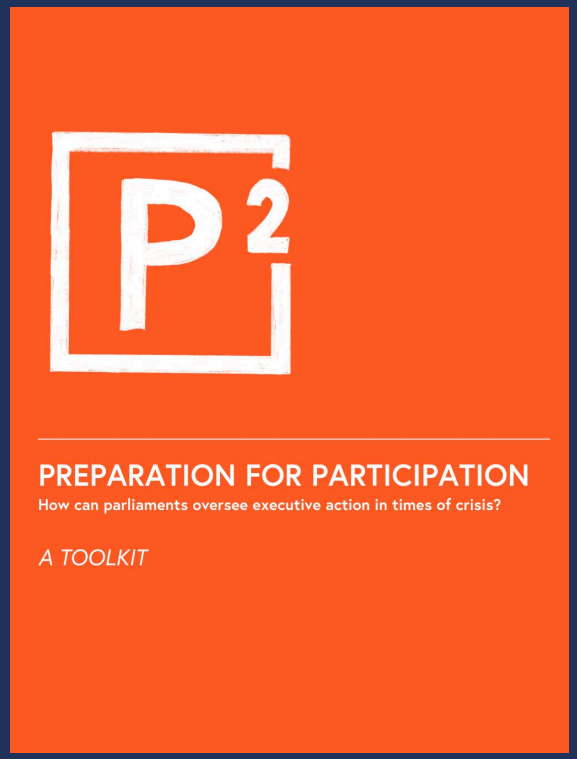
1. Establish What Rules Govern the Parliamentary Crisis Committees
2. Refine the Value Proposition
3. Clarify the Various Bodies that Interact in the Decision-Making Process and How

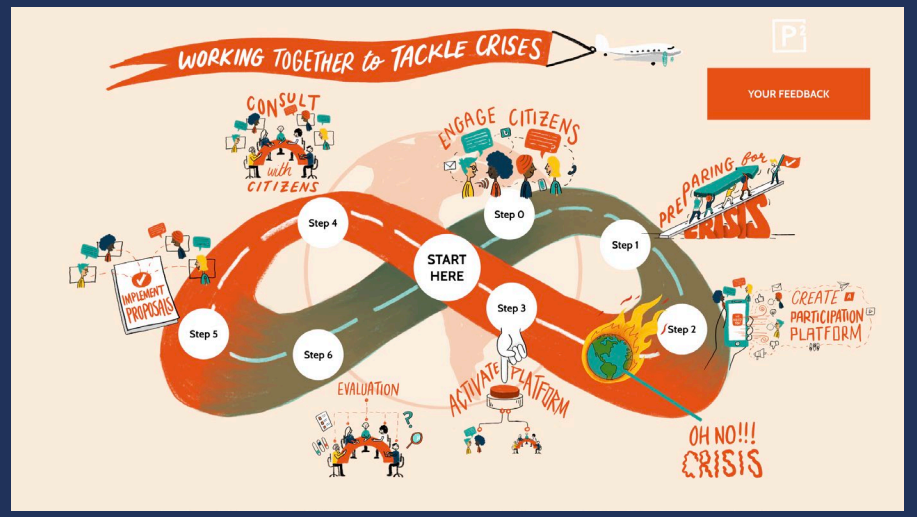
Our Sprint Questions Answered -

1. Can we mobilize sufficient resources to set up parliamentary crisis management tools in times of resource scarcity?
2. Can we meaningfully engage citizens in the process?
3. Can we motivate civil society to be a part of the project?

FINAL CHECKPOINT: The Policy Prototype

The sprint team has produced a final prototype, supported by Nifty Fox communication agency, which is presented in two versions, an interactive PDF intended for experts & policymakers, and a more simplified interactive Prezi for the general public.





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P² - Preparation for Participation / Context

When a crisis like a pandemic happens, parliaments need to mobilize as many resources for crisis management as they can to ensure that decision making processes in times of crisis are time-efficient as well as being democratically legitimate and inclusive.

COVID has taught us all many lessons. Parliamentarians and experts alike recognised that we need to improve our crisis response as a result. Members of parliaments from around Europe came together with a group of international experts to form a proposed policy for crisis response.

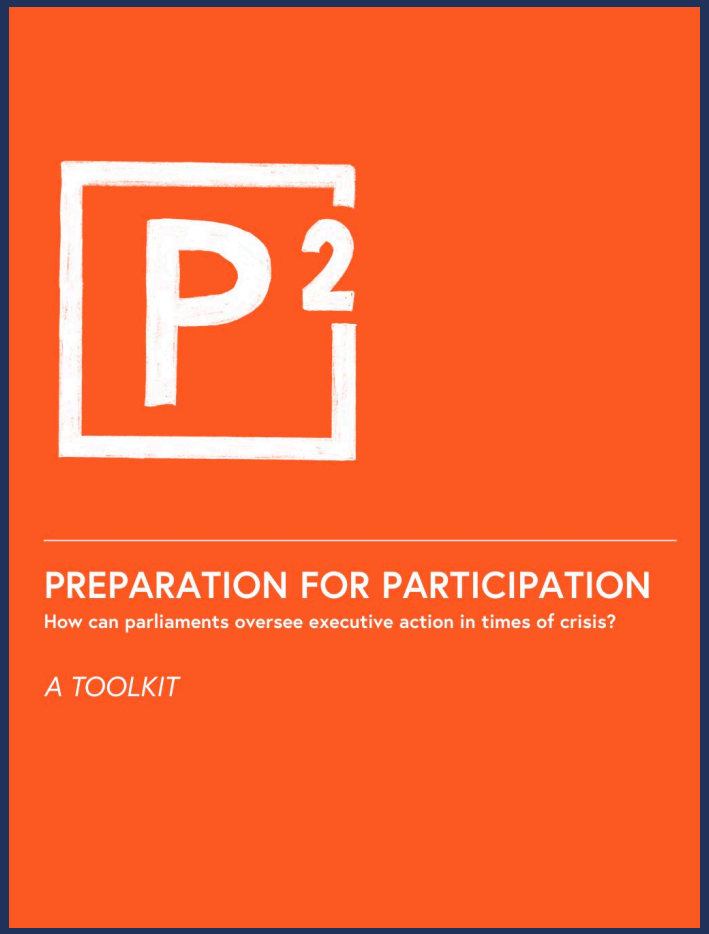
Our policy tries to answer the question of how parliaments can better oversee executive action in times of crisis.

It aims to make decision making in times of crisis – usually the prerogative of the executive – more collaborative and inclusive through better involvement of a broader range of parliamentary voices and the mobilization of citizen and civil society in crisis response.

Crowd-Sourcing Solutions to the Crisis

This policy would see the establishment of a crisis protocol that activates both a special crisis committee and a dedicated citizen engagement platform when a crisis hits. The committee and citizen platform would work together to crowd-source expertise and solutions and provide a space for inclusive deliberation in times of crisis.

P² - Preparation for Participation / Toolkit



The first version of the final prototype, intended for parliamentarians and other experts, is a twelve-page document that explains the policy proposal in detail. This material can be shared digitally and physically.

>>> Click here to access the Toolkit

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P² - Preparation for Participation / Prezi

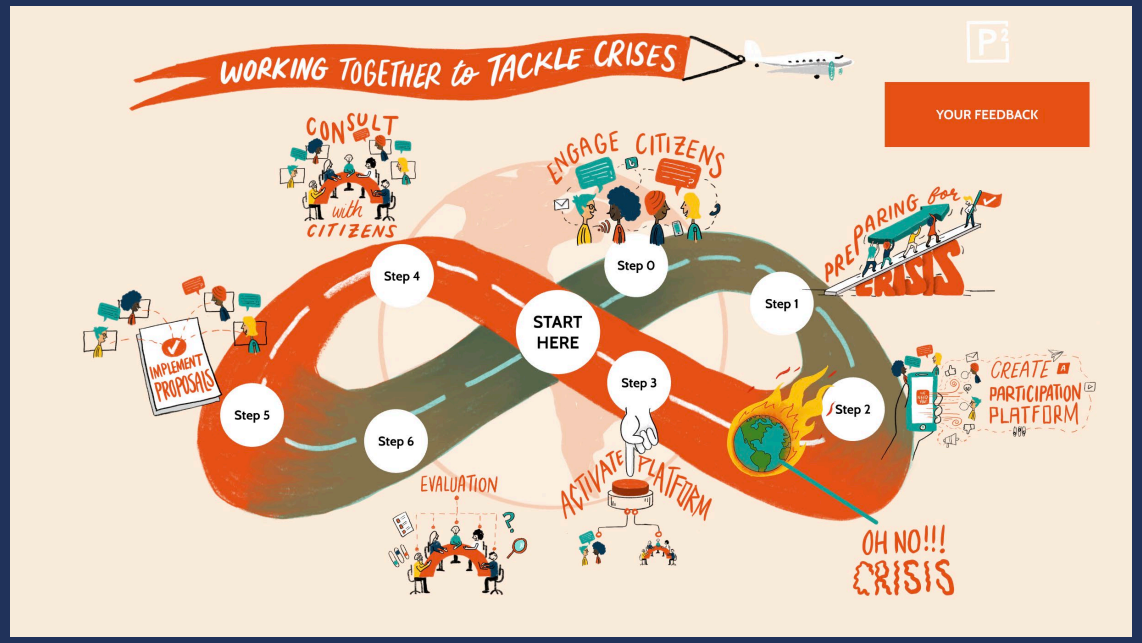
The Prezi presentation version of the prototype offers a more universal explanation and is intended for a citizen audience.

The presentation could be embedded in a website, transformed into a video, or shared more traditionally, and could be independently understood by a user.

>>> Click here to access the Prezi

>>> Click here to download the PDF version

>>> Click here for the video version



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Recommendations

Based off the user testing phase of the sprint and the acquired knowledge over the six weeks of sprint, a series of recommendations for the further development of the prototype were explored.

The sprint team attempted to make **recommendations that would strengthen the policy's ability to answer the sprint questions** – from how to best mobilize resources for parliamentary crisis management, to the engagement of citizens and civil society in crisis decisions, all the way to our extra sprint question, which challenged the group to think about how to create visibility for our policy idea.

Three recommendations were prioritized.

Recommendation #1

Establish What Rules Govern the Parliamentary Crisis Committees

The crisis committee needs to be set up at the beginning of the legislative cycle and then rendered dormant until a crisis hits. It is **key to clarify and negotiate ahead of time the composition of the parliamentary crisis committee –** looking to balance participation from both members of the executive and opposition.

Once the composition is settled, the **extent of the Committee's scope and powers** as well as the detail as to how it interacts with the citizen platform (how often, at what stage?) need to be defined and clearly communicated.

There are existing protocols in parliaments that determine the governance of such 'special committees' – these can be used as a blueprint and adapted.

It will be important for each Parliament to choose **whether such a committee is an additional actor to the decision-making process or if it substitutes for the parliamentary plenary or other decision-making bodies**, each option comes with its own pros and cons.

Furthermore, it is recommended to seek out and make use of any existing parliamentary rules on the involvement of citizens and experts in decision making and use these as a blueprint.

Finally, establish the timeframe for the committee's activity. Crises are composed of different phases – an immediate urgency, followed by the management of the mid-term impact. **Define at what point and why this committee should come into being, and whether its powers change according to the phase of the crisis we are in**.

The protocol for the crisis committee should be linked to existing state of emergency regulations to ensure a coherent framework.

Recommendation #2

Refine the Value Proposition

The purpose and urgency for this new and improved protocol needs to be researched in more detail, refined, and clearly communicated. What does this proposal deliver to both citizens and politicians – opposition and executive? Why is it needed? How does it help mobilize resources for crisis response? These important questions are hinted at but not extensively explained.

To do so it would be important to further **gather feedback from those stakeholders that this protocol targets** and jointly assess in which ways this tool may prove useful to them. To clarify the added value of a cooperating crisis committee and citizen participation platform in times of crisis, we recommend to:

I. **Use both the evaluation of the current crisis and multistakeholder dialogues** to assess and define in which ways this improved protocol would help better the democratic management of crisis.

II. If a **citizen platform is activated, use this as a communication platform to encourage better exchange between parliament and citizens** to discuss key issues, among which the need for more citizen engagement in crisis, and as an opportunity to cyclically evaluate and assess citizens' needs and adapt the value proposition as needed.

III. **Onboard citizens and provide them with the critical tools – including logistical assistance but also trainings, education and dialogue spaces – to meaningfully connect with the value of this new crisis management tool** and embrace its process and the outcomes it is meant to deliver (once these have been clarified through dialogue & deliberation.) It is important for citizens to understand the desired outcome of their engagement in order to see its value. This value is likely to go beyond a simplistic input of ideas being translated into policy action, it may be possible that participants may need to accept that citizen input itself will be divided, and hence not every solution that is advocated for will successfully be picked up.

Recommendation #3

Clarify the Various Bodies that Interact in the Decision-Making Process and How

Who else is involved in the decision-making? What are the powers of each of the actors in this process, in which ways do they interact and what are their competences?

There are several other actors that are not directly or sufficiently addressed through this process – such as other parliamentary committees, the relationship between crisis committees across Europe (which is hinted at but not developed in detail), the use of ad-hoc expert advisory board, the involvement of civil society groups as NGOs, or interest groups, from lobbies to unions – as well as other oversight bodies, such as courts and of course the executive and ministries.

For the proposal to be compelling it requires more clarity and transparency about **how this two-pronged approach of coupling a crisis committee with a citizen platform would operate in the broader decision-making context**.

It is important to clarify the competences and relative weight of each body – parliamentary or other. Two of the most important elements to clarify are:

- Define how the special crisis committee interacts with other parliamentary committees.
- Decide on how & when hearings with citizens and (potentially) experts happen.

It is further recommended to **clarify the role of the crisis committee as a mediator between citizens and the decision-making process**. The committee should mediate the engagement between the parliamentary plenary, or executive, and citizens. As an entry point it should be a dedicated space that has a mandate for stakeholder engagement in times of crisis.

Sprint Questions Answered #1

Can we mobilize sufficient resources to set up parliamentary crisis management tools in times of resource scarcity?

A tentative yes, if it is done ahead of time and channels for collaboration and pooling expertise and resources are already set up and ideally in use ahead of crisis, and properly designed in order to be resource-efficient.

During the sprint we learned that:

- open-source tools and best practices for citizen consultations exist and that these could be potentially used across Europe to pool resources, e.g. The CONSUL project;
- there exist many institutional and civil society actors that would be willing and able to facilitate inter-parliamentary exchange and expertise sharing in times of crisis;
- with executive buy-in and citizen support, smart budgetary allocation by parliaments would make the creation of a citizen platform not only attainable but sustainable as it would include a long-term evaluation and optimization process and it could be used also for non-acute crises, hence spreading the investment over time; and
- activating citizens and civil society can provide the decision-making process with valuable resources both in terms of expertise – enriching the understanding of the challenge at hand through inclusion of direct stakeholders and the crowd-sourcing of solution ideas – and political, through an increased support of crisis measures.

"Since we are all still evaluating the lessons from the COVID pandemic, now is the window of opportunity to collect support and resources for such an initiative," User 5, parliamentarian.

Sprint Questions Answered #2

Can we meaningfully engage citizens in the process?

Yes! The prototype addresses this very need head on. It aims at creating multiple opportunities to engage citizens and do so through a two-way communication channel with parliament, and an explicit mandate for the crisis committee to engage stakeholders in the decision-making process.

During the sprint we learned that:

- from participants and user testers alike, that the willingness and ambition is there for greater citizen engagement;
- from best practice initiatives, we can look at both local and national initiatives across Europe to see the various forms citizens are being engaged now, especially among the many policy re-evaluations triggered by the COVID pandemic;

"Citizen participation is a great tool for pandemic decision-making," User 3, IT & data scientist, interactive democratic tools expert

- in order to effectively engage citizens, the value proposition of the P² proposal needs to be explicit and clearly transmitted – how will citizens and civil society benefit from a citizen platform? This value proposition is to be fine-tuned together with the protocol's stakeholders; and
- to arrive prepared to the next crisis, the citizen engagement platform should probably be tried and tested and already in use by then.

"This initiative comes at a great time, as many - especially after the current pandemic – are now experimenting with citizen cooperation and engagement," User 4, IPEX expert on parliamentary processes

Sprint Questions Answered #3

Can we motivate civil society to be a part of the project?

"There should be more stakeholders involved than just parliamentarians and citizens, e.g., NGOs and experts," User 8, citizen engagement expert

Not conclusive, yet. The make-up of the citizen participation platform has not been finalized, and it is unclear as to how civil society groups will be incorporated into the project.
During the sprint, we learned that:

- the inclusion of civil society is not only crucial for the sake of strengthening representativeness, but would also serve as a catalyst for greater citizen participation and the mobilization of resources for a citizen platform;
- the role of civil society needs to be clarified with particular attention to ensuring transparency of the power different actors have in the process; and
- the input of expertise from civil society is very much encouraged but should be clarified and regulated, just as citizen participation is.

An example of a best practice that emerged during sprint are the OECD Guiding Principles on Good Budgetary Governance on how to create budgetary frameworks for parliaments to engage with citizens and civil society (principle 5(b)).

Dig deeper into the best practice marketplace and our own prototype and recommendations for inspiration as to what to keep in mind to work more closely with civil society in crisis!

>>> Click here to access an OECD short briefing on the guidelines

"The prototype is missing the element of informed decision-making. It needs to include experts to safeguard against uneducated decisions," User 11, medical doctor

Part 3 - Next Steps & Best Practices

Closing of Sprint

Next Steps -

Communication Products and Ideas

Ways Forward -

A Kaleidoscope of Experiments and Pledges

You Asked, we Delivered! -

Examples of Integration into Existing Citizens' Engagement Platforms

Best Practice Marketplace

>>> Access the Complete Collection of Best Practices

Closing of Sprint

The Final Prototype is Ready to be Tested in the Real World!

The end of a Sprint is **the time where a team takes stock of its progress**.

In our final Closing of Sprint call, we included:

- demonstrations of the work completed during the sprint;
- a series of short brainstorming session about whether our initial expectations were met; and
- a possible action plan including experiments and pledges on how to go from the prototype phase into the testing one.

The Closing of Sprint is a very important moment of the Sprint because it can help to identify areas of improvement and ideas or experiment to test the final prototype, and ultimately validate how well our ideas can solve the problem of parliamentary oversight during crisis in **real life**.

Next Steps: Communication Products and Ideas

These ideas as to how to strengthen the visibility of the prototype were collected by the Sprint team during our Closing of Sprint call. The top voted ones, highlighted below, were delivered through our collaboration with the creative agency, Nifty Fox.

- **Infographic** Done!
- **Interactive presentation (Prezi), adaptive and flexible, to share results and get buy-in from civil society and other political actors** Done!
- Content to increase social media engagement: **video** Done! or game on P^2
- Face-to-Face workshop with other parliamentarians about parliamentary oversight
- Practical recommendations for parliamentary networks
- Press release about the Sprint results for EU media
- Activate connection with European Parliament on the mechanisms to monitor parliamentary oversight
- An appealing overview of key open questions to create further discussion around the prototype idea

Ways Forward!

A Kaleidoscope of Experiments and Pledges

We asked: what could we do to take this idea to the next level?
You answered with a brainstorm of different ideas, some personal pledges, and encouragement to keep sprinting!

Present P^2 prototype at one of the annual meetings of a parliamentary network (IPU, NATO, Council of Europe...) to **work through a practice crisis using one of the citizen platforms we identified.** The OED team members should present Sprint results and the process at the **OECD parliamentary assembly.**

Test P^2 at the **local level**!

Present results to party factions: this is a concrete prototype and output, the sprint process itself that can be tested inside party structures and with civil society.

Upload P^2 on one of the **citizens' engagement platforms** we identified to keep collecting feedback.

Bring up this process with **organisations and universities working on parliamentary oversight** and present the final prototype. The final outputs can be used for debates, academic discussions and research. After this successful pilot, it is important to **continue the research** on such processes for deliberation!

Link results of Sprint to upcoming **parliamentary crisis evaluations** as part of a broader discussion on the subject. Use the lessons learned and the feedback to further **improve parliamentary work and processes.**

The Policy Sprint Process:
- try it over a weekend face-to-face at some point!
- could be the new tool we need for decision-making in times of crisis.

You Asked, we Delivered!

Integrating P^2 into an Existing Citizens' Consultation Platform

You asked: "How can we integrate the OED Policy Design Sprint Prototype into an existing citizens' consultation platform?"

We explored various ways in which the P^2 - Preparation for Participation policy prototype could be disseminated and shared on online community engagement platforms.

One key takeaway of the Closing of Sprint brainstorming sessions was to first make the final product interactive; this way, sprint participants could keep collecting feedback from citizens and experts and promote and develop the policy prototype further. This would in fact be an effort to constantly adapt and develop the policy prototype on multiple fronts.

In the next few pages, we have highlighted three existing citizens' consultation platform – The CONSUL Project, Citizenlab & Cap Collectif – that could host the P^2 policy prototype, allowing you to share it and improve it, independently and effectively.

The CONSUL Project

CONSUL is the most complete citizen participation tool for an open, transparent and democratic government.

It covers **35 countries,**
135 institutions and 90 million engaged citizens.

It offers a **free, customizable, secure platform for debates, citizen proposal, collaborative legislative processes and development of participatory budgets**.

Proposals and initiatives can be customized with detailed descriptions, cover pictures, and additional material available for download. Additionally, initiatives can be connected to the relevant **United Nations Sustainable Development Goals (SDGs)** and be accessed by the community through thematic search.

CONSUL is the most complete citizen participation tool for an open, transparent and democratic government.

United Nations Public Service Award

35 Countries
135 Institutions
90 Millions of citizens

Features:

- ✓ Debates
- ✓ Proposals
- ✓ Participatory Budgets
- ✓ Voting
- ✓ Collaborative Legislation

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Mock-up: What Would P^2 Look Like on CONSUL?

Sharing the P^2 - Preparation for Participation prototype on CONSUL might:

- ✓ Place it within international governance efforts such as the UN SDGs;
- ✓ Create debate and a broader discussion around the proposal; and
- ✓ Widen its reach. Projects with enough support will be voted on and so, citizens can decide on the issues that matter to the most to them.

The prototype can be uploaded to CONSUL, where instructions will guide users to view a video presentation of P^2 and leave their feedback in the comment section. In the 'Proposals' section you can also upload downloadable side-materials related to your initiative.

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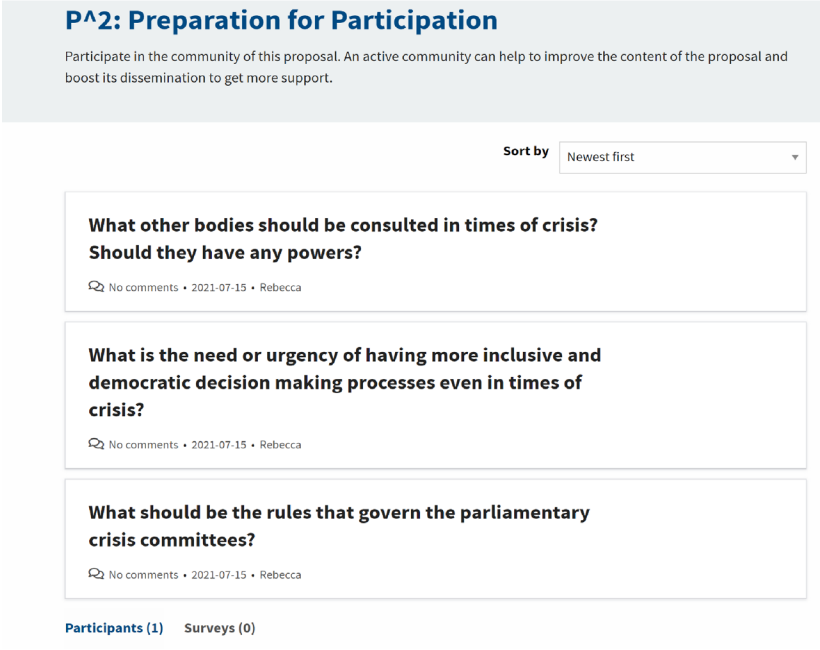
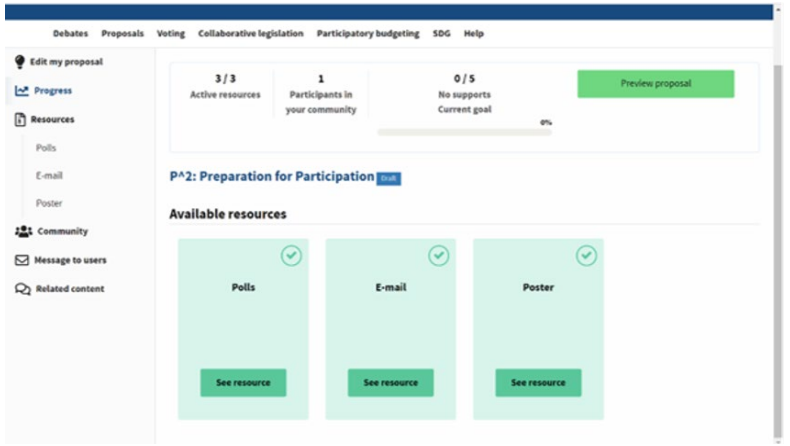
Special Features on CONSUL

- ✓ **Open Questions** of the Prototype can be transformed into **dedicated discussion fora** to gather specific feedback.
- ✓ Furthermore, the platform also supports **polling**, **targeted e-mail invites**, a **debate section for pro-cons debates** and thanks to the **Collaborative Legislation** feature, the possibility to include the whole text of the proposal and have users suggest changes directly in the text.





The platform allows for enhanced citizen participation and ownership, and for increased transparency and inclusion from the side of policymakers.

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CitizenLab: An E-Democracy Platform for Stronger Communities

CitizenLab is a digital democracy platform that facilitates communication and **co-creation between cities and their communities**. 300+ local governments run their community engagement on CitizenLab in over 18 countries to collectively decide on matters of common interest.

Residents can post, discuss, and upvote ideas and programs promoted by their local policymakers. The progress of the proposals and the input process is made easy follow so that data from communities can be shared to shape policies, increase legitimacy and gain trust.

Features:

- ✓ Proposals
- ✓ Participatory Budgets
- ✓ Idea Collection
- ✓ Collaborative Legislation
- ✓ Support in Setting Up Online Workshops
- ✓ Project Management

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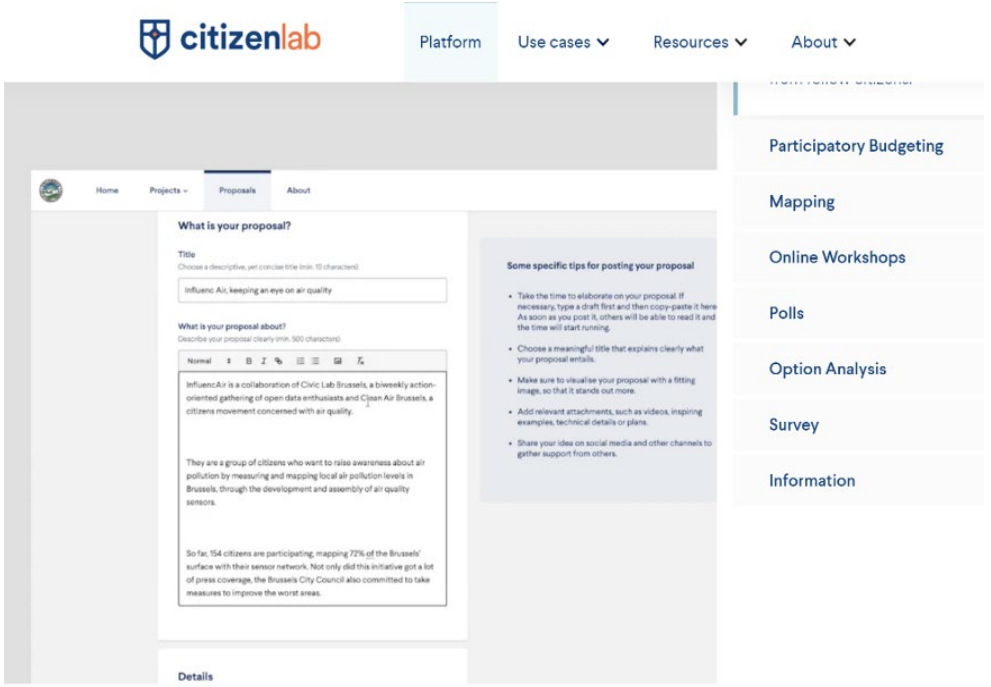
How to Upload Initiatives on Citizenlab

Proposals are presented on a dedicated page, with pictures, optional attachments, and text sections explaining the aims and the main points.

In addition, the platform has **a back-end management team** offering a series of differentiated and advanced management plans to support and promote proposals, such as:

- ✓ project management;
- ✓ a direct line to participation experts; and
- ✓ a dedicated support for online workshops organized around the proposal.



CitizenLab is a community engagement platform used by local governments and organizations to connect with residents, engage them in decision-making, and build trust through dialogue.

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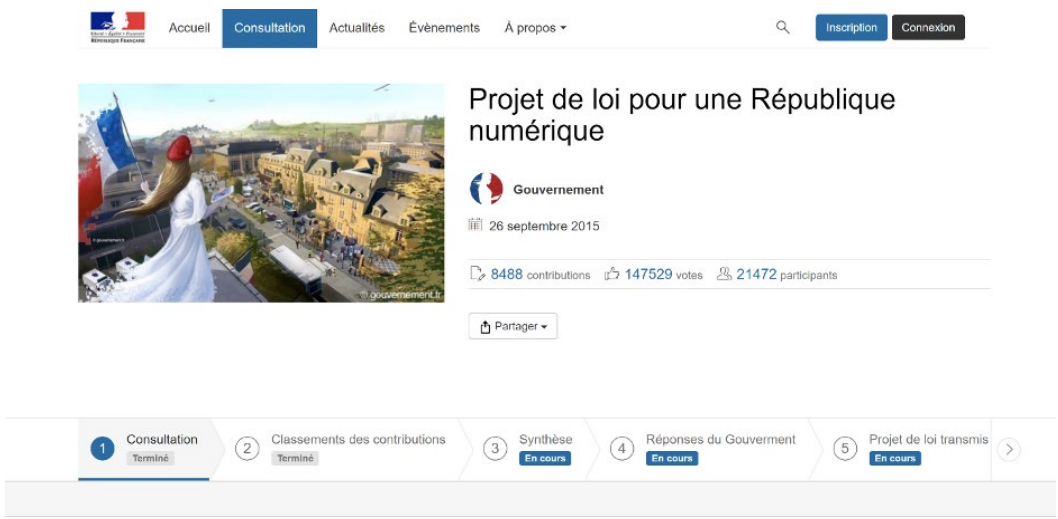
Cap Collectif: Collective Intelligence Generator

Cap Collectif is a French tech start up and a comprehensive and versatile platform for citizens' engagement.

Back in 2013, their first experimentation was called "Parliament and Citizens" and featured a platform for collaboratively drafting legislation. The platform later became permanent and now features six different participatory applications:

- Consultation;
- Participatory Budget;
- Questionnaire;
- Box of Ideas;
- Call to Projects; and
- Interpretation.



Features:

- ✓ Participatory apps on-demand
- ✓ Consultations
- ✓ Surveys
- ✓ Petitions
- ✓ Proposals
- ✓ Participatory Budgets
- ✓ Trainings

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Which Cap Collectif Feature Would Be The Best for P²?

The **Consultation feature** was the first feature launched by Cap Collectif and continues to be the most-used by its clients.

Why would this feature be good for P²?

Because it helps **promote confidence in policymaking processes.**

Success story!

This feature was used for a consultation on the French Digital Republic Bill in 2015, bringing together 21.000 participants and promoting great impact and input from the citizen's side on the proposal.

Example of consultation

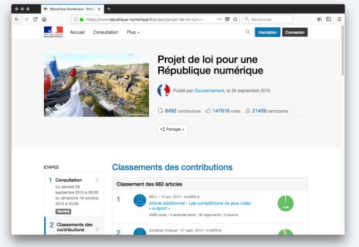
https://www.republique-numerique.fr/

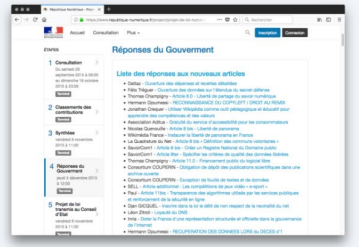
The consultation on Axelle Lemaire's **Digital Republic** bill in November 2015 is an unprecedented experience of participation, never reproduced in its depth. It is still the subject of much debate, research, and was regularly cited by France at the OGP Summit in Paris in December 2016.

- Participation was high: **21,000 participants,** 8,500 contributions, 150,000 votes
- Participation was qualitative: 6 moderate contributions out of 8,500!
- Participation was impactful: 5 new articles were added to the original law and 90 article amendments were made

The results obtained are correlated with the methodological system put in place, in particular at the important level of the commitments made by the Government, jointly by the Secretary of State for Digital Affairs and the Prime Minister:

- Production of a cartographic synthesis containing exhaustively all the 8,500 contributions, grouping them into "families"
- Official, public, reasoned, nominative response to the 200 most supported contributions
- Explanation of the final arbitrations and presentation in follow-up of the modification of the text of the bill, to visualize the contributions of the consultation
- Final satisfaction survey made public





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Best Practice Marketplace!

Are there best practices that could inspire other solutions for parliamentary oversight during crisis?

It is never too late to revisit some of the best ideas and initiatives that you put forward throughout the Sprint and that already exist out there, even if we did not focus on all of them in detail.

Among all, the CONSUL platform previously presented, together with the following 4 best practices, were voted the ones with the most potential for impact when it comes to parliamentary oversight during crisis:

- ❑ Citizens' Assemblies (UK);
- ❑ Crisis Committees Chaired by the Opposition;
- ❑ OECD Guiding Principles on Crisis Oversight Tools; and
- ❑ Inclusive and Diverse Public Hearings.

>>> Click here to access the complete Best Practice Marketplace

Citizens’ Assemblies in the UK: An Innovative Way to Include Citizens in Policy-Making and Oversight Processes

Citizen assemblies help address questions about how to motivate civil society to be involved in the political cycle and democratic deliberation.

A Citizens’ Assembly is a representative group of citizens who are selected at random from the population to learn about, deliberate upon, and make recommendations in relation to a particular issue or set of issues. It is still up to elected politicians whether or not to follow the assembly’s recommendations.

The aim is to secure a group of people who are broadly representative of the electorate across characteristics such as their gender, ethnicity, social class, and the area where they live.

>>> Click here for more information on the initiative

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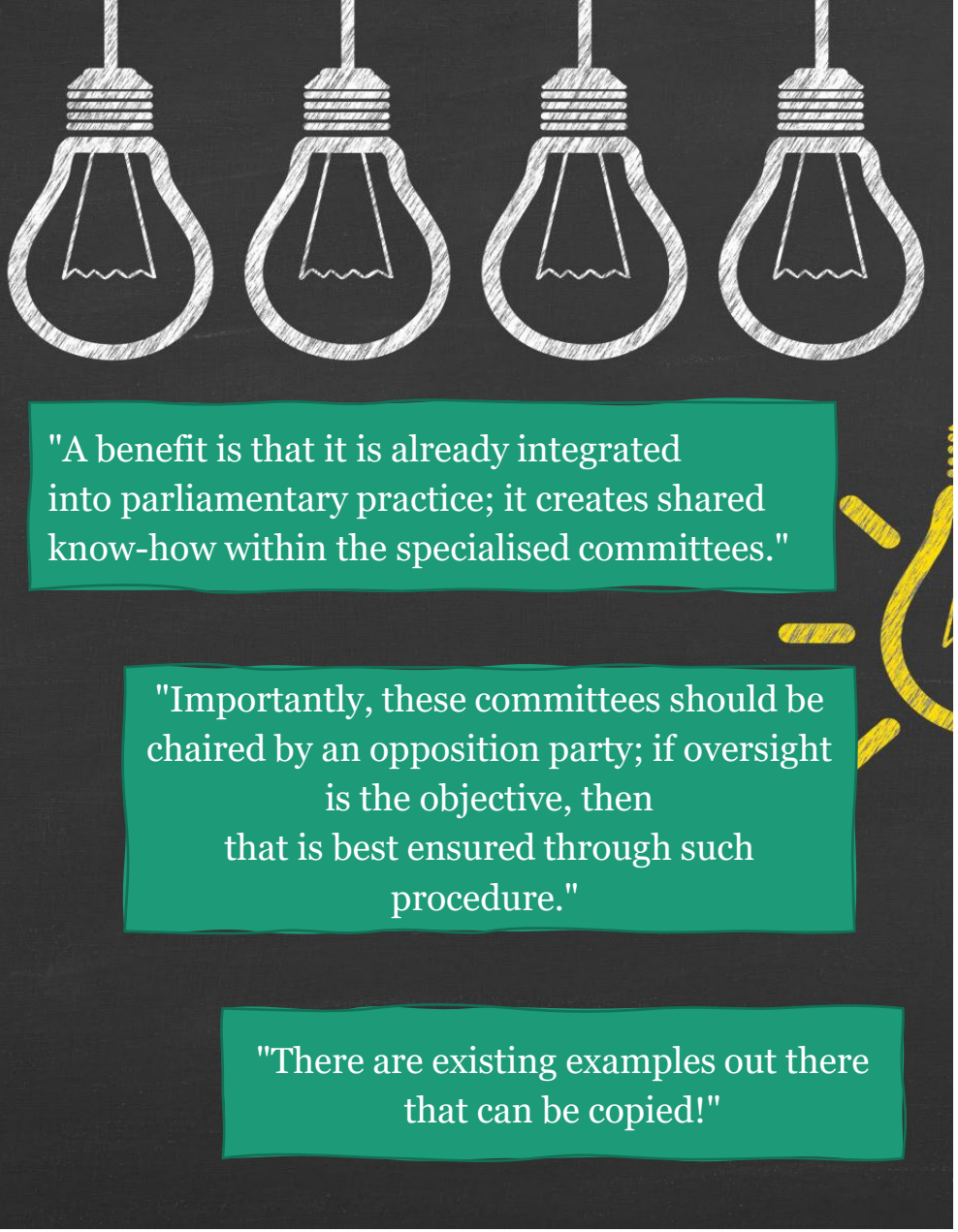


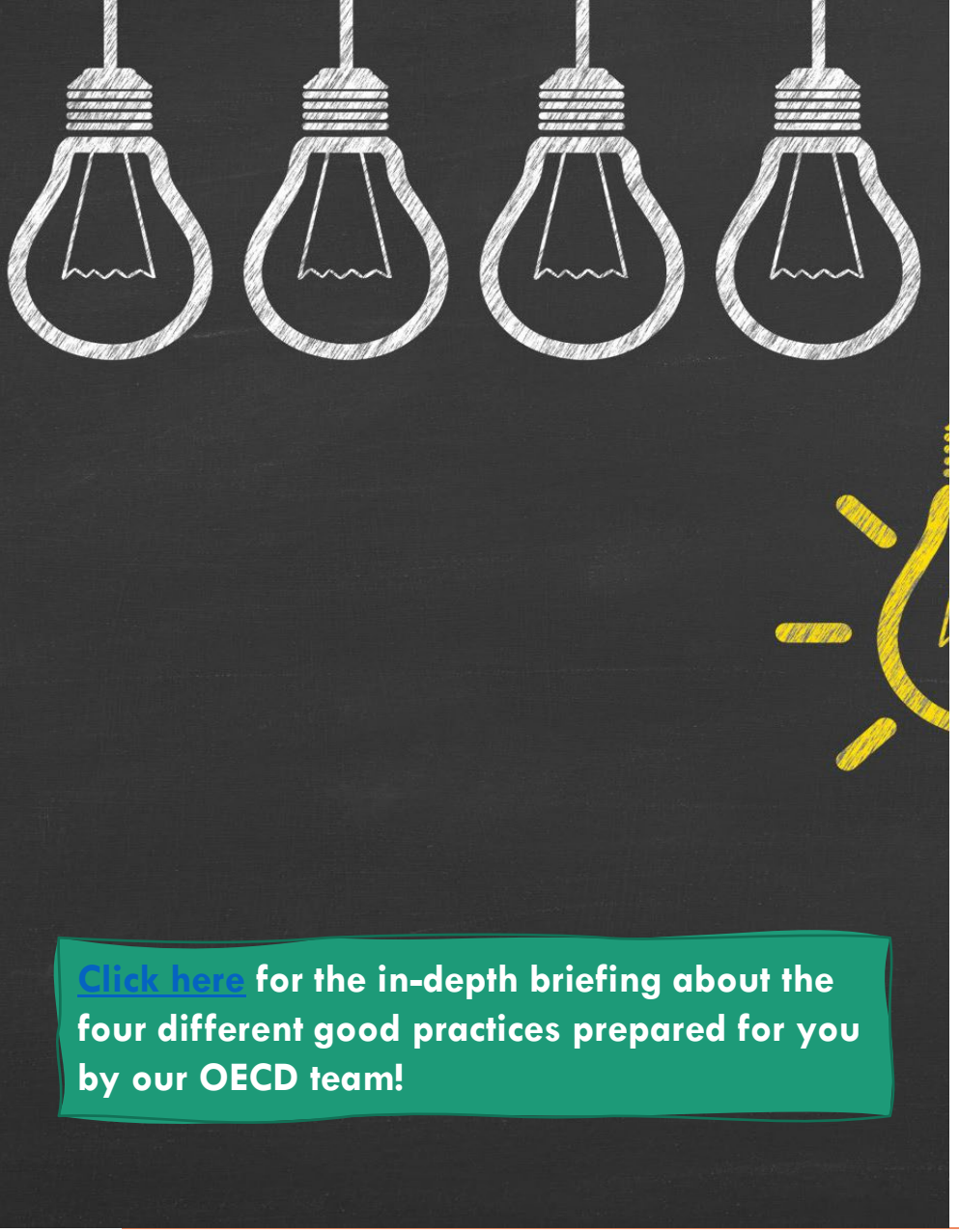
Countries that maintained effective oversight during the COVID-19 crisis set up crisis committees chaired by opposition parties

Special COVID-19 committees proved to be an influential platform for civil societies and citizens to voice their concerns about emergency responses. After all – one in four OECD members established crisis committees!

For example, the New Zealand Parliament created an opposition-chaired special committee from 25 March to 26 May 2020 with 11 members from all five parties to review and report on the government's response to COVID-19.

The committee had broad powers to summon testimony and documents from ministers and experts and meetings were publicly broadcasted on traditional media and online. The committee brought in local councils, environmental groups, and marginalised communities for consultations that the government had intended to bypass in rolling out infrastructure stimulus.

>>> Click here for more information on the initiative



Click here for the in-depth briefing about the four different good practices prepared for you by our OECD team!

OECD Guiding Principles on Crisis Oversight Tools

Four sets of OECD guiding principles have been developed to support mobilising resources for crowd-sourced crisis oversight tools, motivating civil societies and citizens to participate, and promoting the work to non-members.

These include:

1. OECD Good Practice Principles for Deliberative Processes for Public Decision Making;

2. OECD Principles of Good Budgetary Governance;

3. OECD Recommendation of the Council on Open Government; and

4. OECD Principles for Independent Fiscal Institutions.

Spotlight: OECD Guiding Principles

1 - OECD Good Practice Principles for Deliberative Processes for Public Decision Making

They contain several recommendations (Principle 4 and 5 on inclusiveness and representatives, respectively) for ensuring that crowd-sourcing is inclusive and representative of the public (guidance for the second sprint question on engaging citizens in all stages of the process). Principle 3 on transparency supports and provides guidance for taking action to make the project known to non-members (the extra sprint question).

2 - OECD Principles of Good Budgetary Governance

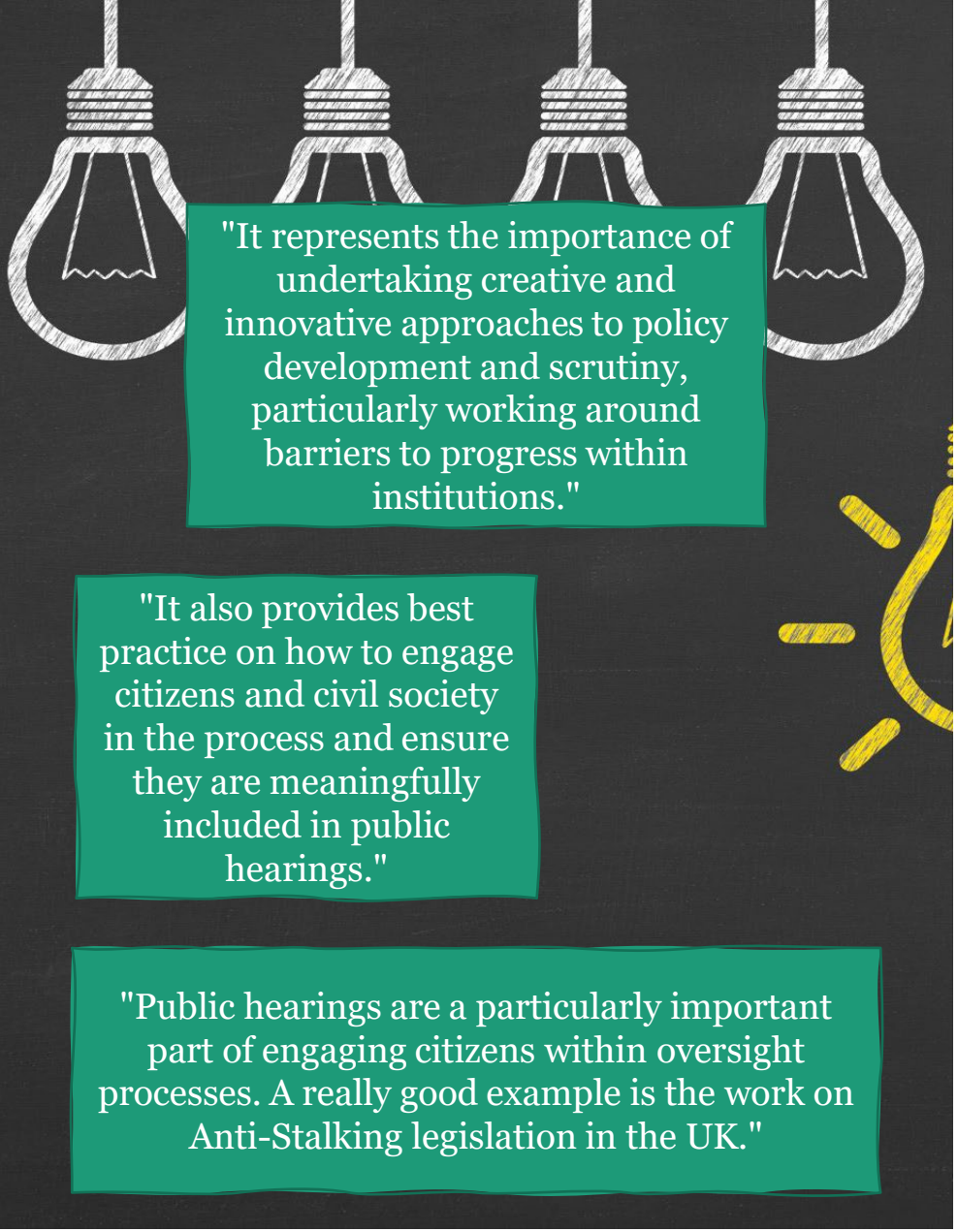
They recommend that OECD members and non-members develop and implement budgetary governance frameworks that facilitate the engagement of parliaments, citizens, and civil society organizations. Mobilizing sufficient resources (both financial and expert research support) for parliamentary crisis management tools (the main sprint question) would be consistent with adhering to this principle.

3 - OECD Recommendation of the Council on Open Government

It contains recommendations that can help motivate civil society to be involved with crowd-sourcing (the first supporting sprint question) such as ensuring opportunities are equal and fair, giving adequate time and minimal cost, and avoiding duplication and consultation fatigue, supported by making it easier through digital tools and reciprocal by providing open government data.

4 - OECD Principles for Independent Fiscal Institutions

These are relevant for mobilising sufficient resources for crisis management tools, which include non-financial resources such as subject-matter experts on economic and fiscal affairs. These principles recommend that IFIs (fiscal councils and PBOs that support legislatures) support legislative oversight, particularly the work of committees. IFIs could play a role in researching and suggesting options for crisis management.



Inclusive and Diverse Public Hearings: a Creative and Innovative Approach to Policy Development and Scrutiny

Initiatives like these represent the importance of undertaking creative and innovative approaches to policy development and scrutiny, particularly working around barriers to progress within institutions.

Public hearings are a particularly important part of engaging citizens within oversight processes.

A good example is in the work of **Anti-Stalking legislation in the UK**. Initiatives like these provide best practice on how to engage citizens and civil society in the process and ensure they are meaningfully included in public hearings.

>>> Click here for more information on the initiative

APROPOS
Advancing Process in Politics

Further Collection of Best Practices

- Parliaments for Global Action (PGA), A Peer-Learning Space for Sharing Challenges and Solutions, 2021.

  The PGA Network's model for inter-parliamentary cooperation could serve as a good model for joint-solutions to shared problems.

- OECD, Independent Fiscal Institutions: Promoting Fiscal Transparency and Accountability during the COVID-19 Pandemic, 2020.

  This report shows that countries that maintained effective oversight during the COVID-19 crisis were supported by independent fiscal institutions.

- Inter-Parliamentary Exchange (IPEX).

  IPEX, the Inter-Parliamentary EU information eXchange, is a platform for the mutual exchange of information between the national Parliaments and the European Parliament concerning issues related to the European Union, especially considering the provisions of the Treaty of Lisbon.

- Universities UK.

  Universities UK works on behalf of its members to maintain strong relationships with political parties in parliament and to influence policy change. Universities UK also provides the secretariat for the All-Party Parliamentary University Group.

Further Collection of Best Practices

- Inter Pares, Parliamentary Innovations in Times of Crisis, 2020.

  The INTER PARES team has conducted a global mapping of parliaments' different responses to the coronavirus pandemic, collecting and comparing open-source data from 177 parliaments around the world from February to June 15, 2020.

- Inter-Parliamentary Union (IPU), Country Compilation of Parliamentary Responses to the Pandemic, 2020.

  The compilation uploaded by the IPU provides an overview on parliamentary reactions to the Covid-19-crisis and shows the range, the potential and constraints of responses.

- Inter-Parliamentary Union (IPU), How to Run a Parliament During a Pandemic: Q and A, 2020.

  How can parliaments continue to function in a time of pandemic? This Q and A presentation explores some of the approaches being taken by IPU Member Parliaments around the world. The objective is to help parliaments continue to function as effectively as possible during the pandemic.

- Harvard Business School, Managerial Recognition as an Incentive for Innovation Platform Engagement: A Field Experiment and Interview Study at NASA, 2019.

  The study analyses the effects of non-pecuniary incentives. They find out that, while "paying employees to support initiatives is most likely ineffective, infeasible, and can even be counterproductive."

Further Collection of Best Practices

- Westminster Foundation for Democracy, Legislative Scrutiny: Overview of Legislative Scrutiny Practices in the UK, India, Indonesia, and France, 2019.

  This report is a good example of how to establish a knowledge hub by reflecting on approaches to oversight and scrutiny, comparing them, and exploring the contextual and institutional factors that can influence them.

- Floor Lams, Crisis-Management Training for All Members of Cabinets and Ministries, 2020 (Link in Flemish).

  A proposal by Floor Lams – a crisis-management expert who was part of the Special Committee COVID-19 evaluating the corona crisis in the Belgian Federal Parliament – to provide crisis management trainings for members of parliament. Nowadays in Belgium only a select few people get these trainings.

- OECD, Legislative Budget Oversight of Emergency Responses: Experiences during the Coronavirus (COVID 19) Pandemic, 2020.

  This report highlights best practices on how to establish and finance special oversight commissions and other monitoring and exporting requirements as a condition of passing crisis legislation.

>>> Click here to access the complete Best Practice Marketplace

Thank you for sprinting with us!

Hey Sprinters! If there is anything that we have missed, that you would like to see added to this report, or that you have trouble accessing. Please do not hesitate to contact us at oedteam@gmfus.org. We would be happy to help.