ETORKIZUNA
ERAIKIZ
think tank

NEW POLITICAL CULTURE
REPORT OF THE 4th MEETING

14/10/2020

Contents

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SPACE FOR DELIBERATION ON THE NEW POLITICAL CULTURE

ETORKIZUNA ERAIKIZ GUNEA, 14 October 2020, 5 pm – 7 pm

1. Programme

Theme	Person responsible
Presentation of the conceptual framework for addressing the challenge	Angela Hanson, OPSI- OECD
Presentation of the group dynamic	Miren Larrea, Orkestra
Assessment, key elements of the process and closure	Xabier Barandiaran, Provincial Government of Gipuzkoa

2. Members of the group

In attendance:

1. Sebastian Zurutuza. **Provincial Government of Gipuzkoa.**
2. Ander Arzelus. **Provincial Government of Gipuzkoa.**
3. Xabier Barandiaran. **Provincial Government of Gipuzkoa.**
4. Ion Muñoa. **Provincial Government of Gipuzkoa.**
5. Goizeder Manotas. **Provincial Government of Gipuzkoa.**
6. Eider Mendoza. **Provincial Government of Gipuzkoa.**
7. Miren Larrea. **Orkestra.**
8. Asier Lakidain. **Sinnergiak**
9. Gorka Espiau. **Agirre Lehendakari Center**.
10. Naiara Goia. **Aranzazu Laboratory of Social Innovation**.
11. Andoni Eizagirre. **Mondragon Unibertsitatea**.
12. Juanjo Álvarez. **Globernance.**
13. Mikel Irizar. **Eusko Ikaskuntza**.
14. Ainhoa Arrona. **Orkestra.**
15. Eva Sánchez. **Orkestra.**

3. Introduction and presentation of the workshop

Miren opened the proceedings, saying that Xabier had another engagement and would be joining them later. She will therefore give a short introduction to the session.

She said that in this session, they would be working on the second theme, which was previously identified in the agenda: understanding complexity and working on the systemic perspective.

She said the session would be structured differently to the previous one. Angela Hanson, from the OECD's OPSI observatory, is attending as an expert and driver.

She shared two reflections, based on the assessments of the previous session. *"What you mentioned most was the issue pf time. Two hours is not enough to do everything we want to do here. I propose extending the sessions by half an hour, with a break in the middle. For today's session, we are going to try to shorten the introduction and closure, in order to give more time for Angela's dynamic. We'll see how we get on"*. On a separate issue, she added, *"sharing the group work via spokespersons diminishes the group's contribution. From today on, the contributions will be made on an individual basis"*.

She shared another reflection with regard to the homework. *"Of the fourteen projects in this deliberation group, we have only received homework for seven. We know*

that one person had problems with their choice of project, but in the other cases, we get the impression that it's due to scheduling issues. We therefore propose that you choose from one of three options. Option a) involves committing to dedicating 30 minutes to the project each month, so that we can reflect on this. In Option b) you undertake to dedicate 1.5 hours a month to your project, in order to define the problem with your team and make a reflection. Finally, Option c) consists of dedicating 4 hours a month to the project. This option is meant for those who have chosen to address a problem that they were already thinking about working on — i.e. something that was already on your agenda and which you want to do something about. I'll send you out an email and you can each choose one of the options. All homework will have options a), b) or c), and each person can choose how they do it".

She ended the presentation by welcoming ECO9, who will be substituting for ECO4 for a while.

4. Presentation by Angela Hanson and dynamic

Miren then introduced Angela ("*we contacted her through ECO1 and ECO6")*. She said that everyone there knew Angela. They have sent her the list of projects that form part of the deliberation group and she thanked her for going to the trouble of adapting her dynamic to the process. *"She has shown an interest in understanding the process and her contribution is going to be very interesting"*.

ECO6 said that they are working with OPSI to examine the mechanism of governance further. She added that they have a very good understanding of the bases of Etorkizuna Eraikiz, as well as its approach and ambitions. She mentioned that they always ask very pertinent questions and said this is very characteristic of Angela and her team. *"They understand the challenge and ask very intelligent questions"*.

Angela then took the floor and thanked ECO6 for the introduction. *"I was listening to the discussion on the homework. I want to try to convince you that this work is worth the effort it requires"*.

She presented the agenda and said that she will use *Causal Layered Analysis* to work with. This methodology of layered analysis is often used in longer sessions, so she was proposing that their analysis would only go as far as the second layer, and they could address the two other layers as homework.

She began by summarising what had been discussed in a previous session, when they developed a seminar to examine Etorkizuna Eraikiz's model of governance. Four different objectives and directions for innovation were set out ([see presentation](#)). The main aim of the project is to trigger a change in governments, to go from a reactive position to a proactive one. One of the questions they looked at was what would most affect Gipuzkoan society in the future. The results can be seen in [this slide](#).

"We are trying to transition from theory to practice and to do so we use mechanisms such as Anticipatory Innovation Governance". She illustrated this with a [slide](#) and said there were different ways of looking at it.

It had been mentioned in the seminar that each project is an opportunity to speak about governance and to learn and make changes to the structures of government. *"We have discussed different models and what they can be used for, what future experimental projects can be generated"*

They also spoke about the role of the participants in the network.

The seminar had therefore agreed that the Provincial Government needs to have a model of leadership in which it acts as the coordinator of a distributed network.

Angela presented *Causal Layered Analysis,* which will be the methodology used for their analysis in the current session. She said that this type of methodology requires more time for a full analysis, but she will try to give them a taste of it.

"[Causal Layered Analysis] means looking at different levels of a situation or problem. It also involves using different terminology to what we are accustomed to". The different levels are Litany, Systemic Causes, Discourse/Overview and Metaphor & Myths. *"I want you to try to understand and identify these four levels in your projects"*.

She explained the different levels as follows:

Litany: official description of the problem, externalised and situated in a decontextualised reality. We use trends or quantitative data, established expressions of the problem… The idea is to give a headline version of the problem, to bring visibility to the tip of the iceberg of what we want to deal with.

Systemic Causes: the social causes of the problem, multifaceted, formal, nuanced expressions. This includes a range of aspects such as economy, culture, politics, history, etc.

Overview/Discourse: to identify deeper assumptions or rules underlying the problem. It is important to understand problems from different points of view. It may help to consider what it involves in terms of gender, nature, authority, etc.

Myth and Metaphor: unconscious dimension of the problem, symbols, etc. At this level, an inner transformation is required.

Ángela gave some examples to help the participants understand the task better. She then opened the floor to the group activity, which she said would focus on the litany and the systemic causes.

Miren added that there are three panels on the wall so that each participant can set out their reflection on the project through a personal reflection.

5. Full Session – Sharing the dynamic

Following the Piret Tonurist's talk, each participant explained his or her reflection.

DFG6:

She reflected on two different projects (it has been decided to maintain both projects despite the death of DFG2). Speaking about the School of Citizenry, she sees that citizens *"don't care about politics"* and feel removed from it. She sees the systemic causes as being that the public do not place any importance on politics; and because they do not participate much, it is difficult to organise projects. With regard to transformation in the institution, she notes that half of the current workforce will be retiring in the next 7 years. As a systemic cause, she identifies an ageing institution and the need to add new profiles, rather than just filling the vacancies.

DFG3:

The litany he identified was that the underlying culture at the base is very hierarchical. Amongst the systemic causes he mentioned a tradition and culture going back years, a sense of inertia, a lack of consistent political leadership for change and lack of political incentive, the discrediting of politics and the difficulty of recruiting people into politics, the need to adapt the political agenda to people's needs and the need to include collaborative procedures.

DFG1:

He spoke about the same project as DFG3, saying he detected a demotivated and inefficient organisation. Amongst the systemic causes, he mentioned excessive hierarchisation, an outdated and obsolete structure and functioning, lack of internal self-criticism and the lack of a culture of collaboration.

DFG5:

With regard to his project, he detected that the Provincial Government of Gipuzkoa does not have spaces, procedures, habits or mechanisms to generate systemic knowledge at a political level or to make comprehensive strategic reflections. Amongst the systemic causes, he mentioned that the institution is weighed down by inertia; knowledge and reflection do not play a central role and they have limited skills.

ECO9:

He identified Etorkizuna Eraikiz's low level of participation in international networks. He believes that the systemic causes are a) that some networks do not have a target of achieving relevant results — or have not demonstrated it, and b) in other networks there is a certain mistrust when it comes to viewing it as a resource.

ECO3:

As a litany, he identified the fact that the social agents and public institutions are willing to reflect on collaboration, but not to take charge of managing that collaboration. Amongst the systemic causes, he mentioned the excessive differentiation of roles: the institutions give orders/pay and the actors propose and compare. In general, he feels that there is not enough trust between the two parties and suspicions are commonplace. At an institutional level, he said, *"There is a collaborative agenda that acts as a slogan, but there are other underlying types of attitude"*.

ECO6:

As a litany, she identified *"the lack of involvement of new generations"*. Amongst the systemic causes, she identified traditional systems of listening and understanding; difficulties in responding to new challenges through collaboration and the need for effective forms of networking and interrelation among actors.

ECO1:

He identified the fact that *"we want to work in conjunction, and we want to generate that system of coordination, but we do not have time for it"*. Amongst the systemic causes, he said that the lack of time is due to the lack of financing for spaces of collaboration of this kind and mentioned the lack of tie-in between the strategy plans of the different institutions. He has also identified a myth; he believes that here things have always been done looking at the community and thinks there is a contradiction, since a tension arises in that approach between collaboration and personal development. *"For*

me, the challenge lies in that myth. The reality lies in the tension between these elements".

ECO5:

He remarked on his project that the original idea lies in the fact that by tradition, Basque people have a moral culture: *"the awareness of oneself, of being oneself".* In his opinion Basque people do not by nature tend to collaborate; they come together and collaborate only when they cannot do things individually and need others. He remarked that they are working on this aspect in relation to Basque moral culture.

As a litany, he identified the large gap between citizens and institutions. Amongst the systemic causes he mentioned that we live in a society in change and that many planes of society are constantly being transformed.

ECO7

She mentioned the need to work on collaboration models or facilitation skills. She added that in the Territorial Development Laboratory, they have already learnt a lot of lessons in this area. For her, the litany consists of how to take the step from these lessons learned to what the Provincial Government of Gipuzkoa needs. Amongst the systemic causes, in terms of the need to generate skills, she mentioned: the working culture, the existence of structures from another paradigm, procedures, incentives… With regard to connection (the Laboratory's contribution to Etorkizuna Eraikiz), she mentioned a lack of recognition of the *"hows"* and, therefore, a lack of knowledge about these aspects in society and the institutions, as well as in the university; and the difficulties in sharing the lessons learned: egos, silos, lack of *"hows"*.

DFG4:

Her challenge is to set up an advanced management model in the Provincial Government of Gipuzkoa to respond efficiently and ethically to citizens' needs. As a litany, she identified making a diagnosis of the ways of working, identifying the institution's strengths and taking the improvements on board. As a systemic cause, she identified establishing a common general framework to create a good management tool.

ECO8:

He has no challenge but has identified two litanies: one is that good governance is not possible without a good diagnosis; the litany consists of how that diagnosis can be achieved. The second is related to *"how often we succumb to the needs of identity and not to the needs for a solution to the problem. The litany is a theoretical loop. At the same time, what does good collaborative governance serve for? To know where the real challenges are located"*. Among the systemic elements, he identified putting words into action and the fact that a certain freshness is lost when we theorise.

The Orkestra driver:

She has taken this Think Tank as a reference project and says that it includes three types of knowledge: expert, experiential and methodological. *"When designing the timing, the first two have a specific space. The methodology comes into the design, but the methodology does not have a specific space of its own"*.

For her, the litany is that the university lives in its ivory tower at a remove from the problems we experience in the real world. As systemic causes, she identifies the fact that the system of incentives promotes it, and that research does not always have enough space in academia. At the same time, she considers that politics itself does not adapt to the timing required by research and that not providing space also leads to a loss of facilitation capacity.

The Head of Strategy and Research:

He said that for his challenge, he chose the working group that the Provincial Government of Gipuzkoa is planning to set up to bring together different political groups from the Provincial Assembly. *"The conflict that arises between the different socio-political points of view centres on knowledge, values and behaviour. In these three axes, there are a series of characteristics. On the one hand, there is a great mismatch between knowledge, values and behaviour and we lack the structure to cope with this situation"*.

For him, the litany lies in the lack of trust and inter-relationship between the different political parties. *"We have not developed a shared vision, and that is basic for making politics. There is a great mistrust and that is the general problem"*.

He went on to say that he shares all other participants' reflections, except for those of ECO5.

ECO5 spoke briefly to clarify that he considers that what lies at the heart of things is an awareness of oneself and not collaboration. *"First we try to fulfil our spiritual and*

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moral needs individually and only when we cannot succeed on our own, do we tend towards collaboration".

The Orkestra driver took the floor to say that this was a discussion for another time and that they have a programme to follow, and she gave the floor to Angela.

Angela said that it has been fascinating to hear the participants' reflections. She mentioned the different ideas and said they may have found points of contact in the systemic causes and can work together.

A space has been set aside to determine what connections the participants see between the different projects. The result is as follows:

	Escuela de ciudadanía	Transformación de la entidad	Ekinez ikasi	Recursos humanos competencias	Gestión Pública Avanzada	Grupo de trabajo con las Juntas Generales	BADALAB	Laboratorio de Innovación Social de Arantzazu	Proceso de Internacionalización	Debagoiena 2030	Oficina de Reflexión Estratégica	Laboratorio para el desarrollo territorial	Etorkizuna eraikiz Think Tank - Investigación	Globernance
Escuela de ciudadanía	▨						■	■						
Transformación de la entidad		▨					■							
Ekinez ikasi			▨				■					■		
Recursos humanos y competencias				▨			■					■		
Gestión Pública Avanzada					▨		■							
G. trabajo con las Juntas Generales						▨								
BADALAB	■	■	■	■	■		▨							
El Laboratorio de Inn. Soc. de Arantzazu	■						■	▨		■			■	
Proceso de Internacionalización									▨					
Debagoiena 2030							■	■		▨			■	
Oficina de Reflexión Estratégica							■				▨			
Laboratorio para el des. territorial			■	■			■					▨	■	
Etorkizuna eraikiz Think Tank								■		■		■	▨	■
Globernance													■	▨

The Head of Strategy and Research shared a concern: *"how to ensure that these reflections are effectively transformative. The reality I have known to date is that we operate in the traditional system and lack many elements of transformation, focusing only on slogans"*.

He identified a problem: *"I would take into account many of the elements that have come up here to conduct a serious test and make an effective transformation. But we are operating in a discursive space where we paper over the shortfalls, without making real progress"*.

The systematiser from Orkestra said that these inter-relations are collated. She said the discussion between the Head of Strategy and Research and ECO5 is proof of the relationship between projects.

Angela explained the homework (40): reflecting on the next steps. Start thinking about the overview: what are the views of the experts and politicians, collective acts vs individual acts. Because different actors act from different perspectives and metaphors, there is no consensus. Connect with other projects with which they share the challenges that have been identified.

She ended her presentation by thanking everyone.

6. Assessment and end of session

The Head of Strategy and Research ended the session by thanking Angela and her colleagues for their participation and saying that it is always interesting. *"I am sure we would need to have a reflection to continue with the ideas Angela brought up today. To finish up, I would like us to remember where we are and where we are going. We are in the Think Tank that forms part of Etorkizuna Eraikiz and as well as being in charge of a project, each of us forms part of an ecosystem around governance. The system is proving helpful in enabling each person to work on their projects".*

"The reflections made here must be part of a learning process. As a group we need to conduct a joint learning process. Three points are important in this regard:

1) *A real commitment to transformation.*

2) *The need for a profound conversation to reach a conceptual consensus and make a theoretical reflection. The themes that came up here today require some conceptual depth and I think we can achieve that by including academia.*

3) *Creation of conditions for transformation. If we don't do it, we will not advance. To put the commitments into practise, we need to gradually introduce the models that will enable these conditions to be generated. We need to tell ourselves over and over again that it is not just a theoretical reflection".*

"This group is gradually coming together, and we know each other quite well. That is an advantage. This formula makes us feel very comfortable. With Globernance we are now incorporating the university and gradually through Miren and Orkestra we are going to build our own path".

"I take away the fact that this group is very authentic and that is why it is having a high-level debate. It's not only because it's high level but because what we work on, the problems and concerns, are real. Once again, thank you for coming".

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7. Appendices

a. Presentation used during the session

Deliberation Group on New Political Culture
14/10/2021

The agenda we prepared

DAY	CHALLENGE (The agenda consists of challenges. These challenges have been mapped from a general plane to the specific context of the projects we are concerned with. These challenges will be shown to the experts. They will propose what theme/theory/concept/tool we should work on at each meeting)
16/09/2021	Group develops its own definitions for two concepts that reflect the results of the process - New political culture - Equality
14/10/2021	Understand complexity and develop a systemic approach to the projects/initiatives we are going to work on
18/11/2021	Promote individual responsibility (values) in our projects/initiatives
16/12/2021	Promote individual responsibility (values) in our projects/initiatives
January 2021	Generate spaces of trust and reinforcing communication in our projects/initiatives
February 2021	Develop effective systems for listening to society in our projects/initiatives
March 2021	Transform the public administration within the framework of our projects/initiatives by strengthening the link between political and technical personnel
April 2021	Draw up results of the process
May 2021	Decisions on future of the process

Challenge addressed today: understanding the complexity of our projects and developing a systemic approach

Programme

Theme	Presenter/Driver
Introduction and presentation of the workshop (10 min.)	Miren Larrea
Presentation of the theme and galvanisation of the participants' work (100 min.)	Angela Hanson
Assessment of the process and closure (10 min.)	Xabier Barandiaran

From the assessment sheets

What did you like least about today's session?

- Given the complexity of establishing definitions, we could perhaps have done with a bit more time.
- Noise.
- Not much time for debate.
- Time too tight.
- The reflection was a relatively complicated exercise, but very useful for identifying the most interesting features.
- Lack of time ⮕ When the session includes a talk, perhaps we should have two and a half hours, with a 10-minute break.

What would you change for the next workshop?

- Perhaps a bit more time for the collective construction and socialisation of what we have constructed.
- It is well organised.
- Nothing.
- It would be difficult to improve on, given that all the different "phases" in the session are necessary.
- I'm not sure, but perhaps the debates in the work group are not fully covered in the presentation by the spokesperson. Richer? Include what each person has written?
- The time was better managed and used today. I think we're going in the right direction.

Reflection on home work

- On this occasion we have defined the problem in **7 of the 14 projects**

- One person said that the **project** they chose may not have been the **most suitable one** for expounding on the subject of political culture; in the other cases, we think the problem may be a lack of time

- It is important to **realistically** adapt the home work to our possibilities. We could therefore create three groups:
    - (a) Participants who can devote **30 minutes** between one workshop and the next
    - (b) Participants who can devote **an hour and a half** between one workshop and the next
    - (c) Participants who can devote **4 hours** between one workshop and the next

- You will each be asked how much time you can dedicate and **depending on the groups** formed, **the home work** will be adapted to the process of going from reflection to sharing the reflection with others and to experimenting with transformation processes

Homework for next month:

We will continue with the exercise worked on with Angela Hanson; we will share the details by email.

Please remember to answer the questionnaire of assessment and action-oriented reflection

b. Working Document No. 4

THINK TANK

Process of deliberation on new political culture: Working Document No. 4

LABOUR DEFINITIONS OF THE NEW POLITICAL CULTURE AND EQUALITY

(14 October 2020)

The group that is developing the debate on a new political culture within the Etorkizuna Eraikiz Think Tank, began the process with a reflection on the crisis in liberal democracies and the need for a new political culture to combat it (see Working Document No. 1). To this end, Gipuzkoa's main challenges were then addressed (Working Document No. 2) and certain themes of debate were prioritised to respond to them (Working Document No. 3).

The first challenge discussed by the group was the need for specific definitions of what political culture and equality are. This challenge was addressed on 16 September 2020, after Daniel Innerarity shared a conceptual framework for this purpose. The group established the bases for the following definitions:

NEW POLITICAL CULTURE

The new political culture is a new phase that drives us from representation to participation and subsequently to collaboration **in the development of democracy**, based on independent individuals and a living civil society.

The **system** corresponding to the new political culture is collaborative governance and it has three axes: ethical values as a system of cohesion, effective systems of interaction and community knowledge. This system is developed **on three planes**: the subjective, the personal and the social.

The **goal** of the new political culture is to transform the relationship between the main administrations and agents, in order to tackle a new agenda. For this purpose, there are four **lines of work**: (1) Changing the way of understanding the problems, taking on board the complexity from a systemic perspective; (2) Organising areas of collaboration; (3) Responding to uncertainty with prototyping and co-creation; and (4) Transforming and opening the administration up from within in order to understand society's problems and come up with responses, adapting the role of technical staff for this purpose.

EQUALITY

Equality is a **process** of looking for the same rights and opportunities for individuals and of compensating for inequalities. At the same time, it is also the **result** of this process. In other words, on the one hand, in terms of initial **rights** and **options** and also of **results**, it indicates equality. At the same time, and in order to achieve this, it requires guaranteeing equal conditions in the process.

When it comes to analysing equality, we will use structural and perception **indicators.** In other words, as well as the indicators we can use to measure equality objectively, it will also be important to know what subjective view people have of equality. At the same time, we will strive for equality **in four axes**: language, gender, the economy and welfare.

It is important to have a good understanding of the place these definitions play within the working methodology. Indeed, the Think Tank wants to use the tension between theory and practice to promote transformation. This requires two types of work:

a) *Critical review of experts' contributions.* The experts' theories and conceptual frameworks on the themes and challenges to be addressed will be critically debated and integrated into the experimentation processes. In other words, these theories and frameworks will only be included in the participants' experiments when they are of help.

b) *Critical review of participants' concepts and frameworks.* Prejudices and interpretations regarding the participants' concepts will be examined, in order

to analyse them critically through the contributions of experts and other participants and transform them through learning.

Given that to date, the experts have been only been able to make a very limited contribution on political culture (see Working Document No. 1 and presentation by Daniel Innerarity), the working definitions set out in this document are largely a snapshot of the participants' interpretations. Vis-à-vis the future, these definitions should be gradually transformed through two types of work:

a) A critical review of the group's definitions, based on the experts' texts and contributions.
b) A critical review of the experts' contributions and the group's definitions, based on what each individual has learned in their experimentation processes.

This work will sometimes be based on the concept of new political culture itself; on other occasions, it will consist of debating the more specific axes that have been defined within the new political culture. The session of 14 October will take this second route, debating with Angela Hanson how to analyse complexity in the process of constructing the new political culture and how to incorporate a systemic perspective.

c. Results of the dynamic

PROJECT NAME	LITANY	SYSTEMIC CAUSES	DISCOURSE/ WORLDVIEW	MYTH/ METAPHOR
School of Citizenry	- Citizens feels very alienated from the institutions. - They don't care about politics.	- They don't give importance to politics. - They are not aware that it is related to all areas of their lives. - Low participation, lack of collaboration and worse definition of public policy.		
Transformation of the organisation	- Obsolete, hierarchical organisation, with little training in cooperation. - Need to include new profiles rather than just automatically filling positions. - Need to renew the organization	- In the next 7 years, half of the workforce will be retiring.		

Ekinez ikasi (Learning by doing)	- Demotivated and inefficient organisation - The Provincial Government focuses on complying properly with procedures, and the culture on which it is based is very hierarchical.	- Excessive hierarchisation. - Outdated and obsolete structures and modes of operation. - Not much internal self-criticism. - Not much culture of collaboration. - Many years of tradition and culture: inertia. - There is a lack of solid political leadership for transformation. There is no "political" incentive for change.		
Human resources and skills		- Lack of —or need for— improvement in the professional career. - Discrediting and difficulties faced by politics in recruiting people. - Relations between political and technical personnel. - Need to adapt the political agenda to people's needs. - Difficulties in effectively encouraging collaborative procedures.		
Advanced public management	- Responding to the needs of citizens, using the resources available effectively and ethically, allowing results-oriented management.	- Placing the tools and processes for improvement within a general and common framework in order to encourage good management.		

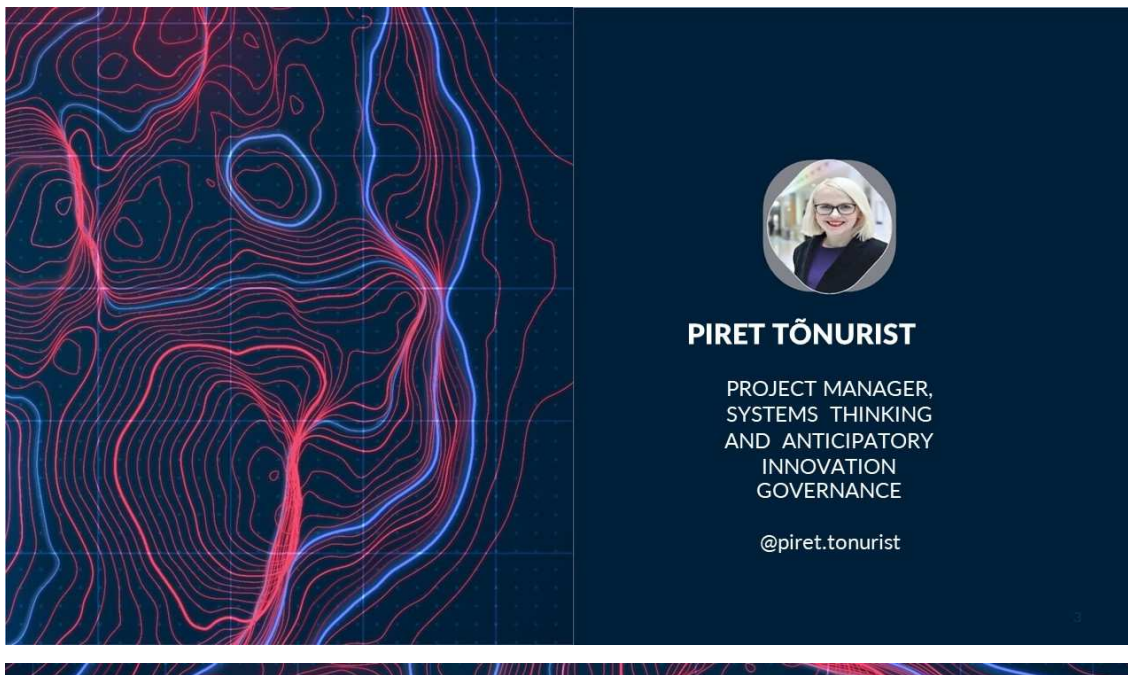|				
Work group with the Provincial Assembly				
BADALAB	- Operative tools are needed to perform collaborative governance. - The concepts and theories are not sufficient. - From agreeing on theory to making decisions: shared management.	- The roles are perfectly differentiated; the institutions pay/order; they propose/compare to exercise influence. - There is not enough trust to collaborate in public-social collaboration. - Apart from some general slogans, the collaborative paradigm does not form part of the agenda.		
Urban innovation	- Disaffection - Lack of trust - Lack of communication - Routinised, remote government - Elitism	- Complexity of challenges - Globalisation - New social and economic structure - System of values - Communication system - Plurality		

Arantzazu Social Innovation Laboratory	- We need new ways of connecting with society - Citizens are distant from the political agenda - Lack of engagement among new generations. - Complexity and dimension of future challenges	- Traditional systems of listening to/understanding problems. - Lack of collaborative frameworks to respond collaboratively to the new challenges. - Difficulty in articulating society/citizens around participative dynamics. - We need new instrumental dynamics to impact people's values and their worldview. - Ineffective forms of working and inter-relating from the logistical system. - Need for bold and innovative investigations.		
Process of Internationalisation	- Etorkizuna Eraikiz's still has little participation in international networks.	- There are networks that have no intention of obtaining significant results and others where there is (or has been) a lack of trust.		

Office for Strategic Reflection	- The Provincial Government lacks a political level of spaces, procedures, customs and mechanisms to generate knowledge systemically and make a strategic reflection comprehensively.	- In the office of strategic reflection. - The inertia of existing approaches to doing things weighs things down significantly in the organization. - Knowledge and reflection are not given a central role. Everything it involves can result in "fear" or the application of "brakes". - Limited capacities; intellectual, for creating knowledge, human resources, other institutions, etc.		

Laboratory for Provincial Development	- The need to extend collaborative culture, the ways of working, the capacities for facilitation in the Provincial Government.
	- There is a valuable lesson in the Laboratory of Provincial Development: how to apply what has been learned in one area in the other? How to contribute?
		a) Of capacities:
		  - Working culture
		  - Structures (from another paradigm)
		  - Procedures
		  - Incentives
		  - …
		b) Of connection (how to make the contribution from the laboratory to EE)
		  - little knowledge of "how" ← Lack of social/institutional and university recognition of "how".
		  - Difficulties in sharing studies in organisations – egos, silos, lack of "how", etc.		

Etorkizuna Eraikiz Think Tank - Research	The university is in its ivory tower, removed from the "real world" and its problems.	- The system of incentives does not support researchers who work in areas of knowledge application. - Society/politics is not prepared to accept/adapt the periods and methods of research.		
Debagoiena Garapen Gorka Espiau	- We want to work together but we do not have time.	- Structure of the revenue sources - The Provincial Government's logic: strategy of plans		Auzolan, self-construction. (competence and collaboration)
Globernance	- Good governance must be based on a successful diagnosis. Communication and transparency are instruments, not aims. - The important thing is to properly identify the challenge, the problem.	- Conceptual-theoretical - Discursive - Say-Do - Classification: on real facts		

d. Presentation by Angela Hanson

PIRET TÕNURIST

PROJECT MANAGER,
SYSTEMS THINKING
AND ANTICIPATORY
INNOVATION
GOVERNANCE

@piret.tonurist

AGENDA

- Opening remarks
- Very quick review of 18 September workshop and Anticipatory Innovation Governance project, interest in political culture and equality
- Introduction to Causal Layered Analysis: overview, examples
- Group Activity: project team analysis of problems and systemic causes
- Group share out
- Initial reflections on what this means for governance
- Commitments and actions for next session

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Review

18 September workshop
Anticipatory Innovation Governance

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REACTIVE — GOVERNMENT

- Position of 'wait and see'
- End-of-pipe 'solutions that often fail to anticipate or address long-term systemic implications

PROACTIVE — GOVERNMENT

- Government as an active shaper
- Anticipating various futures and actively exploring options in practise.

Interactive Question

Which trends, globally or locally, are likely to affect us the most in the next few years?

¿Qué nos impide estar bien posicionados?

Zerk eragozten digu ondo posizionatua egotea?

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MECHANISMS
 of
ANTICIPATORY
INNOVATION
GOVERNANCE

GETTING PRACTICAL...

Anticipatory assets in Gipuzkoa

PUBLIC INTEREST & PARTICIPATION
- Cultural expectation of inclusion, deliberation
- Listening channels

NETWORKS & PARTNERSHIPS
- Especially with industry
- See ClimateKIC map

LEGITIMACY
- 2-years of awareness around Etorkizuna Eraikiz
- Relevance of problems faced (climate, ageing, etc)

Initial Insights & Observations

Disconnects (administrative, citizens)

Complexity and fragmentation of efforts

Innovation capacity

Ambition → Action

Long-term fate of strategy

Urgency & sustainability

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EVERY PROJECT OR ACTIVITY IS AN OPPORTUNITY TO LEARN ABOUT GOVERNANCE

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We discussed:
- Which experimental projects exist now and which purpose do they serve?
- Which experimental projects are planned or could happen in the future?
- Which present opportunities to learn about governance?

We discussed:

1. What kind of support structures exist to support each group of experimental project?
2. What enables this kind of exploration, testing, and learning?

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Which types of experimental projects do these support?

1. Various Think Tanks
2. Gipuzkoa Taldean
3. Proiektuen Bulegoa
4. Gipuzkoa Lab
5. Various Reference Centres
6. Arantzazuko Gizarte Berrikuntza Laborategia
7. Hausnarketa Estrategikorako Bulegoa

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WHAT WILL BE YOUR ROLE IN THE NETWORK?

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Mapeo sistémico
Etorkizuna Eraikiz
Sistema socio-técnico
Mapas de red
Análisis

Cohesión e integración social y lucha contra las desigualdades sociales

Competitividad al servicio de la sostenibilidad, el bienestar y la cohesión social

Transformación de la Diputación y gobernanza colaborativa

Transición hacia un modelo de desarrollo y energético sostenibles, promoviendo la movilidad sostenible y el equilibrio territorial

Gipuzkoa Lab

Gipuzkoa Taldean

Think Tank

Agentes
Institucional
Educación y universidad
Sociedad
Investigación
Empresa
Fundación
Centros de referencia

Relaciones, Clusters y especialización

**Mapeo sistémico
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Gipuzkoa Lab
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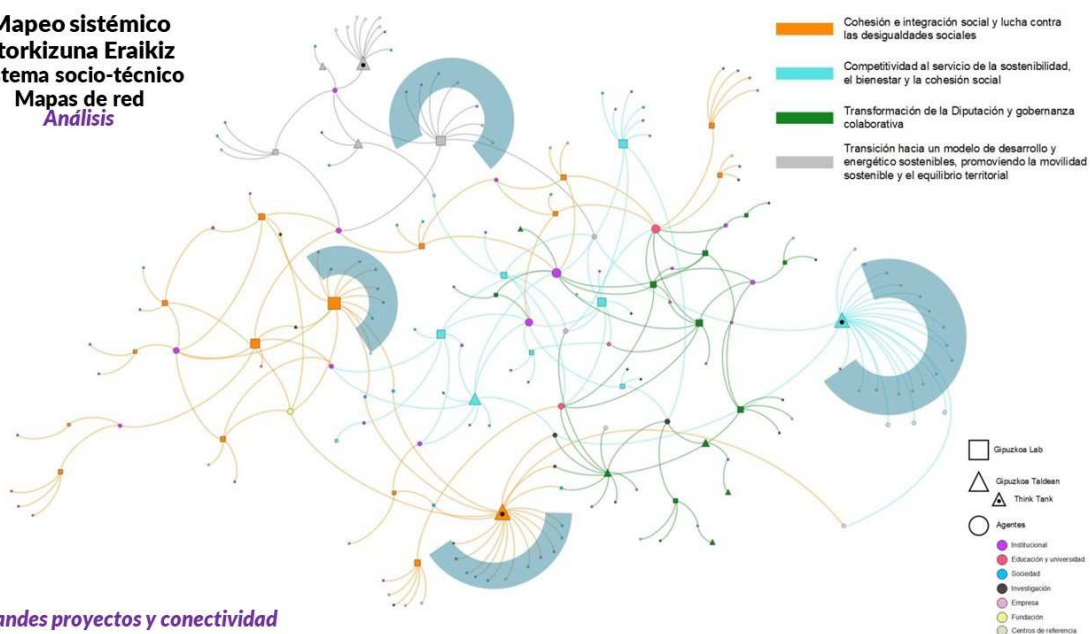Investigación
Empresa
Fundación
Centros de referencia

Relaciones, coordinación e integradores de sistema

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Grandes proyectos y conectividad

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Interactive Question

Based on what you heard, which leadership model do you recommend?

Basado en lo oido/discutido, ¿qué modelo de liderazgo recomiendas?

Entzundakoan/eztabaidan oinarrituta, zer lidergo-eredu gomendatzen duzu?

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Based on what you heard, which leadership model do you recommend?
Basado en lo oido/discutido, ¿qué modelo de liderazgo recomiendas?
Entzundakoan/eztabaidan oinarrituta, zer lidergo-eredu gomendatzen duzu?

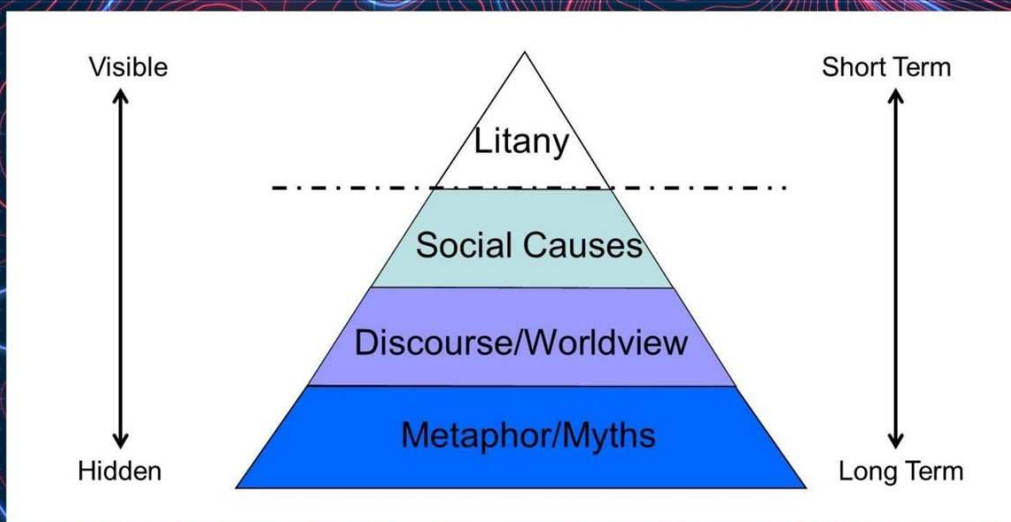|		
Central funder and narrative provider / Financiador central y proveedor de narrativas / Entzundakoan/eztabaidan oinarrituta, zer lidergo-eredu gomendatzen duzu?	12%	3 votes
Distributed network convenor / Coordinador de una red distribuida / Sare banatu baten koordinatzailea	62%	16 votes
Active coach and experiment participant / Coach activo y participante del experimento / Coach aktiboa eta esperimentuko parte-hartzailea	27%	7 votes

What is next?

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THINK TANK FOCUS

- 4 groups for deliberation
  - (a) a new political culture,
  - (b) the work of the future,
  - (c) the welfare state of the future and
  - (d) green recovery.

- CHALLENGES:
  - The definition by the group of two concepts (new political culture and equality)
  - Understand complexity and integrate a systemic perspective in ongoing projects
  - Foster the responsibility (values) of individuals in the context of development projects
  - Create spaces of trust and strengthen communication
  - Develop efficient systems to listen to society
  - Transform public administration through the connection of political and technical profiles

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Causal Layered Analysis

The layers

- 1. Litany: The official description of the problem. Externalized, uncontested reality. Quantitative trends or facts, established articulations of the problem. Can be repeated newspaper headline.

- 2. Systemic causes: societal causes of the problem, multifaceted, formal, more nuanced articulations, includes economy, culture, policy, history, etc.

- Worldview/Discourse: Discerning deeper assumptions or norms behind the problem. Important to understand the issues from multiple worldviews. What does this say about how we see gender, nature, authority, etc.?

- Myth/Metaphor: Deep stories, unconscious dimension of the problem. Symbols. Inner transformation is required here. Solutions emerge from new narratives.
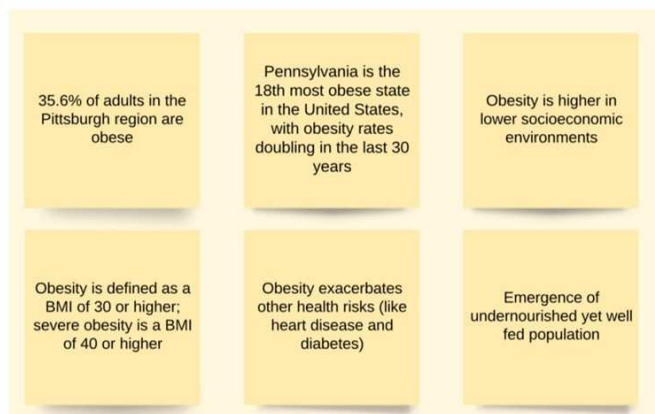
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Example

LITANY	**Cancer rates in Australia continue to rise for females, reaching up to 270 per 100,000**
SYSTEMIC CAUSES	**More effective screening?** **Greater tobacco use by females** **Increased stress experienced by women**
DISCOURSE	Neoliberalism – longer working hours for women and balancing two "jobs"
METAPHOR	Woman who has it all

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Example on obesity: Litany

35.6% of adults in the Pittsburgh region are obese

Pennsylvania is the 18th most obese state in the United States, with obesity rates doubling in the last 30 years

Obesity is higher in lower socioeconomic environments

Obesity is defined as a BMI of 30 or higher; severe obesity is a BMI of 40 or higher

Obesity exacerbates other health risks (like heart disease and diabetes)

Emergence of undernourished yet well fed population

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Example on obesity: Systemic causes

Jobs are more sedentary than ever, meaning calorie intake often exceeds calorie expenditure	Lack of space or resources to grow or cook healthy food contributes to poor food choices	Prevalence of sugary, fatty, and processed foods in food swamps determine food and nutritional security
Restaurants provide easy access to fast food reducing the need for home cooking	Labelling is confusing and misleading with regards to portion sizes and healthy choices	Agricultural policy promotes availability and affordability of certain subsidies (e.g. red meat, corn) that are not recommended for high consumption by nutritional guidelines

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Rationale for the method

- Unpack and explore the deeper causes and narratives behind what we see
- Understand the dominant but invisible perspectives relevant in current political culture as experienced in projects
- Reveal opportunities to collaborate on systemic and governance challenges

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Group activity

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Group instructions

- Discuss the litany (the facts, the "newspaper headline," uncontested reality of a situation/problem)
- Discuss the systemic causes (known or assumed)
- 15 minutes – prepare to share out

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The layers (for reference)

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Share out

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Share out instructions

- 3-5 minutes each on both litany and systemic causes
- Listeners – identify and write down shared systemic causes and where you can learn together
- Listener reflection round
- Quick round of overall reflections

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Homework

- Start thinking about the underlying worldview/discourse and metaphors related to your projects and problems
- Connect with other projects on shared challenges identified
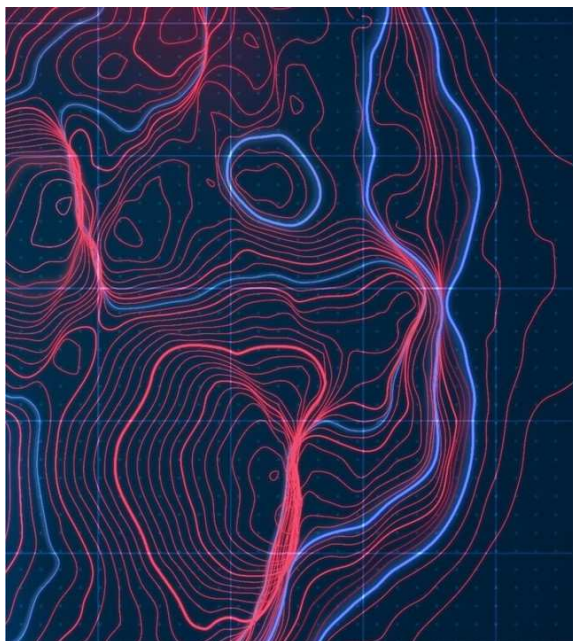
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REFLECTION

Closing

Final words
Next steps
Thank you

Eskerrik asko
eta agur!