iif. | International Innovation Forum

2022

International Innovation Forum Report

Public Administrations in times of COVID-19: Sustainable Adaptation Strategies

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Section 1.
Executive summary

> **❝** *Parliaments are at the forefront when it comes to addressing processes of social change, and they play a key and constructive role in global issues like climate change.* **- Claudia Roth.** **❞**
> Former Vice-President of the German Bundestag

1.1 Why IIFO

The COVID-19 pandemic has affected every aspect of our lives, including our societies, our public institutions, and the services they provide. Parliaments are at the forefront when it comes to processes of social change, playing a constructive role in global issues including poverty, unemployment, and climate change.

Within the context of a global crisis, parliaments had to rapidly adapt to find ways to continue operating and pass legislation needed to deal with the ravages of the pandemic.
The responsibilities of Parliaments include the discussion and approval of laws and the allocation of the federal budget, and they play a critical role in ensuring the safety of society and the environment.

In response to the ongoing public health crisis, the Mexican Chamber of Deputies, the German Bundestag, and the German Cooperation for Sustainable Development (GIZ) in Mexico co-hosted the International Innovation Forum (IIFO), titled "Public Administrations in Times of COVID-19: Sustainable Adaptation Strategies" from September to November 2021.

Grounded in international collaboration, the IIFO brought together representatives from parliaments, public institutions, organizations, and academia to participate in innovative methodologies focused on sharing lessons learned and co-creating solutions.

Although extensive research has been conducted on sharing parliamentary practices and facilitating inter-parliamentary communication, the IIFO was the first time that these actors gathered to take part in a Learning Journey.

The IIFO was hosted by the following organizations:

The German Cooperation for Sustainable Development (GIZ) is an implementing agency of the German federal government that assists the Government of the Federal Republic of Germany to achieve its objectives in the field of international cooperation for sustainable development.

The German Bundestag is the supreme constitutional organ of the Federal Republic of Germany and the only organ of the state that is directly elected by the people. It is the forum where differing opinions about the country's policies are formulated and discussed. It currently has 736 members.

The Chamber of Deputies is the Lower House of Mexico's Legislative Branch. It is constituted of 500 deputies, all of whom are representatives of the Nation. The Chamber of Deputies discusses and approves laws that regulate Mexican society.

makesense is an international organization that designs social and environmental impact programs. For the IIFO, makesense designed and implemented innovative, agile methodologies to encourage knowledge interchange, learning, and the co-creation of solutions.

1.2 Learning Journey Process

The Learning Journey is an agile methodology grounded in Design Thinking that was used to both inspire participants before the IIFO and stimulate dialogue and an open interchange of ideas during the live sessions held as part of the forum.

Following an initial dialogue and interchange of ideas between the host organizations, four main thematic corridors were established to guide participants' exploration and analysis:

- **Transforming parliaments for a post-COVID world**
- **Labor innovation**
- **Citizens Participation**
- **Sustainable public infrastructure and management**

Participants were assigned to one of the four thematic corridors based on their expertise and received infographics, readings, and a key message from international experts to inspire their ideas.

During two weeks in September and October 2021, participants came together to dialogue, exchange ideas, and create solutions to existing challenges.

The experts involved in each corridor included representatives from parliaments in Europe and Latin America, public institutions, organizations, and academia who participated in the following two sessions:

- **Session 1, Explore and be inspired;**
- **Session 2, Design and prototype;**

The live sessions were enriched using the agile methodologies of reflecting thinking and speculative design.

1.3 General Outcomes

Seventy participants from nine countries and three different continents came together online for an energetic interchange of ideas and thoughtful dialogue during this Learning Journey. Although many challenges remain, participants' dialogue revealed lessons learned from the past.

Corridor 1: Transforming parliaments for a post-COVID World focused on analyzing what has worked and what has not worked for parliaments operating via a hybrid format, highlighting both the technological and non-technological lessons learned. Participants identified three main categories that encompassed both the factors that worked and those that did not:

1. **Digital tools and open democracy** covered topics such as electronic voting and artificial intelligence. An analysis of this category showed that a country's technological development was not the main challenge or barrier to adopting innovative device tools. Instead, cultural bias and transparency needs resulted in increased levels of technological adoption.
2. In terms of **training**, participants highlighted the need to strengthen the knowledge and skills required to innovate and adapt to challenges and opportunities, as well as the need to better understand the technology and raise awareness about its advantages and appropriate netiquette.
3. An assessment of **digital tools and legal frameworks** revealed the challenges of data protection and the influence of culture as a factor that influences a country's ability to quickly change and adapt. The outcome of this corridor is a list of what has worked and what hasn't worked (technological and non-technological) for members of Parliament and the Chamber of Deputies that have been operating using a hybrid format.

Corridor 2: Labor innovation focused on how parliaments can create internal work environments to maintain or increase the quality of their activities and how these work environments can help ensure efficient responses both during COVID-19 and beyond. The central focus within this corridor was remote work, and the discussion explored the advantages and disadvantages of the

hybrid model. Three additional subcategories of discussion were also addressed, including:

1. **Protocols and the contributing factors**, such as budget and vaccination processes, which were highlighted as very important to achieve the productivity and satisfaction of parliament workers.
2. **Training**, which incorporated lessons learned from corridor one and enabled participants to effectively identify the skills that must be strengthened among parliament staff.
3. **Diversity and culture** were emphasized as elements that need to be supported or adjusted to achieve clear boundaries between the personal and professional life of parliament workers and ensure equal opportunities and inclusion for parliament staff.

The outcome of this corridor is a set of recommendations to increase the quality and efficiency of internal work environments for the benefit of parliamentarians and other staff.

Corridor 3: Citizens participation and transparency focused on how parliaments can create or strengthen spaces and processes to facilitate citizen participation and transparency (e.g., open parliament and citizen committees) to ensure that no citizen is left behind both during COVID-19 and beyond. The discussions held as part of this corridor helped participants realize the progress that parliaments have made towards open governments, and participants shared both best practices and areas of opportunity. Achievements and areas of improvement were primarily focused on three main categories:

1. **Transparency and legal framework**, which showed the clear need to legally establish the foundation for the concepts and structures for open government.
2. **Citizen and parliament education**, which highlighted the importance of knowledge and skills for both citizens and members of the parliament in order to bring the law closer to citizens, enable the inclusion of people in vulnerable situation, and raise awareness of the advantages of open governments and citizen participation.
3. **Communication and democratic instruments**, which highlighted parliaments' democratic responsibility to communicate the decision-making process and the outcomes of their participation to citizens.

Participants also identified the need to regulate and implement inclusive approaches (including spoken languages and visual aids) to ensure that they meet the needs of all citizens, including people with disabilities, Indigenous peoples, and citizens from minority groups.

The outcome of this corridor is a set of best practices on the way parliaments can ensure citizen participation and transparency spaces and processes both during COVID-19 and beyond.

Corridor 4: Sustainable public infrastructure and management focused on ensuring sustainable public infrastructure and management to change water consumption patterns, energy and paper use, etc., in public buildings. Participants discussed how to manage the consistency of sustainability programs across different management levels beyond public buildings, and show the correlation between environmental health and human well-being. Three main categories were identified:

1. The need to allocate a budget for sustainable development when financial planning.
2. The implementation of hybrid models highlighted the importance of encouraging sustainable practices not only in public buildings but also in personal schedules and remote work to achieve positive collateral impacts for the environment. The discussion also focused on the "new normal" of human behavior during the pandemic, which has caused different impacts on the environment.
3. Finally, participants highlighted the importance of ongoing training and formal learning to support the transition to sustainable practices. Participants recognized the critical factor of engaging with the right stakeholders to co-create trainings to achieve and maintain existing certifications and build new skills.

The outcome of this corridor is a set of recommendations in order to change patterns of consumption of water, energy, paper, etc. in public buildings.

Section 2. **Methodology and creative process**

2.1 Learning Journey and User Experience Design

The IIFO brought together participants from all around the world and facilitated a user experience grounded in the Design Thinking and Learning Journey agile methodologies.

2.2 Learning Journey + Design Thinking Methodology

The IIFO user experience was focused on sharing inspiring information and enabling dialogue and the interchange of ideas focused on designing effective solutions. Design Thinking is an iterative process that seeks to understand the user, challenge assumptions, and redefine problems in an attempt to identify alternative strategies and solutions that might not be instantly apparent. At the same time, Design Thinking provides a solution-based approach to solving problems. It is a way of thinking and working as well as a collection of hands-on methods. This is why this methodology was selected for the purpose of this particular forum.
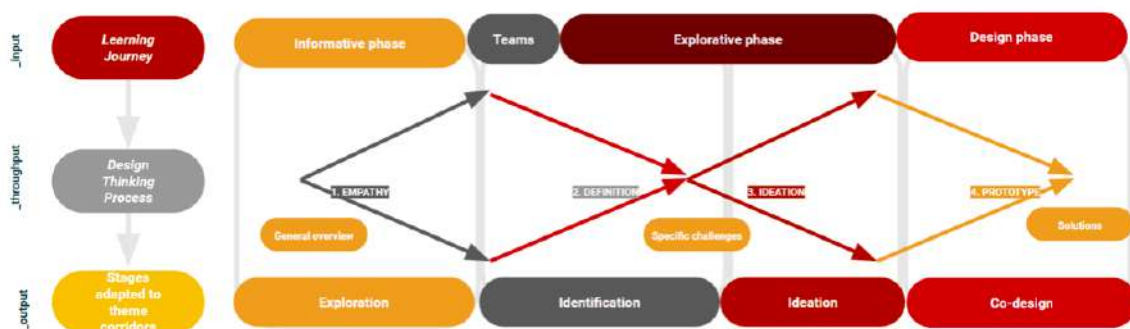

Figure 1. Learning Journey + Design Thinking phases.

Figure 1 presents an overview of the phases of the Learning Journey and Design Thinking methodologies. Both methodologies are grounded in a general overview, specific challenges, and solutions. The IIFO Learning Journey also included:

- **Exploration:** Sharing information and research regarding current shared challenges.
- **Identification:** Understanding challenges, identifying lessons learned, and detecting common ground.
- **Ideation:** Unleashing creativity to build potential solutions.
- **Co-design:** Contributing ideas for future improvements that can be incorporated into international recommendations and/or reflect local particularities.

Given the use of virtual/ digital tools during the COVID-19 pandemic, the phases were adapted to include asynchronous video materials from expert speakers and two synchronous virtual sessions where participants met online for live dialogue and to share ideas.
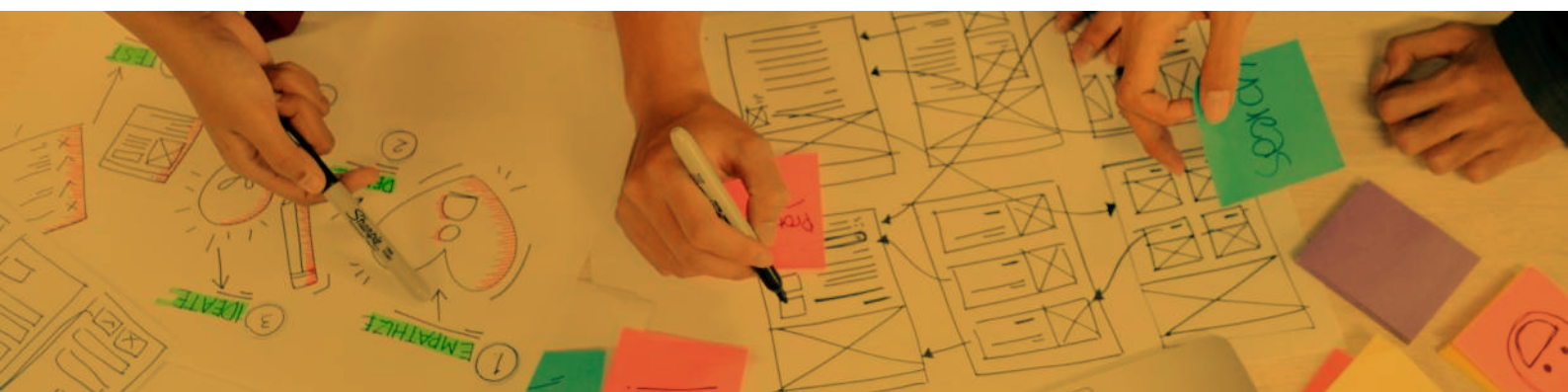
Figure 2 shows the asynchronous and synchronous activities implemented as part of the process.

Figure 2. Learning Journey Methodology adapted to virtual realities.

Asynchronous. Participants were divided into teams and received briefs on their thematic corridors, and the IIFO in general, featuring information regarding the objectives and the topics that would be discussed. These materials included infographics and inspiring videos from keynote speakers that encouraged participants to explore the challenges identified by experts. Each video was available on the official IIFO website:

- **Corridor 1 - Jonathan Murphy** Head of Programme INTER PARES | Parliaments in Partnership

- **Corridor 2 - Jon Messenger** Team Leader, Working Conditions Group Conditions of Work and Equality Department Inclusive Labour Markets, Labour Relations, and Working Conditions Branch (INWORK)

- **Corridor 3 - Cristina Leston-Bandeira** Co-Director of the Centre for Democratic Engagement School of Politics and International Studies (POLIS)University of Leeds

- **Corridor 4 Fairuz Loutfi**, Manager of Circular Economy and Energy Efficiency. World Resources Institute Mexico

Synchronic. Participants were invited to the "Explore & Be Inspired" and "Design & Prototype" live sessions. Additionally, two optional sessions offered participants the opportunity to further explore future priority actions.

- **Synchronic-Explore & Be inspired:** In-depth analysis of the challenges presented by the pandemic to and identification of current obstacles. Participants prioritized these challenges based on urgency and feasibility, enabling a space to align visions of the future and establish goals.

- **Synchronic-Design & prototype:** Review the outcomes of the former session and use creative speculative design tools to identify ideas and recommend solutions.

- **Synchronic-Rethinking spaces and closing session:** These final sessions featured the recommendations for strategic actions and offered networking for future collaborations.

Figure 3. Learning Journey Agenda of the online live sessions.

2.3 Connecting Activities

All four corridors also featured tools that invited participants to engage with asynchronous, activities on the website. So participants could read the material and inspiration at their own pace. For instance, they were invited to read the infographics and join the conversation on an online board by answering reflective questions and sharing useful resources such as reports, videos and other tools relevant to each thematic corridor.

2.4 Synchronous Session Methodology

> " Innovation is not only technology, but also about the process (institutional and human maturity). Innovation is not always leading edge, but moving forward from where you are. "
> **- Andy Williamson**

On September 21st, participants came together for the first live session. The "Explore & Be Inspired" session focused on identifying challenges and ideating solutions. The second session, "Design & Prototype," centered on co-designing desired futures and creating recommendations to achieve them. These live sessions used agile methodologies, including Reflective Thinking and Speculative Design, to enable participants to innovate in terms of public management and co-create recommendations and lessons learned.

Reflective thinking to learn from THE PAST

Inspired by the Health sector

Where, what, who , when   Thoughts   Feelings

Branch, W. T., & Paranjape, A. 2002

Figure 3. Reflecting Thinking Approach

Reflective Thinking. is grounded in the approach that identifying lessons learned is not done by focusing on describing past events, but rather on understanding current thoughts and feelings. It is a learning approach that can be used to improve responses to future critical and unexpected situations. Inspired by health sector inspires, this approach helps identify and structure lessons learned and manage uncertainty. Reflecting on what could have been done differently and how this learning might be applicable in the future enabled us to identify lessons and unleash the creative process to ideate future actions.

Speculative Design to build THE FUTURE

Inspired by Sci-Fi writers

Futures cone. Joseph Voros, 2000.

Figure 4. Speculative Design

Speculative Design. is an agile methodology grounded in the idea that the future does not exist and can be created by structuring scenarios in different dimensions. This methodology can be used to challenge problems and stimulate creative solutions for shared goals. Figure 4 shows the **Futures Cone, created by Joseph Voros**, which reflects the present and the potential to imagine different futures that are probable and preferable, and those which are possible and plausible. This methodology enabled us to establish common ground, despite working with a very diverse group of participants with different perspectives.

The last collaborative session applied the theory of thinking space relationally, an approach taken from human geography and the social sciences that centers spaces within the lineage of philosophical approaches to space in geography. Hence, space is understood as not physical, but unbounded and formed through entanglements of flows and networks. The metaphor of space was used to set the ideal of a parliament for work & integration of citizens in a sustainable future. Participants challenged their minds to understand parliaments as open-ended, actor-centered, and part of the development of a country.

2.5 Dialogue, Canvas, and the Collaborative Process

Ideas from the discussions held during the live sessions were structured and shared using a visual tool called canvas. Canvases were designed to support the agile methodologies used in live sessions. This is the list of the canvases used throughout the IIFO:

- **Reflective Thinking Canvas**
- **Inspiration Canvas**
- **Problem Discovery Canvas**
- **Future Thinking Canvas**
- **Scenario Building Canvas**
- **Ideation Canvas**
- **Action Plan Canvas**
- **Priority Actions Canvas**
- **Rethinking spaces proposal Canvas**
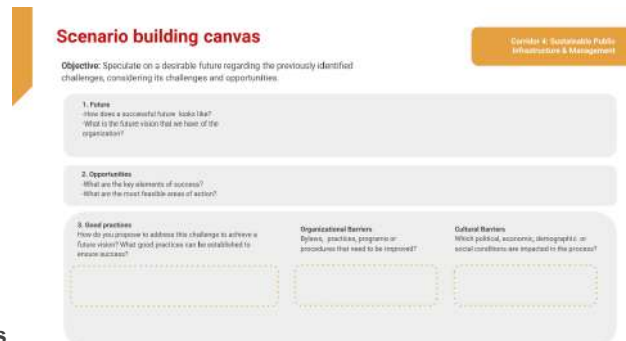
The designs of each Canvas can be found in Annex 1.

Section 3.
IIFO Participants

3.1 Participant Profile

The COVID-19 pandemic has brought about challenges beyond health, including economic and social crisis that has impacted nations worldwide. IIFO´s allies collaborated to invite high-level participants which included members of parliament and external stakeholders to enable multi-actor interaction, define current challenges, and enrich the impact of possible solutions and future actions.

The forum brought together experts from academia, civil society organizations, and representatives from other public institutions to enrich the discussions and share lessons learned. Members of parliaments and chambers of deputies from Latin America and Europe were also invited to participate, along with representatives from universities, non-governmental organizations, and international experts.

Some of the participants who joined IIFO´s Forum where members from the following organizations: The Mexican Chamber of Deputies, Parlamericas, Heinrich-Heine-University Düsseldorf, the Chamber of Deputies of Chile, Borde Político, the Senate of Paraguay, the National Congress of Chile, the Complutense University of Madrid, fellows from the Economic and Social Research Council of United Kingdom, the National Autonomous University of Mexico, York University, representatives from the Open Government Partnership, the Legislative Assembly of Costa Rica, World Resources Institute Mexico, Training Center for Sustainable Development, the Federal Ministry for the Environment, GIZ Mexico among many others.

Participants were invited to the thematic corridor that best suited their expertise and background. Although, we had participants who joined more than one corridor. We had an active and balanced participation of gender in each corridor. There was an average of 18 participants per corridor, in each one of the sessions, there was simultaneous translation available for participants so they could share their ideas in their preferred language. Which were Spanish, English, and german. The corridors with the most participants were Transforming Parliaments for a Post-COVID world and Citizens Participation and Citizenship.

Section 4.
Context

4.1 Introduction

Over the past two years, the world has experienced unprecedented social, health, and environmental challenges. In the face of the COVID-19 pandemic and its impacts, parliaments had to quickly adjust and adapt to ensure continuity of government and its functions. This section presents relevant information to understand better the outcomes obtained from the analysis and systemization of the ideas exchanged throughout the forums´ sessions. The results and insights derived from the Forum will be shared in Section 5: Outcomes.

4.2 Corridor 1 - Transforming Parliaments for a Post-COVID World

Parliaments have been immensely challenged by the sudden and disruptive shock of the COVID-19 pandemic. However, this crisis has also offered an opportunity to take bold steps towards modernization and innovation.

According to specialist Andy Williamson, innovation in parliaments has included three distinct phases:

> **Phase 1: Enforced innovation**. Respond quickly, experiment, deploy and make modifications in a timely manner.
>
> **Phase 2: Iterative improvement.** Identify and enhance the solutions that are working.
>
> **Phase 3: Embedding solutions into new ways of working:** The processes and tools that support innovative solutions are embedded into the day-to-day operations of parliament.[1]

Although innovation has primarily focused on digital tools, Williamson identified both technological and non-technological solutions implemented during the pandemic.

Non-Technological solutions:

• **Delegation of special powers to executives (approving state of emergency, passing laws to deal with health situations) and demonstration of the continuity of the state.**

An example of this is seen in the German Parliament, which took steps to ensure the continuity of German parliamentary democracy, both in its role as legislator and in its function of overseeing the executive power. The Bundestag succeeded in maintaining a "combative democracy" (streitbare Demokratie), in the sense that its "ability to function" (Handlungsfähigkeit) is a "constitutional imperative" (Verfassungsgebot)." In this case, "the German system is proof that exceptional situations do not necessarily call for an exceptional response, but rather for the maintenance of democratic procedures in strict compliance with the rule of law."[2]

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1) Andy Williamson, "Launch event",filmed September 20th, 2021 at the International Innovation Forum. Public Administration in times of COVID-19: Sustainable Adaptation Strategies, 22:00, https://iifoinnovationforum.com/en/agenda-more/

2) Robert Schuman Foundation. "The impact of the health crisis on the functioning of Parliaments in Europe". Accessed December 8, 2021. https://www.robert-schuman.eu/en/doc/ouvrages/FRS_Parliament.pdf

- **Adapting strategies in parliament**

  During his IIFO lecture, Williamson addressed the importance of ensuring that parliaments have the capacity to quickly respond to the immediate challenges presented by the pandemic, while also emphasizing that to achieve long-term change, parliaments must retain and proactively adapt the efficiencies gained during times of crisis into flexible rules and procedures that are able to adjust to future disruptions.

  The Center for Innovation in Parliament, Inter-Parliamentary Union, 2021 highlighted in their "World e-Parliament Report 2020" that 62% of parliaments want to receive more support from other parliaments; since they see themselves as unique, inter-parliamentary relations are important to discuss matters that are relevant. Parliaments have shared not just ideas, but practical tools and procedures as well, e.g., source code and support to create secure, off-site software.[3]

- **Budget measures**

  According to a report by the Center of Innovation in Parliament, parliaments had to allocate emergency resources and increase spending during the pandemic. Notably, the allocation of resources to information and communication technology continued to increase: in 2021, the number of parliaments spending at least 9% of their budget rose, and only 16% reported spending less than 1%, compared to 23% in 2012. [4]

  As pointed out by Andy Williamson during the Launch Event of the Forum, "This shift in technology and ways of working will continue to have significant implications for infrastructure, planning, and support within parliaments. The increased demand for bandwidth, cloud storage, and equipment has implications for security, support, human resources continuity in planning, and even facilities management of the buildings."[5]

- **Proper oversights and auditing of large expenditures**

  It is important to institute parliamentary oversight of implementation either through conventional or specific tools. Specific monitoring or oversight committees may have more specific expertise and may be less burdened by "current affairs."

  A good example is **New Zealand's Epidemic Response Committee,** which meets remotely to scrutinize the government's response to COVID-19 while the House is not sitting. This 11-member Committee is chaired by the Leader of the Opposition and has 6 opposition members.[6]

Technological solutions:

- **Innovations and experiences.**

  During the course of the pandemic, digital tools have become more visible, shifting into a leading position as critical to maintaining the operation of parliaments. A search for innovative ways to use new technologies and the transition to more agile ways of working have transformed both work culture and workspaces, as well as people and processes. For example, finding a video conferencing tool that adapted to parliamentary work and needs was a challenge. Among the most popular video conferencing platforms adopted within parliaments were Zoom, Microsoft Teams, Cisco's WebEx, and far behind were Jitsi and Kudo. Teams, Cisco's WebEx, and far behind were Jitsi and Kudo.

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3) Centre for Innovation in Parliament, Inter-Parliamentary Union, 2021. "World e-Parliament Report 2020". Accessed December 8, 2021. https://www.ipu.org/resources/publications/reports/2021-07/world-e-parliament-report-2020

4) Centre for Innovation in Parliament, Inter-Parliamentary Union, 2021. "World e-Parliament Report 2020". Accessed December 8, 2021. https://www.ipu.org/resources/publications/reports/2021-07/world-e-parliament-report-2020

5) Andy Williamson, "Launch event",filmed September 20th, 2021 at the International Innovation Forum. Public Administration in times of COVID-19: Sustainable Adaptation Strategies, 22:00, https://iifoinnovationforum.com/en/agenda-more/

6) International Monetary Fund. "Keeping the Receipts: Transparency Accountability and Legitimacy in Emergency Responses" Accessed December 8, 2021. https://www.imf.org/-/media/Files/Publications/covid19-special-notes/en-special-series-on-covid-19-keeping-the-receipts.ashx

Many of the parliaments that have worked with the Center for Innovation in Parliament, Inter-Parliamentary Union over the past 18 months have described achieving years of progress in a matter of months. It is obvious that these parliaments now look and feel different. They work in new ways with digital tools at the center, enabling profound transformation.[7]

- **Hybrid and entirely virtual sessions.**

The Center for Innovation in Parliament, Inter-Parliamentary Union surveyed parliaments and found that by the end of 2020, 65% of parliaments had held virtual or hybrid committee meetings and 33% had held virtual or hybrid plenary meetings. Parliamentary procedures must evolve to allow new ways of working, including parliament, sitting virtually.[8]

- **Security**

Security is always a consideration for the applications chosen to support the work of parliament. There is no zero-risk solution that can run over the internet, and parliaments must assess the risks, mitigate what they can, and accept that they cannot control certain elements. The system must be secure enough not to be exploited or attacked, and reliable enough for members (and the public) to have trust in it.[12]

4.3 Corridor 2 Labor Innovation

At some point during the pandemic, offices of parliaments were closed to everyone except absolutely essential personnel. This limitation had implications not only for parliamentarians occupying their seats to perform their roles but also for staff members providing support to parliaments. It has been a challenge to both adjust to new ways of working and to the tools necessary to support change. The overall working strategy has been to increase engagement with users, align IT teams, to a more user-centric approach when developing solutions, and provide relevant training and support to members of staff and parliaments.

In practice, the parliaments that have adapted the fastest are those that had already invested in cloud storage and software as a service. Those with mature IT strategies that were thought out ahead of time were already capable of working remotely.[13]

Most innovative parliaments.

The World e-Parliament Report 2020 highlighted Brazil, Spain, and Chile as early adopters of digital tools for remote sessions. The following are some examples of innovation made by early adopters of digital tools.[9]

Chile. Prior to the pandemic, the Chilean Parliament developed the mobile application "Diputados Chile," where citizens can access different parliamentary activities, meet their representatives, view their profiles, and stay up to date on the initiatives they have presented in the parliament. Additionally, the app features information on the different committees, their members, and the tasks they carry out in each session.

México. A decree issued in September 2021 established the Regulations to be applied in the Chamber of Deputies during emergency situations and the public health emergency for both ordinary and extraordinary sessions during the current Legislature. Mexico introduced a digital platform where deputies can use their digital devices to register their attendance at Plenary sessions, commissions, and committees and to vote using biometric authentication. To support these initiatives, the General Secretariat installed a help desk to troubleshoot access or any other issues deputies encountered on the digital platform, thus ensuring its proper use.[11]
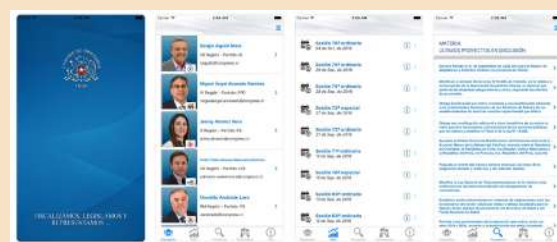
Figure 8. *A Chilean Deputy's activities shown on App Diputados Chile*[10]

7) Andy Williamson, "Launch event", filmed September 20th, 2021 at the International Innovation Forum. Public Administration in times of COVID-19: Sustainable Adaptation Strategies, 22:00, https://iifoinnovationforum.com/en/agenda-more/

8) Andy Williamson, "Launch event", filmed September 20th, 2021 at the International Innovation Forum. Public Administration in times of COVID-19: Sustainable Adaptation Strategies, 22:00, https://iifoinnovationforum.com/en/agenda-more/

9) Centre for Innovation in Parliament, Inter-Parliamentary Union, 2021. "World e-Parliament Report 2020". Accessed December 8, 2021. https://www.ipu.org/resources/publications/reports/2021-07/world-e-parliament-report-2020

10) Departamento de Informática de la Cámara de Diputados de Chile 2017. "Diputados de Chile" Accessed January 10, 2022. https://apps.apple.com/cl/app/diputados-chile/id971869167?l=en

Teleworking before the pandemic:

According to research presented in the World e-Parliament Report 2020, a high percentage of workers like teleworking more now than they did before the pandemic, work teams feel more comfortable with technology, and business leaders, in general, have found proof that it is possible to achieve objectives and high performance with remote teams.[14]

A key aspect of teleworking is digital infrastructure and access to both technology and proper training on how to use digital tools.

Countries shifted training training online and increased their training offers, and suspended or postponed working training.

Figure 9. Countries shifted training training online and increased their training offers, and suspended or postponed working training.[15]

According to the Organization for Economic Cooperation and Development (OECD), countries worldwide shifted training online and increased their training offers to mitigate interruption or suspension of workplace (on the job) training during COVID-19 lockdowns (see Figure 9). This has enabled upskill or reskill of labor markets and has fostered job creation.

While there are some advantages to this shift to online training and teleworking, the change can also exacerbate social inequalities and introduce new challenges to the workforce. Employees have reported the following disadvantages:

- **Social isolation**, and detachment from colleagues.
- **Ergonomic issues**.
- **Traditional patriarchal gender expectations**, where women are responsible for the biggest share of domestic tasks and homeschool, on top of their full-time jobs
- The pressure to always be reachable and available when working remotely from home **(violation of the right to disconnect)**.

4.3.2 Legislative response to teleworking. As new models of employment and work emerge, the legal framework and regulation of labor must be at least revised to ensure the legality and mitigate inequalities.

México. Reforms to Article 311 of the Federal Labor Law were introduced on January 12th, 2021. The reforms introduce obligations for both employers and workers regarding teleworking or home office setups. The following employer obligations stand out:
- Provide, install and maintain the necessary equipment for teleworking, for example: computer equipment, ergonomic chairs, printers, among others;
- Deliver work in a timely manner and pay wages in the manner and on the dates stipulated;
- Assume the costs derived from work through the telework modality, including, where appropriate, paying for telecommunication services and the proportional part of electricity;
- Implement mechanisms to preserve the security of information and data used by workers;
- Respect employees' right to disconnect at the end of the work day and enroll them in the mandatory social security program;
- Promote the balance of the employment relationship of workers, so that they enjoy decent work and equal treatment in terms of remuneration, training, education, and social security;
- Implement a gender perspective that allows workers to reconcile their personal life and professional life and respects the availability of workers.[16]

El Salvador. On March 20, 2020, the Legislative Assembly endorsed the Telecommuting Regulation Law, which had been under discussion for a year prior to its approval. This law was enacted as a consequence of increased telecommuting due to the COVID-19 pandemic.[17]

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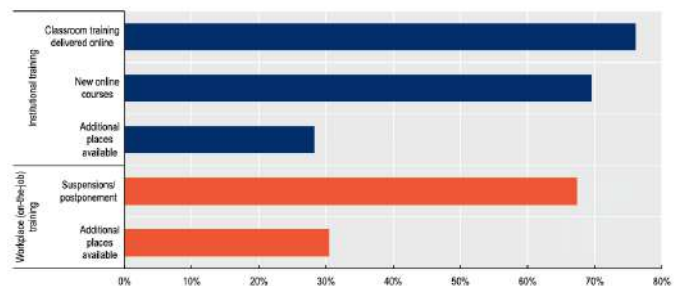
11) Secretaria de Gobernacion. "Decreto para situaciones de emergencia y la contingencia sanitaria en las sesiones ordinarias y extraordinarias de la LXV Legislatura." Accessed December 8, 2021 http://www.dof.gob.mx/nota_detalle.php?codigo=5628785&fecha=03/09/2021

12) Portal for Parliamentary Development. "How are Parliaments Responding to the Coronavirus Pandemic" Accessed December 8, 2021. https://www.agora-parl.org/blog/how-are-parliaments-responding-coronavirus-pandemic

4.3.3 Probable futures: Hybrid models (in-person and remote): Assuming that telework will continue to be recommended (if not required) by governments for at least some time, policies that help firms and workers manage remote work can be particularly important to sustain productivity and business continuity in the short- to medium-term. Governments at all levels are launching a mixed set of policies to improve the teleworking capacity of firms and workers. Policy actions range from introducing brand new regulations, adapting pre-existing regulations, and issuing guidelines on telework.[18]

Examples of Good Practices

New Zealand and Ireland. Parliaments allowed flexible work during the pandemic. In the case of New Zealand, flexible working arrangements were also extended to all citizens.[19]

United Kingdom. The parliamentary digital service represents an opportunity to recruit staff from anywhere in the country, not just those who live in London or those willing to move there. Recruiting high-caliber staff is consistently a challenge for parliaments. Hence, offering flexible and remote solutions is seen as an opportunity to take advantage of the current context.

4.4 Corridor 3 - Citizen Participation and Transparency

Two contrasting realities regarding citizen participation and transparency have emerged during the pandemic. Although some countries have implemented more open and transparent parliaments due to digitalization and remote sessions, other countries have used the pandemic to backslide on their commitments to openness, transparency, and increased citizen participation. In some cases, this backsliding was not intentional, but rather the result of the rapid onset of a crisis that created additional challenges and barriers.

It is critical to use digitalization and innovation to strengthen public engagement and create new ways of communication. As stated by the Study of Parliament Group, "If there was ever a time to engage with citizens – to inform, consult, and work with them – it is during a crisis like COVID-19."[21]

4.4.1 Defining public engagement
Public engagement includes participation, information, education, communications, and consultation:

From providing information on how to participate through to the actual participation, the process must:

- Increase trust in institutions;
- Increase transparency;
- Ensure that citizens have the knowledge to make informed decisions;
- Create a safe space for citizens to engage with public institutions (including members of parliament) and contribute their perspective on specific policies;

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13) Andy Williamson, "Launch event", filmed September 20th, 2021 at the International Innovation Forum. Public Administration in times of COVID-19: Sustainable Adaptation Strategies, 22:00, https://iifoinnovationforum.com/en/agenda-more/

14) Centre for Innovation in Parliament, Inter-Parliamentary Union, 2021. "World e-Parliament Report 2020". Accessed December 8, 2021. https://www.ipu.org/resources/publications/reports/2021-07/world-e-parliament-report-2020

15) OECD 2021. "Active labour market policy measures to mitigate the rise in (long-term) unemployment -A summary of country responses to the OECD-EC questionnaire" Accessed December 8, 2021. http://www.oecd.org/els/emp/al,p,easuresCOVID-19.pdf.

4.4.2 Elements that can be encouraged by parliament to enhance public engagement

Inclusivity. The Covid-19 crisis provided an opportunity for local civic groups to advocate as representatives of people in vulnerable situations. In most cases, they responded faster and more effectively than governments.[22]

Decision-making process. Clearly linking public engagement-related activities with real decision-making in parliament to solidify the value of citizens' participation in public consultations.

Expansion of capacity to virtually interact with citizens. New information technologies created tremendous opportunities for communication and collaboration between parliaments and the people. It is imperative to encourage and implement e-democracy.[23]

Examples of Transparency and Access to Information

Mexico, Ecuador, Brazil, and Argentina. Even before the pandemic, parliaments in these countries provided several online and digital communication channels, including social media, that offer access to plenary recordings and information about votes, bills, or general news, as well as spaces to submit access to information requests.

Mexico and Brazil. Parliaments established mechanisms to receive citizen input and make reporting possible via phone calls, WhatsApp, social media, and email.

Argentina, Colombia, and Ecuador. All three countries enacted open parliament plans and rules to improve transparency and access to information, as well as accountability, citizen engagement, and ethics and probity.[27]

Examples of Good Practices

Brazil. In Brazil, a country-wide initiative to develop artificial intelligence and machine learning systems to better understand public requests were implemented. These tools help members of parliament process the volume of information they receive and translate it into legislation.[24]

Colombia. Congress promoted a gender-sensitive approach to the COVID-19 pandemic response through the Women's Equality Commission, which brings together members of the House of Representatives and the Senate. The Commission is focused on highlighting and addressing the alarming levels of violence against women, especially domestic violence, as well as the specific needs of rural women. The Commission has requested that violence prevention and response, as well as support for victims, be considered essential services during the health crisis.

Following a 200% increase in reports of domestic abuse, the Commission launched a social media campaign called #MujeresSinVirusdeViolencia to raise awareness of how to prevent and respond to gender-based violence. It also held remote hearings with relevant ministries and the Women's Equality Agency on ways to mitigate the economic impact of the crisis on women in the short and medium terms.[25]

United Kingdom. The House of Lords began working via virtual committee meetings. One of the key benefits of this new modality is that evidence can be accepted from witnesses who live anywhere in the world, and sessions are much easier to organize given that there is no need for travel.[26]

16) Secretaria de Gobernacion. "Decreto de reforma del artículo 311 de la Ley Federal del Trabajo". Accessed December 8, 2021 https://dof.gob.mx/nota_detalle. php?codigo=5609683&fecha=11/01/2021

17) International Labour Organization. "Teleworking during the COVID-19 pandemic and beyond". Accessed December 8, 2021 https://www.ilo.org/wcmsp5/ groups/public/---ed_protect/---protrav/---travail/documents/instructionalmaterial/wcms_751232.pdf

18) OECD Library. "Telework before the pandemic" Accessed December 8, 2021. https://www.oecd-ilibrary.org/docserver/d5e42dd1-en. pdf?expires=1634696387&id=id&accname=guest&checksum=44333F89543C42DBB1CB5C01B9339950

Examples of special voting arrangements[28]

Early voting, postal voting, proxy voting, home and institutional-based voting by mobile ballot box, and COVID-19 arrangements in polling stations are some of the special voting arrangements (SVAs) that have been used during the Covid-19 emergency.

- In 2020, countries like Myanmar, North Macedonia, Bermuda, Trinidad and Tobago, and Lithuania used early voting for voters in quarantine, self-isolation, or with active COVID-19 infections.
- In the United States, vote-by-mail increased from 17% in 2016 to 44% in 2020.
- Bavaria has implemented all-postal elections on a local level.
- Belize, Croatia, Poland, and Switzerland used proxy voting during national elections in 2020.
- Montenegro was one of the several countries that allowed hospitalized patients to vote through mobile ballot box teams that used protective equipment and were trained to follow protocols.

Other countries made changes to polling stations, including establishing drive-thru voting, designating times for voters in isolation, giving preference to people in vulnerable situations, or creating special polling stations to guarantee social distancing.

Examples of citizen engagement

Chile: Vota Inteligente is a web platform for citizen participation where any person or organization can propose initiatives for candidates to incorporate into their legislative commitments. Vota Inteligente is free and available as an open-source software under the terms of the GNU Public License (GPL v3.)[29]

Brazil: The **e-Democracia** portal was launched by parliament in 2009 in an effort to increase social participation in the legislative process and connect citizens with their representatives.[30]

4.5 Corridor 4 - Sustainable Public Infrastructure & Management

> 66 *Worldwide buildings account for 40% of the energy demand and they are account for one third of emissions of greenhouse effect gases.*
> **- Fairuz Loutfi. Manager of Circular Economy and Energy Efficiency. WRI Mexico** 99

The construction sector is essential for a post-COVID economic recovery. It is able to rapidly create a large number of jobs and involves far-reaching value chains that include small, medium, and large businesses. The Construction Sector holds the potential for a double win, representing a powerful tool to stimulate the economy, while also shifting the whole sector to a new and greener state. Small extra investments in green buildings can achieve massive long-term savings of cost and greenhouse gas (GHG) emissions.[31]

19) Employment New Zealand. "Flexible Working Arrangements". Accessed 8, 2021. https://www.employment.govt.nz/workplace-policies/productive-workplaces/flexible-work/

20) Inter-Parliamentary Union. "Country compilation of Parliamentary Response to the Pandemic" Accessed January 21, 2022. https://www.ipu.org/country-compilation-parliamentary-responses-pandemic

21) Parliament Group. "Parliaments and the Pandemic". Accessed December 8, 2021. https://www.parliament.nz/media/7924/parliaments-and-the-pandemic.pdf

22) Brown, Frances, Brechenmacher, Saskia and Carothers, Thomas. "How will the Coronavirus Reshape Democracy and Governance Globally". Accessed December 8, 2021. https://carnegieendowment.org/2020/04/06/how-will-coronavirus-reshape-democracy-and-governance-globally-pub-8147023) Inter-Parliamentary Union. "World Conference of Speakers of Parliaments 2021". Accessed December 8, 2021. https://www.ipu.org/file/11352/download

24) Inter-Parliamentary Union. "Preserving parliament's functionality during the COVID-19 pandemic: Brazil's experience". Accessed December 8, 2021 https://www.ipu.org/innovation-tracker/story/preserving-parliaments-functionality-during-covid-19-pandemic-brazils-experience

4.5.1 Building sector and energy

The building sector accounts for almost one-third of the total global final energy use and more than half of the final electricity demand. About one-fourth of global direct and indirect GHG emissions originate from the building sector. Improving the future energy performance of building stocks and developing zero-emission building concepts are crucial to reducing energy use and GHG emissions in 1.5°C scenarios.[32]

Demand for sustainable buildings

Buildings with advanced technology can contribute to a company's environmental, sustainability, health, and wellness objectives while also offering better overall experience for the workforce. Despite the economic setback created by the pandemic, the crisis has also resulted in a general acceptance that the post-pandemic recovery must include climate action and sustainable development as a core focus. In fact, the pandemic might represent an opportunity to reduce carbon emissions, as market analysts predict that demand for office space might decrease by up to 30% in the future, thus reducing carbon emissions both in terms of building output and transport.[34]

The pandemic has forced legislatures to think about their physical surroundings. Given the evidence that the layout, design, and décor of legislatures influences how those working inside or visiting the building feel about the institution and how they act within it, planning for post-pandemic parliaments should include a broader assessment of how we want our parliamentarians to be shaped by the buildings in which they serve.[35]

Technology

Technology can offer major benefits for facility management professionals, providing them the ability to track building efficiencies and even turn off forgotten hallway lights from the far away comforts of their own homes. Investing in a building-wide platform with these capabilities is in the class of tenant offerings that will soon become an expectation.[36]

Green Buildings and benefits for COVID

The criteria for green buildings, as established in the Assessment Standard for Green Buildings certification requirements, are beneficial to the prevention and control of COVID-19 and can be broken down into five pillars: 1) Providing the basic functions for epidemic prevention and control; 2) Providing convenience and facilities for epidemic prevention and control; 3) Reducing the risk of infection and preventing cross-infection; 4) Promoting and protecting the health of occupants, and 5) Stabilizing work and living environments during epidemic prevention and control.[37]

25) Inter-Parliamentary Union. "Country compilation of Parliamentary Response to the Pandemic" Accessed January 21, 2022. https://www.ipu.org/country-compilation-parliamentary-responses-pandemic#C

26) UK Parliament. "House of Commons Chamber proceedings during the COVID-19 pandemic" Accessed December 8, 2021. https://www.parliament.uk/about/how/covid-19-proceedings-in-the-house-of-commons/

27) National Democratic Institute. Supporting Open Parliaments Initiatives during COVID-19. Accessed December 8, 2021. https://www.ndi.org/our-stories/supporting-open-parliament-initiatives-during-covid-19

28) International Institute for Democracy and Electoral Assistance. "Elections and COVID-19: How special voting arrangements were expanded in 2020. Accessed December 8, 2021. https://www.idea.int/news-media/news/elections-and-covid-19-how-special-voting-arrangements-were-expanded-2020

29) GNU Public License. "Vota Inteligente: Portal Electoral" Accessed December 8, 2021. https://github.com/ciudadanointeligente/votainteligente-portal-electoral

30) Inter Pares Parliaments in Partnership. "Parliaments in Crisis: Challenges and Innovation". Accessed December 8, 2021. https://www.idea.int/sites/default/files/publications/parliaments-and-crisis-challenges-and-innovations.pdf

31) Sustainable Development News. "Green Constructions vs. the Economic Crisis after COVID-19. Accessed December 8, 2021. https://ideas4development.org/en/green-building-economic-crisis-after-covid-19/

Section 5.
Outcomes

This section features an overview of the outcomes of each thematic corridor meant to inform the implementation of future policy and solutions. The "Conclusions" section features additional recommendations based on a comprehensive analysis of the corridor outcomes presented here. The following outcomes are the result of a collaborative co-creation process to identify lessons learned and recommendations for the future.

5.1 Corridor 1 - Transforming Parliaments for a Post-COVID World

> " *By the end of 2020, 65% of parliaments we (Centre for Innovation in Parliament, Inter-Parliamentary Union) surveyed had held virtual or hybrid committee meetings, and 33% had held virtual or hybrid plenary meetings.* "
> **- Andy Williamson, 2021**
> **Launch event International Innovation Forum**

The first synchronous session hosted for Corridor 1 offered an opportunity to identify common ground and to understand the priority challenges facing parliaments. In terms of priority challenges, the differences between regions quickly became clear given the cultural and technological realities of different areas, such as Latin America and Europe.

In Latin America, the pandemic accelerated the implementation of technology and facilitated progress on a variety of issues that were already on the agenda thanks to civil society organizations. For example, Chile, Paraguay, Mexico and Costa Rica, increased spaces for citizens to participate and express their opinion regarding Laws. Particularly in Chile the Senate invited 400 people to virtually discuss 2 laws. Previously they made a study regarding the digital gap to get people involved from different backgrounds, in addition they collaborate with universities and Non Government Organizations to reach more diverse people. It resulted to be a really good exercise that brought ordinary people to talk about important issues.

The pandemic pushed governments to recognize the importance of open data policies, citizen participation, action plans for parliamentary openness and innovation, and co-creation methodologies, among other tools that strengthened legislatures and their ability to conduct their roles and responsibilities virtually. In general, the perspective in Latin America focused on the positive aspects of technology, including the ability to continue to operate during the pandemic, to guarantee transparency in the participation of legislative representatives, and to support citizen participation. During the IIFO discussion, representatives from Latin America prioritized a focus on how this progress could be codified in the long term for the future benefit of parliaments.

32) Holck Sandberg, Nina, Sandstand Naes, Jan, Brattebo, Helge, Andresen, Inger, Gistavsen, Arild. "Energy Policy". Volume 152 (May 2021). https://doi.org/10.1016/j.enpol.2020.112114

33) Caskey, Mark. "How Technology is Helping Re-imagine the Post Pandemic Work Place. Work Design Magazine (July 2020). https://www.workdesign.com/2020/07/how-technology-is-helping-reimagine-the-post-pandemic-workplace/

34) Ramboll. "Sustainable building market study 2021". Accessed December 8, 2021. https://ramboll.com/-/media/files/rgr/documents/markets/buildings/s/sustainable-buildings-market-study-2021-1.pdf?la=en

35) Parliament Group. "Parliaments and the Pandemic". Accessed December 8, 2021. https://www.parliament.nz/media/7924/parliaments-and-the-pandemic.pdf

36) Jaffer, Zain. " Going Beyond Green: The Evolution of Sustainable in a Post COVID-19 World. Accessed December 8, 2021. https://www.facilitiesnet.com/green/article/Going-Beyond-Green-The-Evolution-of-Sustainability-in-a-Post-COVID-19-World--19052

37) "The contribution of green buildings in the fight against COVID-19", World Green Building Council, accessed january 25, 2022, https://www.worldgbc.org/news-media/contribution-green-buildings-fight-against-covid-19.

> 66 *In Paraguay, citizen participation*
> *was promoted by approximately 80%.* 99
> **- Participant in session 1, corridor**
> **1 International Innovation Forum**

According to representatives from the region, the priority issues facing Latin America have concentrated in two main areas: **1) the digital divide**, which includes not only access to technology in and of itself but also digital education of members and staff of the parliament and **2) regularizing the rules and protocols** that were implemented as temporary solutions during the pandemic while also establishing legal frameworks that are able to operate with more certainty and confidence in times of crisis.

In Europe, representatives from the region recognized the importance of analyzing the positive and negative impacts of technology. The priority challenges identified by participants from Europe centered on **finding better ways to legislate during a crisis** as well as **how to communicate better with citizens**. For example, German participants expressed the importance of improving communication not only in terms of gender perspective but as well in terms of people with different disabilities.

In terms of common ground, representatives from both regions noted that adapting to hybrid models, **a mix of remote and in-person operations**, was one of the main issues that needed to be addressed. Corridor 1 features an additional exploration of the adaptations that have worked and haven't worked (both technological and non-technological solutions) for legislatures operating using a hybrid format.

During the discussion, participants agreed with the findings mentioned by keynote speaker Andy Williamson, regarding the pandemic representing an opportunity to innovate. However, participants emphasized on how existing legislation got in the way of enabling parliaments to continue with their constitutional responsibilities by preventing hybrid or remote parliamentary sessions. Moreover, participants also noted how challenging it was for parliamentarians and staff members to figure out how to continue their professional responsibilities during the overwhelming uncertainty of the first waves of COVID-19.

Participants highlighted the need to recognize the importance of innovation as a tool to strengthen parliaments. Although parliaments implemented innovative changes due to the need to quickly adapt to the challenges of the pandemic, this innovation and progress still needs to be recognized and embraced by members of parliament and staff.

To keep tracking the innovation in parliaments during COVID19 visit the following live resources:

- Parliamentary working methods during the coronavirus pandemic. Innovation tracker. Inter-Paliamentary Union. Link
- Parliamentary Innovations in Times of Crisis. Inter Pares Parliaments in Partnership. Link
- Parliamentary responses during the COVID-19 Pandemic – Data Tracker. Inter Pares Parliaments in Partnership. Link

Corridor 1 centered on exploring the technological and non-technological factors that have worked and haven't worked for members of legislatures operating through a hybrid format. In this case, "technological factors" refers to integrating technology into parliamentary operations using hybrid models, while "non-technological factors" refer to the non-technological factors that influence parliamentary processes, including training and user experience. This discussion helped systematize lessons learned in terms of what has worked and what could be improved that can be used by parliaments in the future. These takeaways are outlined below.

WHAT WORKED

⚛ TECHNOLOGICAL

1. Greater focus was placed on making connectivity accessible and universal and recognizing the internet as a public service.

2. In less conservative countries, the adoption of new technologies, such as facial recognition, electronic voting, and digital signatures, were effective.

3. Technology helped accelerate the implementation of open government practices within existing communication channels.

4. In less conservative countries, the normalization of the use of video conferencing platforms, such as Zoom, helped encourage an exchange of diverse ideas and expertise.

NON TECHNOLOGICAL 📚

1. Training was needed to enable remote work (not just a matter of equipment and tool availability).

2. Open global communication facilitated participation and communication with other governments.

3. Governments stopped working alone and started collaborating with experts.

4. Countries that were less conservative and more open to digital changes prior to the pandemic experienced smoother legal procedures to meet new needs, such as the use of artificial intelligence.

WHAT NEEDS TO BE IMPROVED

⚛ TECHNOLOGICAL

1. Enable infrastructure, equipment, and connectivity to support workers at **home.**

2. Improve the understanding of communication channels, as there were gaps in communication with citizens that increased uncertainty and decreased trust.

3. For conservative governments, security constraints limited the use of technology as a solution for parliamentary operations.

4. Create models that incorporate a diversity of knowledge and expertise in new technologies, such as artificial intelligence.

5. There is a need to develop technology that incorporates and understands users' beliefs and behaviors.

NON TECHNOLOGICAL 📚

1. Nurture a culture of continuous **training.**

2. Open government- Lack of a clear strategy to communicate with the public through existing **channels.**

3. Create committees, such as Committee on Legal Affairs and Consumer Protection, as well as Labor and Social **Affairs.**

4. In general, countries haven't agreed on a hybrid format. Is this just for now or for the long run?.

5. Digital literacy toolbox and training to reduce resistance to new technologies and increase their use and **understanding.**

Table 1. Corridor 1 What has worked, Technological and Non-technological solutions

Although not all countries were able to incorporate all of the more advanced technological solutions, e.g., artificial intelligence, facial recognition, systematization of knowledge, and electronic voting, the pandemic was a game-changer in terms of integrating technology in government operations.

For example, in Mexico, the parliamentary IT department developed facial recognition software to complement electronic voting and incorporated user-centered design to create technology that could be introduced into the lives of members of the Chamber of Deputies in a non-invasive way. Another major example was the digitization of everything given the transition to remote work around the world, which accelerated the adoption of electronic signatures.

One of the biggest takeaways was that countries that had already implemented technology in government structures and public service were able to better adapt to the new challenges of remote interaction with citizens.

The use of video conferencing platforms for meetings and webinars was also a crucial tool that enabled parliamentary operations. The use of these platforms allowed legislators in both Latin America and Europe to increase their collaborations with experts and their communications with colleagues and representatives worldwide. Using these online platforms to communicate was a significant step forward.

Although the pandemic accelerated the use of technology, other areas were affected by this new way of communicating within and outside parliaments. As noted in the table above, there was no clear strategy for communicating with the public using existing channels, and there was a need to develop new professional cultures and skills among parliamentary staff. Overall, the non-technological elements represented the biggest challenges to implementing remote work and hybrid models in some regions. These challenges also came up in the discussions held as part of Corridors 2, 3, and 4.

> " *What this should have taught parliaments in terms of business continuity? This could happen again. It could be a gas explosion, it could be another pandemic, it could be anything... but you have to be able to run parliament without being in parliament.* "

Participant in session 1, corridor 1 International Innovation Forum

The recommendations identified within Corridor 1 were divided into three main categories:

1. Digital tools and open democracy
- Conduct an internal review and evaluation of the digital tools used for the parliament according to their stage in the pandemic and its function according to the user and beneficiary (representatives of parliament, citizens, staff, etc.)
- Design a clear communications protocol for the use of technology and netiquette for each digital tool according to the user (staff, representative of parliament, citizens, etc.), integrating indicators to accomplish clear messages and clear instructions and taking into account the digital divide of some citizens. This will be a crucial input to later build an international guide for technological netiquette.

- Encourage further peer-to-peer collaboration between communications departments and experts to create a guide on the particular subject of parliamentary external communications.
- Establish and strengthen collaborative networks for members of parliaments and experts around the world.

2. Training
- A crisis like COVID-19 could happen again and parliaments must be prepared. As noted by IIFO participants, one of the biggest challenges was working at the highest professional level when their lives were potentially at risk within an uncertain environment. It is advisable to create or strengthen training in parliaments to face uncertainty and crisis management, with a particular focus on adaptation, decision-making, uncertainty management, and how to better assess trade-offs in times of crisis. When possible, parliaments should also create or integrate training and education programs for elected members of parliament that highlight the importance of planning and approving crisis protocols.
- Digital skill divides also represent a challenge. It is important to incorporate technology training, as technological literacy is critical independently of whether the parliament itself takes a more conservative approach to technology. This training should promote openness to technology and should position it as an opportunity, while also providing staff and members of parliament training on how to use platforms and devices, such as laptops, tablets, mobile phones and mobile applications.
- Lastly, parliaments should embrace a culture of innovation that encourages constant education, perhaps by creating a toolbox that is available for all departments. This educational tool can be used to concentrate the tools designed by different internal departments of parliaments based on the specific challenges that they face.

3. Digital tools & legal framework
- Analyze the legal framework adopted during the pandemic and assess whether these changes should be permanent or used to create a legal structure for use in crisis situations. For example, Chile implemented a constitutional reform to hold remote sessions.
- Enable electronic mailboxes so that commissions can receive information on the issues.
- Promote further research focused on security and preventing the misuse of technology in parliaments.
- Encourage further peer-to-peer collaboration between IT departments to create guidelines on parliamentary netiquette, as well as prevention and security.

The following publications explore additional recommendations for parliaments during the COVID-19 crisis:

- Parliaments Responding to a Pandemic. Lessons Learned for Emergency Planning. House Democracy Partnership and Swiss Agency for Development and Cooperation. Available at: Link
- Virtual Parliaments. Principles and Practices: The Asia Foundation and Global Partners Governance. The Asian Foundation & Global Partner Governance. Available at: Link
- Legislative best practices during times of emergency. Available at: Link
- International Monetary Fund. Policy Tracker. Link

Given the constitutional differences in each country, implementing and enabling these recommendations will depend on political will, the commitment of the responsible committees and the departments with the jurisdiction to analyze and enable changes.

5.2 Corridor 2 - Labor Innovation

> ❝ *During the pandemic business leaders have seen workers can still be productive working remotely. The future of work is now, we need to think in new ways, manage in new ways. Employers need to give workers the ability to organize their schedule in line with their personal needs and in return gain accountability for results.* ❞
>
> **- Jon Messenger Team Leader, Working Conditions Group Conditions of Work and Equality Department. Inclusive Labour Markets, Labour Relations and Working Conditions Branch (INWORK)**

By the end of March 2020, the majority of countries worldwide had instituted either a full or partial lockdown. Therefore, it is not surprising that the majority of labor innovation seen since then has been centered on remote work.

Ensuring the ongoing operation of government during the pandemic was a challenge not only for parliaments but also for public administrations across the globe. The discussion held as part of Corridor 2 was enriched thanks to both inside perspectives provided by participating members of parliament, as well as external

> ❝ *There are approximately 6,000 employees [in the Chamber of Deputies], and 20% to 25% of us work in offices. The majority of us continue to work from home.* ❞
>
> **- IIFO participant - Corridor 2**

perspectives provided by members from other public institutions who joined the conversation. Corridor 2 allowed government workers to explore and understand these issues in-depth, as well as co-create solutions grounded in their experience.

Corridor 2 was particularly enriching in terms of comparing cultural and structural differences between Mexico and Germany. For example, a participant from Europe shared that not commuting to work eliminated a type of transition and boundary-setting for people to separate work from home. Although participants from Mexico echoed the challenge of delimiting work-life balance, not having to commute was perceived as one of the greatest advantages of remote work, unsurprising considering that Mexico City, where the Chamber of Deputies is located, has almost three times the population of Berlin, home to the German Bundestag.

Participants from Mexico shared that creating the necessary legal frameworks to guarantee dignified work as well as manage performance were priority concerns. Existing structural challenges, such as complicated relationships with labor unions and parliamentary staff who are hired as contractors without professional guarantees or long-term work security, were compounded by new challenges that emerged during the pandemic, such as the need to ensure access to tools and devices so employees could work remotely. During the discussion, representatives from Mexico focused on the need to modify labor laws to ensure basic needs, such as enabling devices for work and professional growth and establishing methodologies to measure the work done by employees of the Chamber of Deputies. As noted in the "Context" section, Mexico has already made changes to the Federal Labor Law particularly to consider conditions for teleworking, however, the discussion made it clear that for the implementation of the law to be successful, modifications and adaptations are still necessary in order to incorporate varying needs of employees according to their different types of work and employment structures.

For more information on changes to labor laws during COVID-19, check out the following publications:

- Adam Sagan, Christian SchüllerFirst (2020). Covid-19 and labour law in Germany. Link
- Secretaria de Gobierno (2021). DECREE reforming article 311 and adding chapter XII Bis of the Federal Labor Law, regarding Telework. Link
- International Assignment Consulting (2021). Mexico: Labor Law Agenda for 2021. Link

In contrast, the discussion regarding the response within the German Bundestag did not focus on labor legal concerns. The main concern expressed by participants from Germany was finding ways to address social challenges and facilitate dignity at work, with a focus on work-life imbalance, the cultural stigma faced by people who prefer to work from home, and the potential negative impacts for people who are adversely affected by this transition (women, people with disabilities, adjunct faculty, caregivers, people who need physical space to work, etc.). Consequently, the conversation focused on identifying practices to successfully manage these social challenges.

Based on this discussion, participants created a list of recommendations to increase the quality and efficiency of remote and hybrid work environments for the benefit of parliamentarians and other staff, divided across three main categories:

PROTOCOLS

- Develop safety protocols. Redesign physical workspaces in the government office and home environments. Workers should be able to access everything they need to perform highly regardless of their location. Institutions should establish these initiatives in partnership with workers.

- Establish permanent and ongoing investment in mental health for employees. Governments must be attentive to the shifts and changes that arise in its workers and allocate enough resources for this.

- Redesign institutions' operating budgets based on the fact that remote work implies savings on resources (e.g., energy, water, computer equipment) that are now being covered by workers. Each government institution, human resources areas, and the management of infrastructure must decide what this looks like.

- For a successful return to the office, it is necessary to slowly incorporate workers into the new context and anticipate their needs. This can be done by analyzing data and surveys and using concrete evidence to inform decision-making.

- Vaccination status should be considered to safely allow workers to return to the workplace. This must be defined by government institutions.

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39) Sergio Díaz Ricci. Rigidez constitucional: Un concepto toral'', in Estado constitucional, derechos humanos, justicia y vida universitaria, Ed. Instituto de Investigaciones Jurídicas (Mexico: Universidad Nacional Autónoma de México, 2015), 571.

TRAININGS

- Provide adaptive leadership training to nurture leadership within the government that can support workers to adapt quickly to the challenges ahead.

- Foster positive leadership in employees working remotely, in-person, or in a hybrid format by 1) encouraging good interaction between workers; 2) enabling them to make decisions regarding what type of work (remote, hybrid, in-person) is best for them; 3) providing ongoing, appropriate feedback as part of a culture where mistakes are embraced as part of innovation; and 4) supporting proactivity regardless of an employee's work format.

- Technological & non-technological tools should be tailored to workers' using a survey to gain a deep understanding of these needs and designing a protocol that meets them.

DIVERSITY AND CULTURE

- Dignified work and respecting individual decisions to work remotely – The stigma associated with remote work must be removed so that people are able to better choose the work environment that's best for them. Clear distinctions must be made between personal vs. professional time and supported by protocols.

- Evolve from a control and supervision perspective to an open organizational culture that builds trust and is focused on results by 1) providing tools to nurture confidence and accountability between employees and employers, e.g., a set of collaborative tools that can be applied within institutions to approach errors as learning processes, give feedback, and return to in-person activities and 2) reflecting these cultural labor changes in new labor policies.

- Include vulnerable workers whose needs are often overlooked, such as parents, women, people with disabilities, etc. Their needs must be addressed in standardized laws so they can perform effectively.

Table 2. Corridor 2 List of Recommendations to increase the quality and efficiency of internal work environments for the benefit of parliamentarians and other staff.

To explore more recommendations in labour innovation during COVID19 review these publications:

- International Labour Organization (2020). Issue paper on COVID-19 and fundamental principles and rights at work. Link
- Report Chowhan, J., & Pike, K. (2021). Impacts of COVID-19 on the Working Arrangements of Faculty and Staff. York University. Link

5.3 Corridor 3 - Citizen Participation and Transparency

> 66 *"What is the relationship between parliaments and citizens and what is the relationship between city making and citizens?.* 99

- Cristina Leston-Bandeira Co-Director of the Centre for Democratic Engagement School of Politics and International Studies (POLIS) University of Leeds

Significant research has been conducted regarding ways to improve citizen participation and transparency of parliaments, including initiatives implemented by the Open Government Partnership and the OECD.[41] [42], Little was known about what the future would hold when governments created emergency policies at the start of the pandemic. However, countries with well-established public engagement and citizen participation were able to better understand the impact of these policies as time went on. Corridor 3 focused on the impact and challenges of citizen participation and transparency during the pandemic.

The following publications offer additional information on good practices and guides regarding citizen participation and transparency in parliaments during COVID-19:

- Inter-Parliamentary Union(n.d.). Human rights and COVID-19: A guidance note for parliaments. Link
- Open Government Partnership (2020). A Guide to Open Government and the Coronavirus: Protecting Participation and Deliberation. Link
- OECD Policy Responses to Coronavirus (COVID-19). Transparency, communication and trust: The role of public communication in responding to the wave of disinformation about the new Coronavirus. Link
- United Nations (2020). Accountability and COVID-19. A guidance note on inclusive processes and institutions. Link
- Citizen Participation During The COVID19 Pandemic. Insights from local practices in European cities. Link
- United Nations. Resilient institutions in times of crisis: transparency, accountability and participation at the national level key to effective response to COVID-19. Link
- Euro Social (2021). Good practices for citizen participation in improving public information during the COVID-19 pandemic. Link

In Europe and Latin America, connectivity issues and the development, or lack thereof, of digital infrastructure and digital culture, limited the scope, engagement, and inclusion of citizens. Connectivity was a major issue in Latin America, with countries throughout the region struggling to provide access to the infrastructure necessary to facilitate access to the internet. However, parliaments in Latin America still made significant progress towards open government and digital transparency, which was a way in which they fostered participation and transparency to its citizens.

To know more regarding Citizen Participation and transparency impacts in parliaments during Covid19 visit the following publications:

- Euro Social (2021). "The pandemic has acted to accelerate legislative transparency". Link
- Article Brown, F. Z., Brechenmacher, S., & amp; Carothers, T. (2020, April). How will the coronavirus reshape democracy and governance globally?. Carnegie Endowment for International Peace. Link

40) "Open Government Guide", Open Government Partnership, accessed January 27, 2022, https://www.opengovpartnership.org/documents/the-open-government-guide/

41) "OECD Handbook on Open Government for Peruvian Public Officials", OECD, accessed January 27, 2022, https://www.oecd.org/countries/peru/oecd-handbook-on-open-government-for-peruvian-public-officials.htm

42) Cámara de Diputados, "Estudio comparativo de cuatro países de régimen presidencial, cinco de parlamentario y uno de régimen semipresidencial", Las comisiones legislativas en las cámaras de diputados o equivalente,19, http://www.diputados.gob.mx/sedia/sia/spi/DPI-25-Nov-2000.pdf. Deutscher bundestag, "The committees of the German Bundestag",7-9, 23, https://www.btg-bestellservice.de/pdf/80155000.pdf. "The right of initiative and hearings," Functions and responsibilities of the committees, German Bundestag, accessed January, 25 2022, https://www.bundestag.de/en/committees/function-245820.

Participants in Corridor 3 highlighted different countries' perspectives regarding citizen participation and transparency. For example, in the United Kingdom, Canada, and Germany, structures are already in place for parliaments to consider external expert opinions and/or specialist input, whereas in other countries, such as Mexico, opportunities to incorporate external voices to inform parliamentary decisions are limited[43]. Hence it is not surprising that the expectations regarding citizen participation and transparency goals in each country were also different. For some countries, providing spaces for experts and citizens to have a voice or space where they can share their vision with parliament might be considered a major success, while other countries are at a point where they recognize the need to move beyond simply listening to citizens and instead implement ways to follow up on citizen requests and implement concrete action plans for policy change.

> *Public engagement is important to ensure not just better trust in institutions but also better decision making. It needs to be inclusive and it needs to have a link to decision-making processes.*
>
> **- Cristina Leston-Bandeira Co-Director of the Centre for Democratic Engagement School of Politics and International Studies (POLIS) University of Leeds**

In terms of common ground, participants identified three main challenges:

- **Accountability**. One of the main areas impacted by the pandemic was the ability to empower citizens' initiatives by linking them with the decision-making process. The pandemic meant that parliament members were either completely or partially limited from participating in traditional plenary sessions. In addition to having to enable remote voting, parliaments also faced the need to adapt transparency instruments. Some parliaments, including those in many Latin American countries, made the controversial decision to broadcast committee sessions. Parliaments that did not broadcast committee sessions had to get creative and enable other forms of open parliament that facilitated progress towards a more effective public engagement, however sustaining, legally codifying, and transforming these improvements to citizen participation remains a challenge.

- **Inclusivity.** This point focused on how to decentralize decisions and effectively increase the inclusion of diverse perspectives, as well as minorities and people in vulnerable situations. Although the transition of all citizen-parliament interaction to digital spaces due to lockdown and the reduced use of public spaces during the pandemic increased access to these processes for some groups, the challenge of connecting with people who did not have internet access remained. Participants explored the difficulties involved in engaging vulnerable citizens, including the strategies, tools, and infrastructure that was implemented to help these citizens communicate with parliaments during the pandemic.

- **Citizen participation methods.** This point focused on the tools used to build trust, ways to empower citizens, and an acknowledgment of the fact that good ideas can come from anywhere. Participants recognized that the main challenge presented by the transition to remote work during the pandemic included not only parliamentary participation in committee sessions, but also the need to implement special voting arrangements in the countries that held elections during the pandemic. Participants also recognized the accomplishments made in terms of parliaments collaborating with the public, as well as the struggles to effectively communicate while doing so.

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43) Cámara de Diputados, " Las comisiones legislativas en las cámaras de diputados o equivalente.Estudio comparativo de cuatro países de régimen presidencial, cinco de parlamentario y uno de régimen semipresidencial", 19, https://www.diputados.gob.mx/sedia/sia/spi/DPI-25-Nov-2000.pdf

Deutscher bundestag,"The right of initiative and hearings," Functions and responsibilities of the committees, German Bundestag, accessed January, 25 2022, https://www.bundestag.de/en/committees/function-245820

Corridor 3 gave participants the opportunity to share a set of best practices on the ways parliaments have supported citizen participation and transparency spaces and processes during the pandemic and to co-create a set of recommended improvements for a post-COVID-19 world. The following table features an overview of successful practices from the past and recommendations for improvements.

ACCOUNTABILITY

SUCCESSES FROM THE PAST:	IMPROVEMENTS FOR THE FUTURE:
• Spaces to foster an open dialogue and participation such as multi-sectorial forums and citizen assemblies. • Citizen education and randomly selecting citizens to participate in future open hearings. • Broadcast committee sessions (already in place in many Latin American countries); open countries and establish a direct dialogue with citizens through different channels, such as official websites. • Competitions for students to propose new laws are a great way to empower and educate them on effective citizen participation. • Citizen education programs for teenagers. • Using apps to track allocation of resources and government expenses were initially implemented for construction projects in Latin America and adapted during the pandemic for COVID-related crisis mitigation projects. • Parliament watch websites that share elected representatives' public stances on social and environmental issues and their voting history on the same issues, highlighting inconsistencies. • NGOs published the parliament's voting agenda days in advance and submitted it to a public vote via website, influencing the representative's vote in line with what the majority of citizens prefer.	• Follow up with citizens' initiatives, for example, by mailing reports showing the outcomes of citizen participation or binding initiatives. • Measure the impact of influence groups and communicate to citizens how they influenced a law. • Implement innovative democratic approaches such as hybrid parliaments where elected members co-create with randomly selected citizens. • Legally binding feedback by political representatives to establish citizens' legal right to participate. • Implement educational programs for all citizens at all levels as well as parliament members and staff. • Create a diverse and multi-disciplinary transparency committee to advise and audit parliaments on ways to transition to open government and track citizens' interests and petitions into legislation; This also needs to be pushed in LATAM. • Implement training processes not only for citizens but also for political parties and future members of parliament, e.g., civic education, transparency, cultural democracy, constructive error culture.

INCLUSIVITY

SUCCESSES FROM THE PAST:

- Successful opening of spaces for multisectoral and inclusive communication in Latin America and Europe such as forums, citizen commissions, and assemblies.

- Open, online discussions of laws in Latin America and Europe resulted in an excellent exercise that brought citizens together to discuss important issues.

- Laws were communicated in audio and braille, reflecting the successful use of inclusive language for people with different disabilities.

- New forms of connecting and communicating with younger generations were developed while staying appropriate for older generations.

- Collaborations among universities and NGOs successfully reached people affected by the digital divide and helped them write effective petitions and initiatives with solid legal language.

IMPROVEMENTS FOR THE FUTURE:

- Simplify legislative structures to use language that is easy for citizens to understand and strengthens inclusive language, including visual and written communications.

- Connectivity (internet and devices) must be ensured by law and engagement processes between citizens and government simplified.

- Inclusive language should be used to write laws that are accessible to everyone, not just lawmakers. This could be achieved by sharing them in different channels appropriate for different audiences.

- Think about the form and channels that will be used to engage with citizens, especially minorities and people in vulnerable situations.

- Create an inclusiveness checklist to track the number of diverse minorities that participate in hearings and voting initiatives.

CITIZEN PARTICIPATION METHODS

SUCCESSES FROM THE PAST:

- Democratic instruments to enable participation, such as open forums and participation in the parliament to reach agreements and express how public policy can be implemented.

- Establish a direct line of communication between citizens and governments in Latin America by using official websites and social media.

- An Idea Box was made available via government websites where citizens could quickly drop their suggestions, needs, and ideas; Idea boxes have mostly worked at the local government and municipal level.

- Parliament and democratic citizen participation were necessary, and they have a purpose when there is an instrument that requires parliament to consider and implement citizens' recommendations.

- Public libraries were successful as a shared place where citizens could learn about parliament, its decisions, and could access the tools necessary to write to parliament directly.

IMPROVEMENTS FOR THE FUTURE:

- It's crucial to create clear legal next steps after listening to citizens' needs regardless of the topic so that parliament is committed to following up on citizens' needs.

- Digital solutions can only be an inclusive method of citizen participation once parliaments can ensure public access to the internet.

- Mandatory referendums where citizens assemblies have independent coordination and the right to demand public referendums.

- Citizens' websites and public spaces are established and managed by parliamentary administrative departments at the municipal level to respond effectively and accurately.

- Legislation and political control to establish an open state and lay the necessary groundwork for an open parliament.

Table 3. Corridor 3 Successful practices from the past and recommendations as a form of improvements for the future

Corridor 3 facilitated discussion and collaboration to prototype the foundations of best practices for the future grouped into three priority areas:

Transparency and legal framework. After recognizing the accelerated progress towards transparency that parliaments achieved during the pandemic, two of the most significant improvements needed for the future are the use of legislative footprints (citizens are able to access information on legislation, including legislative sponsors and supporters) and the creation of a set of parliament-reviewed toolboxes featuring tools to support a participatory agenda. A collection of innovative methodologies and instruments can help support the sustainable co-creation of strategies to improve transparency. Given that the context and decision-making will be different based on each administration or representatives, a set of parliament-reviewed toolboxes has the potential to help promote citizen participation and can be used to better understand the context in a future crisis. Furthermore, implementing methodologies that create spaces for citizens to share their realities can promote transparency throughout citizen participation. Another key step that can be taken to promote transparency is the use of legislative footprints. Citizens need more information and clarity regarding the work being done by each of their elected representatives so that they can better understand and monitor the legislation being created and how it is meant to support development.

Citizen and parliamentary communication. Participants agreed that creating spaces for citizen participation is not enough. The complexity of legislative structures and the language of politics and the law can limit citizen engagement and prevent their participation. It is unlikely that all citizens will understand legal terms, particularly those who did not finish basic education, but these same laws and changes will impact their everyday lives. During the IIFO, representatives from NGOs and members of parliament shared the challenge of engaging with citizens beyond the existing spheres. Participants agreed that it is important to strengthen citizen Education to understand laws as well as to use language that is easy to understand for citizens with different levels of education and professional backgrounds to encourage everyone to participate. Discussions held during the forum highlighted the importance of understanding that communication must go beyond simply written language. Representation matters and visual communications can help engage people from all different backgrounds, such as different educational levels, genders, and people with disabilities. Input from a diverse range of voices is critical in order to understand as many realities as possible, and these measures will also strengthen the connections between citizens and their elected representatives.

Communication & democratic instruments. This area is connected to the two other areas and is grounded in the understanding that communications must go beyond simply sharing information on legislation and the work done and decisions made by parliament. Discussions during the IIFO highlighted the importance of incorporating citizens into the complete legislative process. A system of binding regulations should be implemented at every stage of the process to encourage citizen participation in law-making. In addition, communications and outreach to engage citizens should use inclusive language.

Based on these discussions, IIFO participants prototyped the following foundations for future best practices:

Transparency and legal framework	Establish legislative footprints	Create parliament-reviewed toolboxes to establish a participatory agenda
Outcome	Implement legislation that includes citizens' perspectives and empowers citizens to share their needs.	Understand social needs, learn from crises, and map how to react faster in the future.
Strategic actions	• Partner with the government to create transparency committees. • Build a catalog of parliamentary content. • Track who is participating in building initiatives.	Map what is already in place (no need to start from scratch). • Consult current transparency committees and gather information and evidence on best practices and existing technologies from researchers and universities to build the toolbox. • Create innovation labs, such as the Hacker Lab in Brazil, to develop technological tools that improve engagement. • Apply innovative methodologies such as Design thinking as a co-creation tool. • Develop and improve ways of making citizen voices heard in parliament (voting, legislative agendas, re-design of public spaces for access to information (e.g., libraries), etc.).
Stakeholders involved	• Transparency committees. • Government.	• Transparency committees. • Universities and researchers. • Representatives from different sectors.
Expected impact	Citizens are able to share their needs and initiatives and track the work of parliament regarding those citizen initiatives.	Inputs for future crises and impact of the ideas that emerge.

Citizen and parliament education	Share information on legislative structures and use easy-to-understand language	Create inclusive language to establish stronger connections with citizens
Outcome	Ensure more expansive and inclusive representation and enable the participation of citizens from all education levels and identities, including people with disabilities.	Establish a common understanding (baseline) of basic concepts and encourage citizen participation.
Strategic actions	• Make the use of inclusive language official and implement regulations to incorporate translators to effectively communicate the laws. • Implement successful approaches, such as audio and Braille. • Strengthen the education available to citizens and members of parliament from an early stage (e.g., in school or via political parties).	• Agree on terms such as open government to establish a common understanding (baseline) of basic concepts. • Involve existing organizations to "translate" legal language to everyday language. • Develop a manual for inclusive language (including good practices). • Include minority languages (when applicable). • Include audio, braille, and different types of communications methods for people with disabilities. • Apply knowledge developed via social media campaigns to share content using simple language.
Stakeholders involved	• Vulnerable/marginalized citizens. • Members of the parliament.	• Think tanks. • Universities. • Organizations already working on this challenge.
Expected impact	• Diversity in parliament passes the 50% quota and diverse members have true decision-making power. • The existence of networks from different and diverse backgrounds in parliaments.	Diversity KPIs.

Communication & democratic instruments	Establish a system of binding regulations to incorporate citizen participation during the legislative process	Inclusive language: write legislation accessible to everyone
Outcome	Standardize methodologies to ensure citizen participation at all different levels.	Incorporate plurality and diversity through simple and clear language.
Strategic actions	• Map the legislative processes and initiatives in which citizens can participate. • Map the stakeholders involved in the process, who should be involved, and how (randomly selected citizens, NGOs, private sector, etc.). • Generate action plans and prioritize activities. • Regulate lobbying by individual citizens and the private sector. • In the final stage of the process it is essential to hosting public hearings to incorporate feedback from citizens, e.g., launching an official website for citizens' comments, hosting forums for citizen participation, or open spaces for speeches by citizens.	• Legally establish the duty of parliament to create simple versions of legislation for citizens. • Map and agree on the different phases of lawmaking that will incorporate citizen participation. • Create a citizen's gazette that includes a straightforward overview of the content published in parliamentary gazettes. • Adding explanatory documents to the legislation process. • Make ambassadors available to explain the law and the impact of the law. • Strengthen these actions with citizen education and citizen assemblies. • Map best practices for inclusive communication, including considerations for spoken, written, and visual language.
Stakeholders involved	To be defined during the mapping process.	Citizens who are impacted by the law and minorities.
Expected impact	Increased engagement and participation of citizens in available portals, such as the Baden-Württemberg participation portal.	• Ability to measure the impact of the law. • Number of people with disabilities and minorities working in parliament.

Table 4. Corridor 3 Base structures for future best practices

Citizen participation and transparency are two very important topics for parliaments. As expressed by Cristina Leston-Bandeira, decisions made by parliaments affect every citizen. It is important to recognize the accelerated accomplishments during the pandemic, however, it is important to find ways to ensure that they continue to be implemented in the future.

5.4 Corridor 4 - Sustainable Public Infrastructure & Management

> **"** *After the pandemic started, many activities changed. Energy efficiency measures should be implemented in both private and public buildings, and even in homes. These measures generate economic and environmental benefits, as well as social ones.* **"**
>
> **- Fairuz Loutfi Manager of Circular Economy and Energy Efficiency. WRI Mexico**

Public infrastructure underwent significant transformation during the pandemic. The implementation of lockdowns and other measures to prevent the spread of COVID-19 changed the behaviors of citizens, staff, and members of parliament, and, consequently, the use of public infrastructure.

Corridor 4 was initially focused on answering the question "How can we ensure sustainable public infrastructure and infrastructure management to change consumption patterns (water, energy, paper, etc.) in public buildings?" However, it quickly became clear that the pandemic has radically changed the way public buildings are used. Digitalization has shifted work from the office to home, and a considerable number of public services have also moved online. It became clear that an analysis of sustainable public infrastructure and management should not only focus on public buildings, but also on related public infrastructure and private spaces that influence consumption. What is more, budget processes must be redesigned and adapted to reflect the radical changes to behaviors that occurred during the pandemic.

> **"** *Public spending, which accounts for an average of 12% of GDP in OECD countries, and up to 30% in developing countries, wields enormous purchasing power. Shifting that spending towards more sustainable goods and services can help drive markets in the direction of innovation and sustainability, thereby enabling the transition to a green economy.* **"**
>
> **- UN Environment Programme[44]**

Corridor 4 focused on sustainable public infrastructure and management, exploring ways to change patterns of consumption in a broader sense. The conversation focused on the following priority challenges:

Budget. Investing in sustainable public infrastructure and management is complex because of the immediate needs that must be met in the public sector and the need to ensure long-term funding for future projects. The objective is to invest in more sustainable alternatives even if they might not immediately make a difference or be a priority on the national agenda. Budget allocation varies depending on the country, the context, and current factors, but research has shown that

44) "Sustainable consumption and production policies", UN Environment Programme, Accessed January 28, 2022, https://www.unep.org/explore-topics/resource-efficiency/what-we-do/sustainable-consumption-and-production-policies

investing in sustainable public infrastructure and management can translate into significant benefits for the environment and the health of citizens. Based on these factors, participants focused on budget as one of the main areas of focus in order to better understand how parliaments are making decisions to invest in sustainable public infrastructure and management to create a more sustainable future.

Hybrid Models. To achieve a more significant and long-lasting impact on sustainable public infrastructure and management, it is important to engage citizens outside of parliament and integrate a holistic mindset regarding how infrastructure impacts social and environmental aspects. The considerations mentioned in the priority challenge of the budget should be applied in both private and public spaces.

Ongoing Trainings. Global infrastructure changes and evolves constantly. Access to up-to-date information is essential to stay on top of current trends and make more well-informed, conscious decisions. Information and training are crucial for decision-makers to be able to make holistic decisions. Incorporating the vision and the perspective of diverse stakeholders will also complement these initiatives.

Based on these three areas of focus, participants co-created a set of recommendations on ways to change consumption patterns, which were grouped within the following four categories:

Social & environmental aspects: Better public buildings translate to better livelihoods. When suitable investments are made in infrastructure, they significantly benefit the public, which uses both these spaces and the surrounding areas.

To know more regarding Sustainable Public Infrastructure and Management during Covid19 visit the following publications:

- ParlAmericas. Guide on Supporting a Post-COVID-19 Green Economic Recovery. Link
- United Nations. "Sustainable Public Infrastructure & Management". Link
- International Innovation Forum. "Sustainable Public Infrastructure & Management". Link
- World Resources Institute. "Coronavirus Recovery". Link

Multi-Stakeholder Collaboration: Different stakeholders must coordinate and work together to implement change. Well-informed decisions regarding infrastructure investment in infrastructure must include a range of different actors, including architects, environmentalists, engineers, public leaders, NGOs, and more. Opportunities to connect with other stakeholders on the local, national, and international levels facilitate the exchange of best practices regarding the specific infrastructure, building, or policy involved.

Standardization of policies: In order for new policies to be effective, they must be implemented across multiple different levels of government, and coherent changes to the implementation of best practices must be made. Isolated good practices will not have the necessary impact.

Vulnerability in our systems:
- Inadequate public services and infrastructure
- Depletion of natural resources
- The degradation of biodiversity and climate

The current climate change crisis was a significant consideration for this corridor, as resources are finite. Recommendations for the future are outlined below:

SOCIAL & ENVIRONMENTAL ASPECTS

Budget	Hybrid Models	Ongoing Trainings
• Share positive results of efficient management (social, environmental, and budget allocation indicators). This will allow decision-makers to foresee the benefits and focus on proactive planning and budgeting. • Set a timeframe and track energy consumption to compare the actual rates and highlight the benefits of investing in long-term sustainable development.	• Develop a holistic framework that is socially and environmentally conscious. Considering sustainable management with human-centric design is necessary when rethinking common spaces. This will help people feel that their needs were taken into account and promote engagement in the transition towards a sustainable workspace. • Develop projects that reveal the link between human and environmental health. When people are able to envision the project's benefits, they are more likely to engage and help in the project's transition and implementation.	• Environmental training for decision-makers is necessary to allow them to understand the benefits of long-term investment, take into account the life cycles of resources, meet public needs, and involve the community. • Make educational programs available to all citizens. An appropriate educational program will facilitate collaboration and take into account past experiences to analyze and replicate best practices.

MULTI-STAKEHOLDER COLLABORATION

Budget	Hybrid Models	Ongoing Trainings
• Create participatory design spaces when designing a budget for the construction of buildings and facilities and allocating operating budgets to create an infrastructure that responds to socio-environmental needs. This process will enable transparent and shared objectives and establish incentives to contribute, measure, and show progress towards meeting environmental goals.	• Show employees the positive impacts of good, sustainable management. It is essential to establish collective environmental goals and acknowledge progress in order for employees to commit to these goals.	• Allow access to environmental training at all authority levels. The collective awareness will translate into knowledge and awareness, making it easier to replicate good practices within the organization. • Support must be provided at all levels of government to share and explain the legal instruments available to enable the implementation of sustainable practices. • Implement strategies to motivate diverse stakeholders to get certified. These strategies could range from incentives to effectively communicating the progress achieved. • Assign an institutional management team with the skills and knowledge to oversee the project implementation and ensure continuous training for all.

STANDARDIZATION OF POLICIES

Budget	Hybrid Models	Ongoing Trainings
• Establish coherent programs, e.g., procurement processes that align with the sustainable agenda. It is essential to follow a reporting requirement to ensure accountability among those implementing the policy. • Policymaking must consider the impact of the investment in the long term. Considering its future impact will help decision-makers establish clear and shared objectives, allowing them to follow up on a strategic plan. • It is necessary to implement sustainable purchasing policies, including energy reduction, paper and consumables reduction, and increased environmental certifications.	• Make it legal to inform citizens of the sustainable practices to encourage sustainable practices (private sector and government).	• Certifications should include multi-stakeholder and advisory boards/legal committees to audit processes to be tested. It is critical to ensure the progress of environmental well-being by providing roles, responsibilities, and continuous training to parliament members, administrative staff of parliaments and citizens.

VULNERABILITY IN OUR SYSTEMS

Budget	Hybrid Models	Ongoing Trainings
• Establishing environmental goals and plans in advance and measuring the impacts and benefits of a sustainable transition will help visualize progress and make it easier to adjust the plan, if necessary. • Investments can help overcome challenges by paying off in the future. Measuring long-term benefits will legitimize the cost-benefit of moving towards a sustainable future.	• Consider improving other related services, such as transportation, to encourage sustainable practices. • Competitions can help to think beyond the budget and consider the climate when it comes to the consumption of public infrastructure systems.	• Foster a sustainable mindset for builders, managers, and users of sustainable buildings. A shared understanding of what the future looks like allows all involved to align their focus and invite fellow workers to join.

Table 5. Corridor 4 Recommendations for the future that emerged from IIFO.

> 66 *By 2050, 89% of the Latin American population is expected to live in cities.* 99
>
> **- Fairuz Loutfi, Manager of Circular Economy and Energy Efficiency. World Resources Institute Mexico**

Public infrastructure and the construction sector are critical to achieving the 2030 Agenda. Increasing the energy efficiency of buildings (public and private) is the most economical energy reduction strategy globally. As previously noted, the pandemic radically changed consumption patterns and created new challenges, such as the need to redesign budgets and further stressing existing systems vulnerabilities. However, the pandemic also created an important opportunity to reduce energy use, with residential and commercial buildings representing the greatest potential for mitigation in cities.

Section 6.
Conclusion

The uncertainty caused by the pandemic was and continues to be one of the biggest challenges to making effective decisions for an unpredictable future that affects all countries, all sectors, and all people. However, certain steps can be strategically taken to prepare solutions and anticipate challenges. This section offers cross-cutting recommendations and priority actions identified by participants across each thematic corridor addressed during the IIFO.

6.1 Recommendations for the Future

Continue to nurture innovation culture and the use of agile methodologies. How can we be ready for future crises? What can we do? Should there be some sort of guidance for the future?

These were some of the questions that consistently emerged during the discussions hosted as part of the IIFO. Over the course of the discussions, participants highlighted the importance of being constantly prepared. The primary takeaways from each corridor for this recommendation are outlined below:

- **Corridor 1:** Nurture an innovation culture as a form of constant education.
- **Corridor 2:** Create a new form of leadership with a goal-oriented vision and approach to management and a constructive culture that accepts mistakes as a form of learning.
- **Corridor 3:** Challenge existing structures to incorporate citizens' voices and shift the narrative from an understanding of parliamentarians as distant representatives to living instruments that should connect citizens' voices during decision-making processes.
- **Corridor 4:** Continue to assess how citizens' behavior and use of public services and their homes continue to evolve during the pandemic and the impacts on the environment.

Being prepared to manage situations in advance is better than responding on a case-by-case basis. It is important for parliaments to be prepared to manage diverse and unpredictable environmental, health, economic, and political situations. However, every situation and every context will be different depending on the country. As a result, it is important to consider the following:

1. It is impossible to create specific instructions to know exactly what to do in each future crisis. However, it is possible to create guidelines that incorporate good practices, lessons learned from the past, and recommendations regarding the specific needs, responsibilities, and departments of parliaments.
2. It is important to boost innovation in parliaments and make it sustainable in order to prepare for the uncertainty of the future and the unexpected challenges to come.

How to make innovation sustainable?

Access to knowledge should be complemented by the continuous implementation of innovative agile methodologies, such as design thinking; volatility, uncertainty, complexity and ambiguity (VUCA)[45] management; and lean strategies can be continuously applied and integrated to help manage everyday challenges and areas of opportunity in parliaments. These methodologies not only facilitate knowledge creation but also provide the training necessary to apply these tools to more complex future challenges and crises.

For more information on agile methodologies used by government, please visit:

- From Transactional to Strategic: systems approaches to public service challenges. OECD Link
- Design Thinking for Public Service Excellence. UNDP Link
- Lean policy Link
- About Lean Government. United States Environmental Protection Agency. Link
- Lean in Government Starter Kit Link
- Lean Government Implementation Guide Link

Create and allocate a budget for training programs. Since the start of the pandemic, parliament members and staff have had to adopt new technology and learn how to use it in order to continue operating. One of the biggest lessons learned across all countries and at all levels of the parliamentary hierarchy is the need to create and fund training programs, not only for parliament staff and representatives but also for the general population. The primary takeaways from each corridor for this recommendation are outlined below:

- **Corridor 1 and 2** emphasized the importance of training members of parliament and staff to develop digital literacy skills and abilities to prepare for sudden changes during a crisis, especially life-threatening ones.
- **Corridor 3** noted the responsibility of parliaments to also provide training to citizens to promote engagement, transparency, and better laws.
- **Corridor 4** recognized the importance of experts across all

45) Nathan Bennett and G. James Lemoine, What VUCA Really Means for You, Harvard Business Review, accessed January 25, 2022, https://hbr.org/2014/01/what-vuca-really-means-for-you.

issues, not just environmental issues. Training citizens, staff, and members of parliament on the issues addressed within all four corridors, with a particular focus on basic knowledge of environmental sustainability, is key for assertive communication with experts.

Curriculum-based training should be implemented to develop the skills and abilities of all parliamentary stakeholders.

How to Structure and Budget a Training Program?

The following table features an overview of topics that could be included in a training program, as suggested during IIFO discussions. Funds should be allocated to create, strengthen, and implement training programs focused on the following knowledge needs

Stakeholder	Capacity-Building Topics	
MEMBERS OF PARLIAMENT	**Workshops/Trainings on:** • Decision-making during a crisis • Crisis management • Risk management • Trade-off assessment • VUCA management • Lean policy • Design thinking • Planning and implementing protocols • Planning and implementing crisis protocols • Technology in the public sector • Platform uses and best practices • Professional netiquette • Gender perspective, diversity, and people in vulnerable situations	**Theoretical knowledge on:** • Understanding the environment and sustainability • Mental health and work • Environmental sustainability and development
PARLIAMENT STAFF	**Workshops/Trainings on:** • Crisis management • Risk management • Trade-off assessment • VUCA management • Adaptive leadership • Lean policy • Design thinking • Mental health and work • Professional netiquette • Gender perspective, diversity, and people in vulnerable situations	**Theoretical knowledge on:** • Understanding the environment and sustainability • Mental health and work • Environmental sustainability and development
CITIZENS	**Workshops/Trainings on:** • Understanding a legislative or reform proposal • Understanding new laws or reforms approved • How to communicate with parliament	**Theoretical knowledge in:** • Parliament and its structure • Role, functions, and responsibilities of parliament • How laws are created • Understanding the environment and sustainability • Environmental sustainability and development

Table 6. Recommendations for the future that emerged from the IIFO.

All training programs should use accessible language in their materials, including visual, spoken and written resources, in order to engage with more diverse groups in terms of age, gender, disability, etc.

> **"**
> *Enforced innovation: Parliaments have had to respond quickly, experiment, deploy, and make modifications in a timely manner. Iterative improvement: enhancing those working solutions. Embedding those solutions into new ways of working: where the processes and tools that support them are found in the day-to-day fabric of the parliament.* **"**
>
> **- Jonathan Murphy Head of Programme INTER PARES | Parliaments in Partnership**

Understand and embrace new labor models and new work environments. The pandemic has fundamentally changed the rules of the game, including work environments and family economies. Remote work brought benefits for the environment and for the health of employees. However, remote work also presents new challenges for employers in terms of supervision and productivity monitoring. It is important for parliaments to:

1. Propose work models for staff, as well as citizens, based on results and structures that facilitate work and comprehensively answer the new needs of remote employees.
2.   Ensure that every change takes into account particular needs based on age, gender, and other diversities.

How to Create New, Diversity-Focused Work Models for Citizens and Staff?

The most important factor is to constantly listen to employees and citizens. The discussions held as part of Corridors 2 and 3 highlighted the progress made by parliaments that listen to employees and citizens. Surveys can be created to gather information regarding feelings, preferences, and needs in the face of important changes, such as the return to the office, missing protocols, and hybrid work formats. Anonymous surveys also offer a channel for workers and citizens to share their needs via a format that makes them feel safe.

Relationship with citizens. It is important to maintain an open dialogue and reciprocal communication with citizens. Additionally, ensuring the use of inclusive language for all ages, genders, disabilities, and cultural backgrounds is key for citizen engagement.

How to Maintain an Inclusive, Open Dialogue with Citizens?

Firstly, it is important to recognize that there are parliamentary structures in certain countries that do not consider citizen participation in their legislative processes. In countries where this is the case, reforms are needed to constitutionally recognize citizen participation as an important part of the parliamentary process in order to avoid losing contact with citizens should the political environment change.

Moreover, it is important to create and strengthen channels of communication with citizens grounded in visual, spoken, and written communication that reflects the diversity and does not create communications barriers for people with disabilities. Parliaments should explore the possibility of collaborating with experts and organizations to build on the work done to date and avoid starting from zero.

Another strategy for promoting inclusive, open dialogue is to incorporate experts into the legislative processes of parliaments as advisors or members of working groups. Input from experts has been shown to be successful worldwide, both in terms of creating better laws and promoting transparency in parliaments.

With the aim of learning from other parliaments and successfully adopting good practices from around the world, it is important to understand and consider the following factors:

- Parliamentarians' roles, good practices, and the structure of parliament in the target country should be considered in order to identify legislation that may complicate or even prevent the implementation of the identified improvement, as well as ways to rethink how this good practice may be implemented in the target country.
- Different understandings of democracy, as well as other perspectives regarding the role of elected members of parliaments and cultural differences, should be considered in order to adapt improvements to the reality of the target country.

Every country and context is different, and solutions can come from anywhere.

6.2 Priority Actions

Revise Legal framework	Update the legal framework at a federal level for offline work, professionalization of staff in some countries, and to ensure citizen participation and a commitment to sustainability.
Enable Education & connectivity	Ensure connectivity (internet and devices) for all and provide digital literacy education and an ecosystem of platforms where people can get informed (integrating inclusive language).
Gather and use existing knowledge	Collect studies and compile information about successful cases and standards for remote work, citizen participation, and sustainability. Order and catalog the data so it is easily at hand. Enrich this database by creating networks of parliaments and experts (local and international).
Understand citizens voices	Beyond citizen engagement, it is important to define what open government is, as well as to create and legally protect spaces for citizen voices. Forums, social media, permanent online platforms, and citizen assemblies can be repurposed for permanent evaluative, observatory, and co-creation spaces.

Table 7. Priority Actions

There is no order of priority. However, there is undoubtedly an interconnection between all the priority actions. For example, effectively gathering and using knowledge nurtures an understanding of citizen voices, but this knowledge will not be available to all unless education and connectivity are also enabled.

For years, parliaments around the world have faced challenges related to labor, citizen participation and transparency, and sustainable public infrastructure and management. The pandemic has brought enormous new challenges and transformed parliaments for a yet uncertain post-COVID future. However, as reflected in this report, the pandemic also presented invaluable opportunities to accelerate much-needed social changes, such as digitization, citizen participation in legislative processes, and reduced energy consumption.

Section 7.
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