

# Foreword

While the Luxembourg government's response to the COVID-19 crisis was particularly agile, maintaining a high level of trust in government, reducing inequality and achieving sustainable and inclusive growth will be critical to the country's future resilience. This report aims to assess Luxembourg's response to COVID-19 and learn lessons from it based on an analytical framework developed by the OECD, focusing on three main components that correspond to the phases of the risk management cycle.

This evaluation report is the product of close co-operation between the OECD and the High Commission for National Protection under the Ministry of State of Luxembourg. This is the first report of its kind. It was informed by the OECD publication "First lessons from government evaluations of COVID-19 responses", which summarises the key lessons learned from evaluations produced by OECD member country governments. This evaluation of Luxembourg also draws on survey data from the country's ministries, communes, hospitals and schools, as well as a series of interviews with public and private stakeholders.

The evaluation of Luxembourg's COVID-19 response highlights the importance of agile strategic governance in guiding the response to the crisis, based on solid evidence. Whether in the area of public health, educational continuity, the economy or the labour market, this agility enabled Luxembourg to safeguard the life of the nation and minimise the direct impacts of the pandemic. The country was able to draw on its mature risk management system and the very active involvement of its parliament. However, in a world where major crises are likely to happen more often, maintaining a high level of trust in government will require civil society to play a greater role in crisis management. Addressing inequalities, whether in education or income, is also a key factor for ensuring a return to sustainable and inclusive growth. The conclusions and recommendations of this report will guide governments in these efforts.

The report was approved by the Public Governance Committee on 23 September 2022 and prepared for publication by the Secretariat.

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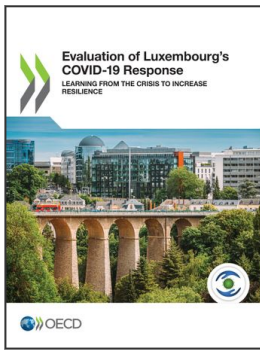
This review was conducted by the Directorate for Public Governance (GOV) in collaboration with the Economics Department (ECO), the Directorate for Education and Skills (EDU) and the Directorate for Labour, Employment and Social Affairs (ELS). It has benefited from excellent collaboration with the government of Luxembourg.

The review was led and co-ordinated by Claire Salama, a public policy analyst (GOV), and written by a multidisciplinary team at the OECD. Claire Salama wrote Chapter 1 on how to evaluate Luxembourg's response to COVID-19 and Chapter 3 on crisis management. Nestor Alfonzo-Santamaria (GOV) prepared Chapter 2 on emergency anticipation and preparedness policies, with assistance from Adrien Valentin (GOV) and contributions from Jack Radisch (GOV). Caroline Berchet (ELS) wrote Chapter 4 on health system resilience in the face of the pandemic, with contributions from Philip Haywood (ELS). Chapter 5 on education policy during the crisis was written by Diana Toledo Figueroa (EDU), Stéphan Vincent-Lancrin (EDU) and Quentin Vidal (EDU). Filippo Cavassini (ECO), Federica De Pace (ECO), Florian Gache (ECO) and Axel Mathot (GOV) wrote Chapter 6 on economic and fiscal policies to mitigate the impacts of the crisis, with contributions from Sylvie Montout. Chapter 6 also benefited from comments from and discussions with the delegates on the Economic and Development Review Committee (EDRC). Finally, Chapter 7, on social and employment policies in the face of the crisis, was written by Vanda Almeida (ELS) and Emily Farchy (ELS), with contributions from Agnès Puymouyen (ELS) and was supervised by Sebastian Königs (ELS). The report was prepared for publication by Meral Gedik, with administrative support from Lyora Raab and Deborah Merran. Isabelle Delpech provided copy editing.

The review was produced under the guidance of senior staff, including Elsa Pilichowski (Director of GOV), Jon Blondal (Head of the GOV Public Management and Budgeting Division), Gillian Dorner (Senior Advisor to GOV), Alvaro Pereira (Director of ECO), Isabell Koske (Deputy Director of ECO), Stefano Scarpetta (Director of ELS), Mark Pearson (Deputy Director of ELS), Francesca Colombo (Head of the ELS Health Division), Frederico Guanais (Deputy Head of the ELS Health Division), Stephane Carcillo (Head of the ELS Jobs and Income Division), Andreas Schleicher (Director of EDU), Tia Loukkola (Head of the EDU Innovation and Measuring Progress Division) and Paulo Santiago (Head of the EDU Education Policy Advice and Implementation Division). The OECD is also grateful for comments from Stephane Jacobzone, Senior Advisor in GOV.

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