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New? normal, New? challenges,
The moment.

Several impacts of COVID-19 in the public sector

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Governments will tackle the consequences of COVID-19 along several fronts

At another crossroads for a sustainable future

The coronavirus crisis has **put the entire world's governments and administrations to the test.**

During the months of emergency, the efforts of public players where zeroed in on stopping and preventing infections, and on responding to the immediate effects of COVID-19 on citizens and territories.

After the months of the pandemic's greatest severity, emergency levels have started to be reduced, although the new waves of infection outbreaks will oblige them to remain high for several more months.

However, **public administrations must start to cast their eyes beyond just an immediate response** to the emergency.

The impact of COVID-19 has had and will have **extremely negative consequences for all states and regions,** placing the sustainable future outlined in the Sustainable Development Goals (SDG) at risk, as a global agenda for 2030, in which **we are all involved and interested**.

The COVID-19 impacts will affect four essential core areas:

- **Health and healthcare,** due to being an infectious disease that puts the health of a large number of citizens at risk, and due to the high number of patients today and in the future, stressing and pushing healthcare systems to their limits.

- **Economic,** because the confinement and social distancing measures, and citizens' ensuing fear and mistrust, have engendered complete stagnation, or a severe restriction, of economic activity and consumption.

- **Social,** the outcome of the health and economic crises, has increased the socioeconomic vulnerability of many groups that were already vulnerable before the pandemic, in turn affecting a significant percentage of citizens who now live with even greater social risks.

- **Political and public management,** as the handling of the pandemic has led to learning highly-relevant lessons, but also to identifying improvement areas and important inefficiencies in the mechanisms, capacities and tools for a quick and effective political and public response to crisis situations.

Governments will tackle the consequences of COVID-19 along several fronts

Some consequences of COVID-19 could be an opportunity for the public

Nonetheless, **the pandemic has also revealed** specific positive issues that could be **levers and accelerators for the public administrations to adapt and transform:**

Citizens' great willingness to adapt their daily behaviors and habits to contribute to the common good, and to adjust to the new ways of accessing public services.

Greater citizen awareness of the **importance and influence of political decisions and public management.** Citizens today now have an increased awareness of the impact of public matters on their daily lives, and their **need to know about and participate more in public actions.**

Proof that all levels of the administration (from local to supranational) **have very important roles to play,** where they must accept responsibility for them and work together in close coordination.

Civil servants have been skillful at reacting, adapting and seeking solutions, despite the radical change in their working methods and—often—not having the most suitable means and resources available.

And **digital technologies and resources, which have been put into action,** almost without any time for testing and pilot programs, but whose benefits and results have been more than significant in most cases.

Governments will tackle the consequences of COVID-19 along several fronts

Some challenges are unknown, but others are already very familiar to the public administrations

From the perspective of the public administrations, the impact of COVID-19 has created **an important quandary for governments**

- There is a real risk that responding to the consequences of the pandemic will eat up the majority of political work and financial resources. **The situation seems to once again define government roadmaps.**

- However, everyone agrees in pointing out resilience as a key feature for readying and structurally reforming the public administrations and public services. - Structural matters all seem to point to the sustainable formula.

It is **contradictory that the roadmap centers on present circumstances, when structural elements—**like automation, digitization, data use for making decisions, remote assistance and the digital training of civil servants**—have been the most often employed solutions** to respond to the emergency and many of its consequences.

Moreover, there is widespread agreement in believing that the public administrations' experiences during the months of emergency **have been employed and will be used to accelerate digital transformation, to redesign public services and to take advantage of human and material resources.**

However, **nothing or almost nothing turns out to be new,** with regard to the needs and long-standing obstacles to modernizing the public administrations: simplification, digitization, 360-degree view of citizens, proactiveness, omnichannel, are all once again on the agenda for public reforms.

Much of the new is already known, although another part not so much, although the main point seems to be in accepting that **the new normal also applies to the public administrations,** and is not an alternative or a secondary goal, but the **smart road for responding to challenges.**

Governments will tackle the consequences of COVID-19 along several fronts

A time for making high-level decisions, collaborating and moving into action to transform the public administrations

The effects of COVID-19 will be noticeable for a long time and at all levels—as we have seen—and we are therefore at a propitious time to make strategic decisions (that go beyond responding to the immediate situation) and that must have the broadest scope and perspective possible.

Along this path for the public administrations to reflect and act, collaboration–in its broadest sense–is a concept that has emerged from the crisis even stronger. It will mark the difference in the public administrations if they truly understand this and know how to implement and take full advantage of it.

Taking advantage of the value of distributed knowledge and intelligence, with regard to collaboration, is put forward as an essential lever for transforming the public administrations and their services, as the best assurance for resilience, in an increasingly more digitally-interconnected world.

Collaboration between the public administrations and the regions, public-private collaboration, collaboration with citizens… in short, collaboration with all agents ready and willing to put their knowledge and abilities at the service of common interest.

We are at the right time for a new governance model, the "cognitive government," which must leave the government of rules and procedures behind. The setting that emerges from the knowledge society demands a different governance method, adding new assets, skills, mechanisms and guidelines that are different from those applied to societies and models of the past.

Further, the new public strategy, for strategic reactivation, must consider the impact beyond the public sphere, as it must also handle the effective transformation of territories' economic and social structures, and their production models.

All of this based on the fact that we must add the concept of sustainability and the SDG to the equation, where the Green Deal is arising as essential, no longer simply an option, but the path.

In light of the above, it is well worth reviewing some of the impacts that will cut across all public administrations, and learning about some of the solutions that everis proposes as responses. To illustrate them, we will use these areas of the public administrations:

Some cross-cutting impacts of COVID-19 in the public administrations

With regard to Strategy and Planning, the main impacts will be...

The starting point for the administrations' actions must be the strategy and planning of public policies and services.
COVID-19 reveals several challenges in the strategic area of governments and administrations:

- **Reaction vs long-term:** governments must be able to keep in step with the strategies for recovery and economic buoyancy, with structural and long-term strategies.

- **Reprioritization of policies and priorities:** the order of priority for actions and plans must be reviewed, although this involves having criteria and proof to undertake this review.

- **More public coordination and government:** crisis management reveals the need to maximize coordination mechanisms—both inter- and intra-public administration—devising an integrated vision of public affairs and the interdependencies of political decisions.

- **Incorporation of a prevention and anticipation focus for the solution:** designing public policies will entail early intervention, and a perspective of resilience, a new core for public policies.

- **Re-thinking the distribution of competences:** COVID-19 has clarified the opportunity to reorganize powers, not only for handling catastrophes and other critical situations.

everis solutions

Evidence Hub: data office for the identification, prioritization, design, monitoring and evaluation of public policies and services.

Public Digital Ecosystem: digital platform for key agents for integrated services and the provision of integrated services.

Public Policy and Service Coordination Office: as a tool to ensure the internal coordination of actions, messages and public policies.

Digital platform for the collaboration, participation and assessment of public services.

Some cross-cutting impacts of COVID-19 in the public administrations

The main impacts for Budgets and *Public Spending público* will be...

Implementing public strategies and policies will depend on the suitable use of the Budget and Public Spending.
COVID-19 has been particularly demanding for both of these levers, revealing several key challenges:

- **Procurement scenario:** increased public dept will be highly significant in determining the public administrations' action capacity.

- **Smart policies for managing revenues and spending:** because the public administrations must optimize their revenue and expenditure sources.

- **Redefinition of priorities in procurement and investment strategies:** due to the relevance acquired by public health, social inclusion, digital infrastructure and safety issues.

- **New procurement strategies:** governments will need to improve their procurement strategies, which must be smart, streamlined and flexible. This includes extending and taking much greater advantage of the possibilities offered by Innovative Public Procurement (IPP).

- **Maximum use of additional resources:** resources and funds from supranational institutions, like the European Commission, the IDB and the World Bank, must be maximized by the public administrations.

everis solutions

Fraud Data Office: service to employ and analyze data to prevent and detect tax fraud.

Administration shared-services hub: as a tool for service efficiency and improvement.

New taxpayer-collaboration model: to redefine the experience with taxpayers and optimize tax income.

Comprehensive and smart spending management model: tools and models to optimize the complete spending model.

New fund planning, raising, management and use service

Innovative Public Procurement Office

Some cross-cutting impacts of COVID-19 in the public administrations

With regard to Citizen *Relational Models,* the main impacts will be...

The way in which services are provided and how relations are handled with citizens are progressively more relevant for public administrations and, during the pandemic, due to social distancing, they have been employed to give greater prominence to a **series of challenges for the administrations:**

- **Contactless and remote services:** the need to promote contactless service and, thus, remote, has been strengthened by COVID-19, and will gain even more relevance, not only for similar situations, but also as a tool for the efficiency and effectiveness of public administrations.

- **Models not so dependent on HR:** digitized service models are increasingly appearing, compared to models dependent on staff, especially to respond to large demand peaks, or easily-automated mass service provisions.

- More effective communications that can create trust among citizens

- **Proactiveness of services:** which exponentially improve the value for citizens, and drastically reduce citizens' needs to seek information or request support for accessing financial aid, benefits or rights they may have, etc.

- **Segmentation of the people or companies using the service:** to understand which channels are best adapted to them and to understand what they expect and hope to find in the service they receive.

- **Scalable relational models:** since the pandemic has acted as a spotlight—more than ever before—to understand the importance of having service models with enormous increases in demand on very occasional days.

everis solutions

Redesign of the digital experience: needs analyses and solutions to improve the citizen experience.

everis Virtual Assistant (eVA): cognitive contact center with smart automation and omnichannel in relations with citizens.

CitizenRM: solution to have a comprehensive and integrated vision of citizens, and to be able to combine the mass management of policies and services, with personalization for citizens.

New digital service channels: technology solutions for subject-based and specialized digital services.
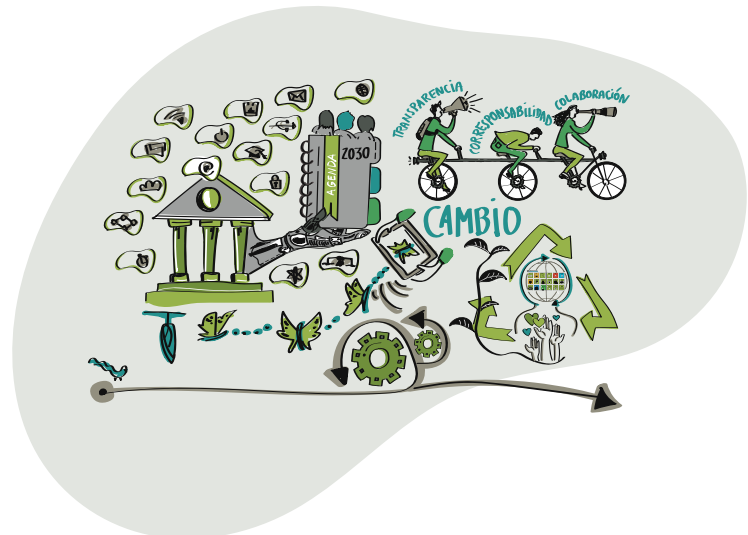
Open-government and communication strategies and solutions

Some cross-cutting impacts of COVID-19 in the public administrations

For *Organization and People*, the main impacts will be...

Civil servants and organization are at the heart of the public administrations. During COVID-19, several challenges were put on the table that directly affect them:

- **Need to build more resilient public organizations:** that are able to respond more quickly and effectively to adverse and unforeseen situations.

- **An organization designed with a more flexible workforce:** that will enable—as proved by COVID-19—the quick balancing of resources between functional areas at the public administrations.

- **Greater relevance of teleworking:** not only as a remedy to the situations caused by social distancing, but also to improve the services and experiences of civil servants.

- **From the concept of public function to the concept of public value:** which will involve rethinking provision, selection and career models, from a focus of function to that of public competence.

- **Training civil servants for constant change, especially digital:** the training models of the public administrations must influence employees' ability to adapt to the constant changes occurring, both in their areas of competence, and in society and the economy.

- **Managing the phygital experience of civil servants:** so that employees can better bridge and balance their physical and digital tasks.

- **Greater professionalization of senior management:** as a feature to guarantee their management of changes and changing challenges.

everis solutions

Employees for public value: organizational diagnosis and evolution model for the administrations.

Liquid Digital Workplace (Togo and Knowlers): everis solutions aimed at improving the employee experience and the personalized combination of effective teleworking and working at their regular physical workstations.

Digital Skills Plan: strategic, operational and technological framework to diagnose and improve the digital skills of civil servants.

Some cross-cutting impacts of COVID-19 in the public administrations

For *Operations*, , the main impacts will be...

Processes and operations are in the back-offices of the public administrations, on which a large part of daily work is based. COVID-19 and its organizational impact have slowed down and even stopped a large part of the administrations' operations, clarifying **different challenges to which it must respond:**

- **Need to accelerate public-private and public-public collaboration:** managing the pandemic and its impacts has proven that shared actions and decision making are the best way to move forward in such interdependent contexts with multiple agents.

- **Better development of the combined workforce, both people and machines:** having people devote themselves to generating greater value for citizens, and machines devoted to activities with little value or higher consumption of human resource tasks.

- **Incorporation of a risk-management perspective:** so that public services and policies bear in mind their risks more and the contingencies to consider in the operations that support them.

- **Default digital processes:** to avoid situations like those experienced during the pandemic, in which civil servants could not telework, because the proceedings and records were only on paper.

- **Interoperability, as an essential feature** for collaboration and designing services with a vision of the recipients, compared to a vision in organizational silos.

- **Data for all, including operations:** not only for designing and evaluating policies and services, but also to understand, monitor and improve the administrations' operations.
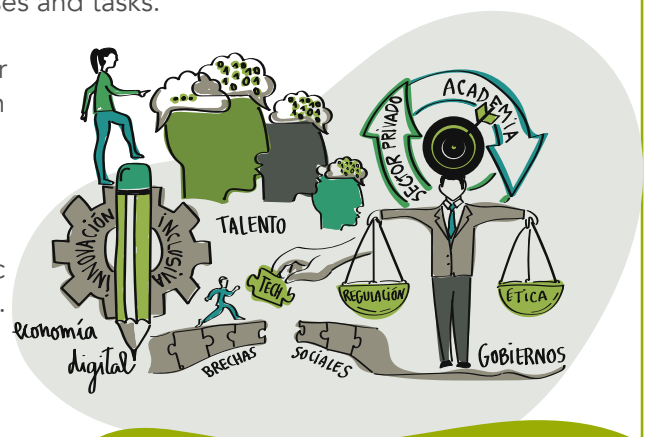
everis solutions

Intelligent Automation Factory: service for the continuous governance and deployment of intelligent automation of processes and tasks.

Public Digital Ecosystems: digital platforms for multiple-agent interoperability and collaboration in developing a policy, program or public service.

Data-Driven Administration (Datalaia): everis digital platform and framework for a data-centric organization to improve operations and services.

Public Task Forces, staff augmentation to support the high-volume tasks of the public administrations.

Some cross-cutting impacts of COVID-19 in the public administrations

Related to *to Technology and Innovation*, the main impacts will be...

Technology and Innovation are implemented more slowly than in other sectors, but they are here to stay at the public administrations. Today, they are decisive in transforming public services and policies. COVID-19 has placed them at the center of many of the solutions proposed for the emergency, **posing new challenges for the public administrations:**

- **Unexpected adoption speed:** the speed of innovation and the incorporation of technologies proves that the public sector can also tackle its digital transformation.

- **Need to have digital strategies whose aim is internal and external improvement:** that give a shared framework between technology and the functional area, to progressively take the digital transformation in hand.

- **These transformation strategies must consider the modernization and renewal of infrastructures and IT services:** because the public administrations still employ technologies and IT services that clearly restrict an agile response to quickly-changing and unexpected environments, which decisively damage their digital transformation.

- **Need for bi-modal strategies and technologies:** which can coexist with legacy systems and with new technologies and solutions, where the latter are where this transformation must be leveraged, gradually making the former less relevant.

- **The unfolding of cloud solutions and strategies:** their value and pertinence have been proven during the epidemic, quashing a large part of the mistrust the public administrations had, gaining a positioning as the most intelligent and efficient road to the future.

everis solutions

Digital Transformation Strategy: the strategic and operational roadmap for digital transformation in the public administrations.

Digital Transformation Office: set of resources, methods and tools to support the digital transformation at public administrations.

Digital Services Hub: working framework and factory for the standardized design and development of public digital services.

Digital Platform of Public Services: modular comprehensive platform for the creation and provision of digital services.

GovTech Lab: office for tech innovation for the digital government.

Digital Architectures and IT Bimodal strategies: digital architectures for digital transformation and coexistence strategies with legacy systems.

everis cloud: cloud services and solutions, with an in-house framework so that the public administrations can obtain the full range of advantages of adopting the cloud as quickly and effectively as possible.

Some cross-cutting impacts of COVID-19 in the public administrations

And for *Physical Infrastructures*, the main impacts will be...

In a context such as the present, where all that is digital is gaining ground over the physical, the public administrations' physical infrastructures must also be subject to review, where some challenges are identified in this area:

- **Redefine the role of work centers:** in a context where teleworking is growing, it is now particularly relevant to outline what the role of these spaces should be, which until now were designed to house civil servants during the workday.

- **Redesign the offices and service centers, so that they can resolve anything that cannot be done remotely:** this involves changing from offices focused on managing lines and appointments, to offices that support the citizens who truly need it.

- **Incorporate the phygital concept in offices and service centers:** to maximize the use of the advantages both of the digital and physical arenas, for those services for which it is most convenient.

- **Paperless and more sustainable offices:** pushed by the rise of everything digital, by the environmental impact and by savings, public buildings will progress toward the concept of green governments.

- **Safer and smarter management of public spaces:** taking advantage of tech solutions to manage mobility and spaces, and people's safe access and mobility, for example in cases of social distancing, like during the pandemic.

everis solutions

IoT for Gov (Habität): everis solution for the safe return to offices and to optimize the use of spaces.

New public building models: models for the conceptualization and redesign of public spaces.

Phygital solutions: for citizen services offices.

Liquid Digital Workplace: an everis solution aimed at improving employees' experience and the personalized combination of effective teleworking and at the regular physical workstation.
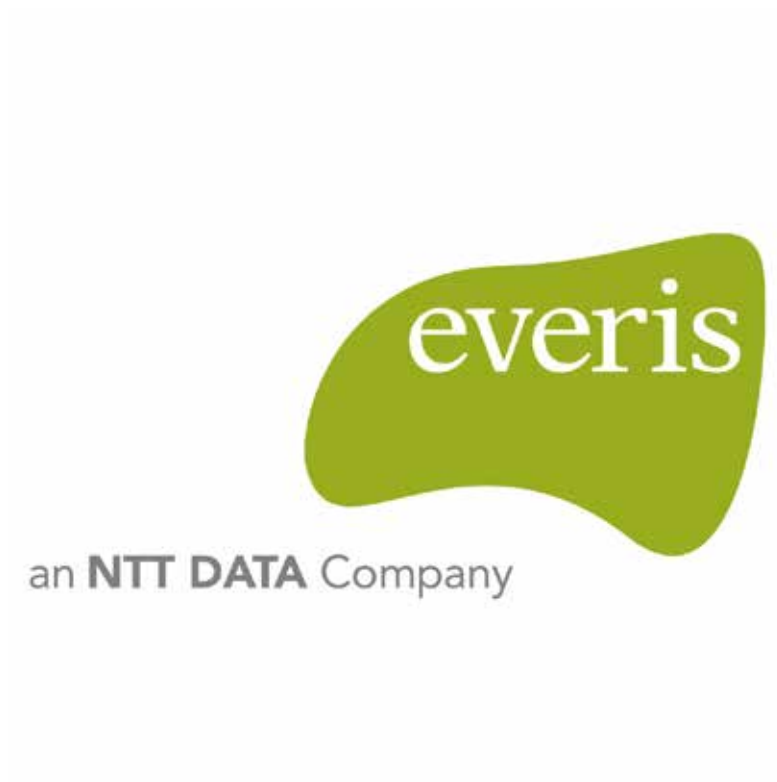
everis, Tech for Good

We want to help the public administrations to take full advantage of digitization opportunities, to make them more resilient and more valuable to citizens.

everis Public Sector & Health develops an important social contribution via the provision of services and consulting for governments and public administrations.

We help the public administrations to fully employ the advantages stemming from digitization in terms of resource optimization, improved future decision making, and maximizing their potential in such decisive areas for social welfare as employment, health, the environment, education and transportation. **Our value offering is structured around several public sector management and know-how areas,** with the aim of applying the most innovative technologies and methodologies to the service of creating public value:

Tech for Good is the way that everis understands the digital transformation of public administrations.

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