ETORKIZUNA
ERAIKIZ
think tank

NEW POLITICAL CULTURE

REPORT OF THE 16th MEETING

26/01/2022

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SPACE FOR DELIBERATION ON THE NEW POLITICAL CULTURE

26 January 2022, 5:00 pm - 7:00 pm

1. Programme

Subject	Person responsible
Welcome	Naiara Goia. Arantzazu Social Innovation Laboratory
Presentation	Naiara Goia. Arantzazu Social Innovation Laboratory
Group dynamic	Naiara Goia. Arantzazu Social Innovation Laboratory
End of session	Naiara Goia. Arantzazu Social Innovation Laboratory

2. List of attendees

1. Eider Mendoza. **Provincial Government of Gipuzkoa**
2. Xabier Barandiaran. **Provincial Government of Gipuzkoa**
3. Ander Arzelus. **Provincial Government of Gipuzkoa**
4. Sebastian Zurutuza. **Provincial Government of Gipuzkoa**
5. Ion Muñoa. **Provincial Government of Gipuzkoa**
6. Itziar Eizagirre. **Provincial Government of Gipuzkoa**
7. Julen Cocho. **Provincial Government of Gipuzkoa**
8. Fernando Tapia. **University of the Basque Country (UPV)**
9. Mikel Irizar. **Eusko Ikaskuntza**
10. Asier Lakidain. **Sinnergiak**
11. Naiara Goia. **Arantzazu Social Innovation Laboratory**
12. Eva Sánchez. **Orkestra - Basque Institute of Competitiveness**
13. Naia Begiristain. **Orkestra - Basque Institute of Competitiveness**

3. Welcome

The Director of the of Arantzazu Social Innovation Laboratory opened the session. *'Let's get started. The Orkestra facilitator is not with us today. In today's session, as the Orkestra facilitator has already mentioned by email, we are going to focus on one of the three actions, namely, on mapping collaborative governance. One of the objectives of the session will be to reflect on the role of the people participating in this deliberation group. Let's start with a brief introduction. We are going to tie today's session in to the studies we had in the previous deliberation session. I am going to present the territorial governance map project to you. After that, and before moving on to the group dynamics, we will have some time for reflection. To finish, we will get into small groups and then we will have a plenary session. That will close the session'.*

The director of the Arantzazu Social Innovation Lab said: *'The Orkestra facilitator emailed you the working document for the previous session. We focused on the knowledge gained from an experience. This working document sets out how to transfer those lessons to the three actions we are orienting. I will incorporate them into the governance map. The Deputy (provincial minister) for Governance will then share how those learnings can be transferred to her project'.*

The Deputy for Governance then took the floor. *'As regards the transformation of the Provincial Government, we want to carry out two projects. On the one hand, we are going to explain what we are doing in general. And, on the other hand, we are going to present a specific project. We want you to know about this project. Before giving you more details, I'd just like to say that we have taken into account your questions and suggestions. They have been important in implementing the process. On the one hand, there are quite a few of you who say that the goal is to continue with the process. And why? Even if this type of process continues over time, we, for our part, are going to move on. We may not be here in a few years' time. So the process cannot be a one-term process. You also mentioned issues of continuity and frustration. And you commented on the importance of involving staff members, building trust, the role of civil servant staff*

ambassadors, the existence of role models, etc. These aspects are also very important. At the same time, it is essential to document the process. Indeed, if we want to ensure the continuity of the process, it has to be set down somewhere. Another concern that was highlighted was the importance of taking power and hierarchy into account. This is one of the sources of concern. Other ideas you mentioned were transmission, translating it into concrete projects and dealing with specific cases. Perhaps one aspect we have not taken into consideration is training of the political class. The aim is to come up with simpler questionnaires. Civil servants are sick and tired of filling out questionnaires. These were your questions and concerns. I would like to briefly introduce you to what we are proposing.

'As regards the total transformation, we have discussed this with other heads of area of the Provincial Government of Gipuzkoa. We have many projects related to transformation: to resolve conflicts, work on trust, provide advice, etc. But we don't have a project to finish it all off. In other words, if we all leave at the end of the term of government, the people who come after us won't know what we've done. They won't have a documented record of the projects that have been carried out and that could lead to frustration. Through a consultancy firm, we will compile all the information. We will carry out the project and present it.

'As for the specific preparation, i.e. the project we will be bringing to the Think Tank, we are asking for your collaboration. Although I saw we were promoting the idea of working together, I realised there were some long-standing problems that were getting in the way of collaboration. There were certain discrepancies. What was the specific case? I will be absolutely transparent about this. You have worked hard and made a lot of contributions. The legal issue is how to give a legal guarantee to the role of the technical secretariats in the departments. If it has legal guarantees, it will be taken to the Governing Council. If it has an economic impact, it goes through the Treasury and the Comptroller's Office. If exceptions are made, it might spark major tensions (as has already happened). The problem is not the tension itself, but its political consequences. At the beginning of the legislature we made changes and moved things around. We ran into a lot of resistance. But it was something we had to get over; the environment has

improved, collaboration has improved, etc. However, there are some legal issues that need to be addressed. So what is the specific project? To help untie that knot.

'We have had the first session between two departments - namely between the Treasury Department and the Legal Department. It is a good time to do this. There are new groups in these departments and they are eager to work together on this issue. Although the issue is a legal one, we need help with this process. We have performed this task with the help of an external consultant. The first session went very well. At the next meeting I will you a much more detailed presentation. This task has a major impact on the Provincial Government. If we are able to untie that knot, it will be a big step forward for the Provincial Government. Two of the technical staff are going to help us with this. However, I would like to ask you to continue collaborating and give us your feedback for input.'

4. Presentation by Naiara Goia: map of collaborative governance

The Director of the of Arantzazu Social Innovation Laboratory took the floor. *'The purpose of this presentation is to explain to the exercise in mapping governance in the province. I will present the design, planning and a lot else. In addition, we want to have a discussion on it. We felt it was important to pass this information on to you. I will begin my presentation with the baseline definitions, criteria, etc. I will then go on to focus on methodology, design, dates, etc. And later I'll move on to the group dynamics.*

'The context is as follows: at the heart of this Think Tank is the action. We have defined three projects or actions. We are centring our work on these three actions. We are also working with external experts. We are building deliberation. This is a project for preparing a map of collaborative governance. I would remind you that the objective is to complete the map of initiatives and agents that are promoting collaborative governance in Gipuzkoa. In addition, the aim is to gain an in-depth understanding of their activities and to weave a network among them. We should try to find a strategy to strengthen

collaborative governance and public policies. We need to build the backbone. We want to promote and encourage new projects.

'What is mapping and what is it not? It is not a static snapshot. It does not mean making a judgment about the institutions currently in place and their way of doing things. Mapping is about scaling up collaborative governance and rolling it out. The aim is to consolidate the network among agents. We want to create conditions. We also want to obtain information. We want to gradually nurture and enrich the process. It will consist of a dynamic exercise. Within the Think Tank, we have established objective indicators, which are marked in yellow on this slide (Appendix A, Slide 13). Many institutions are reinforced in the Provincial Government's networks. The mapping operation seeks to review certain current public calls for proposals, identify areas to prioritise, consolidate new experimental projects, etc. We also heard some of the expectations of the deliberation group at this stage. You can see them listed on the slide. We have also learned some lessons from external experiences, which we will also incorporate into the mapping exercise and analysis. Some of the questions are very important - both those that are formulated by you and those that you gather from experience.

'When it comes to developing a collaborative governance map, where are we going to start from? We will need a shared understanding. In this group, at the very beginning of the stage, we agreed on a definition of collaborative governance. We value this definition positively. We also established the criteria that characterised collaborative governance. There are criteria that were included in the Etorkizuna Eraikiz model, but there are also some new ones. However, we propose a new definition, which is as follows: institutionalised cooperation between public institutions, social agents and citizens, to empower and operationalise the public policy ecosystem, which should be carried out through deliberation and shared action, by strengthening the social capital between institutions and citizens. This definition of collaborative governance comes from the head of Strategy and Research. We have taken this definition as a starting point. Indeed, this definition includes some of the key elements.

'In addition, we have performed an analysis to identify initiatives that have similarities with the collaborative governance being promoted within Etorkizuna Eraikiz. We have

saved some of them. We have carried out similar diagnostics, in order to see what the current situation is with them. We have very started collaborating in a very natural way with citizen projects, projects of collaborative governance, etc. We need to take advantage of what has been done so far. In addition, we have had the first contacts with people from both the Provincial Government and Orkestra.

'As an initial criterion, as in a general framework, what we propose within the general vision of Etorkizuna Eraikiz is the beginning of a dialogue/conversation with the different agents in the province. In an open dialogue format, we have based our discussion on criteria of collaborative governance. The interview will have the following characteristics: understanding and interpretation of collaborative governance; experiences and initiatives in collaborative governance; perspectives on the future collaborative governance model; muti-level governance; or relationship with Etorkizuna Eraikiz (i.e., closeness to Etorkizuna Eraikiz). The key criteria will guide the discussion and dialogue. They must be shared. Based on the definition, we have added eight criteria. The representatives from Globernance came up with many of them. They are similar to those we have used in setting up Udal Etorkizuna Eraikiz. There were also other interesting criteria related to the work done with OECD-OPSI. We also gathered them

together. Here they are, in case any of them are of interest. You may have questions about these criteria. However, this is a script. So, I'm not going to expand on it now.

'We will also analyse the information we receive. We would like to reflect on the interpretation of collaborative governance, in other words, interpret it. We will then conduct an evaluation based on the mechanism. We have prepared the files and the analysis. We want to explore some digital tools for visualising and tracking these results. We want to test this tool with potential users. We have made an analysis of some possible tools. We will provide this deliberation group with tentative conclusions and tools. We are going to gradually link up with other Etorkizuna Eraikiz initiatives.

'The question is this: Who are we going to turn to? We will start with public agencies. The Provincial Government, for example. But we are also going to go to the municipalities. There are 88 municipalities in Gipuzkoa. After that, we'll go to the agencies. There are 11 development agencies in Gipuzkoa. Then, we'll go to the social partners. In parallel, the objective of this map is to map knowledge: what knowledge, what kind of knowledge, etc. We have set dates for all of these. Following validation, the first interviews will be held in February. After that, we will gather information, analyse it, etc. Between February and May we will be with the Provincial Government, development agencies and municipalities with more than 5,000 inhabitants. Between June and September we will be with the smaller municipalities. The format will be different for those meetings. We will discuss the information extracted from the first interviews. Between November and December, we will prepare the supports and the report. In February we will address dissemination. In other words, we will carry out communication actions. In September we will carry out the communication action with the municipalities. Another one will be held in December.

'The results of the action are as follows: the report (governance diagnosis, opportunities and challenges, best practice, governance priorities, areas of experimentation, areas of research, etc.); identification of the ecosystem of collaborative governance agents; high-opinion of Etorkizuna Eraikiz; and, exploration of the digital tool. But we need to ask, what next? In other words, what happens when the year is over? From 2023 onwards, it

would be interesting to continue with this diagnosis. Feeding into the diagnosis. As I said before, it doesn't consist of a static snapshot. So we need to set up a monitoring and visualisation tool. As regards the final objective, all this should serve to strengthen and dynamise the Provincial Government of Gipuzkoa's territorial network. New calls and policies should be put in place.

'To conclude, we would like to have a discussion about this, comparing and contrasting ideas. What do you think of it? Is it well oriented? Should it be different? Do you agree with the methodology or planning for implementing the process? Does it satisfy your needs? How will your contributions affect all this? How should we associate different types of knowledge to all this? Where is the knowledge of the external experts? Before moving on to the group dynamic, I would like you to reflect on these questions for 5-10 minutes, in other words, to discuss them. I'd like to hear your reactions, concerns, questions, doubts or uncertainties. Once this is finished, we will move on to the group dynamic'.

The Deputy for Governance then took the floor. *'I think some of what has been mentioned is very important: there are a lot of synergies between the Department of Governance and Arantzazu. So, until we get fed up of each other, we should go everywhere together. That is the decision we have made'.*

DFG1 took the floor. *'I have a question: Given that we are in a think tank which combines reflection and action, and that this process is going to last a year, where is the space for reflection? We have begun to channel our forces towards action. But are we abandoning reflection?*

The director of the Arantzazu Social Innovation Lab answered DFG1. *'If we were, we wouldn't be going about things in the right way. We have to combine action and reflection. Our aim is to combine the two. And that is what we are going to do. We will take both of them into account in all the processes. In today's session we are presenting the purpose and the approaches associated with it. We want to enrich the mapping work*

with the reflections of this deliberation group. How can stakeholders from the province reinforce this mapping? It will be dynamic. So there is also going to be a reflection'.

The Deputy for Governance said: *'It has also changed this since the initial planning'.*

DFG1 said, *'The key will be how we handle those changing circumstances'.*

DFG3 took the floor. *'What we have set out is very ambitious and will therefore not be easy. But I am convinced that everything we have sketched out is better than in previous attempts. But my question is: How do we make all this operational? It is partly related to what has been said, but civil servants are sick and tired of filling out questionnaires. Moreover, I believe we have to start from what already exists. In other words, we have to accept what is there and what has been done. The more the approach we take builds on what already exists, the better it will be. You have to use the links you have collected, as is the case with Udal Etorkizuna Eraikiz. You're also acting with Globernance. We have to reinforce what we are doing'.*

The director of the Arantzazu Social Innovation Laboratory said *'The representative of Globernance has passed us the reports. We are entirely willing to recognise what is there'.*

DFG3 took the floor. *'Orkestra can also accompany us on this path. In the laboratory, there is a long history of experience. We have come a long way. I think we have to start working from that point. You also have to use your forums and so many other things you have at your disposal. I think you have to take into account what already exists'.*

The director of the Arantzazu Social Innovation Laboratory said: *'That is what we want to do. That is to say, we want to use what has already been done as a lever'.*

DFG3 said: *'what has already been done is something living. There is a recognition in this dialogue'.*

The Head of Strategy and Research took the floor. *'I would like to make a few quick comments. I think the global vision of both projects is absolutely necessary. You have identified one of the problems of the internal life of the Provincial Government. It becomes an expression of many other relationship models. We reflect a broader reality. From the point of view of investigative action, I have a doubt: what relationship will there be between the team and the action research? To a large extent, we will be external agents. When we come here, the dialogue will take place on the playing field established by those in charge of the two projects, not our own actual living experience. I just wanted to air that doubt. However, that in no way negates what you have said. There is courage and honesty in this problem that the Deputy of Governance's team wants to address. But what we do in the team cannot be a mere theoretical discussion.*

'This group dynamic, along with other institutions and groups involved in collaborative governance, is of great importance. Here, within a similar logic, if we create a community of practice, we will obtain a base, in which the answers will emerge. Creating that sort of community can help us achieve this basic objective. It is essential to put two issues on the table. After the mapping process, there must be an exercise of prioritisation. If there is no prioritisation, the boundaries may be too wide and the playing field too large. That is why I think it is necessary to prioritise. It is just an idea, as something operational. We have a mapping operation and we have some agents. Any doubts we may have about collaborative governance should be addressed with that community. The deliberation process generated should have an effect, it should serve a purpose. I think it needs direction. We have a New Political Culture team and a Collaborative Governance team. This group dynamic can also allow for other agents. On the other hand, it is possible to consolidate some processes of governance. It is important that the deliberation process is framed within the research action and that it influences the action. This is an interesting project, but if it is taken too broadly I think there is a danger. We need to combine it with action. That will help make the deliberation more solid'.

DFG3 took the floor. *'It's a wide playing field. I said already that it is very ambitious. Multilevel governance is fundamental. This has come up on two or three occasions when we were proposing Udal Etorkizuna Eraikiz. The question is not only how we address it*

in the municipality, but also how we address it with the Provincial Government. In conclusion, I believe that this community is a community of practice'.

The Head of Strategy and Research took the floor. *'I completely agree. But a community of practice, in order to operate as such, needs a vision. Otherwise, it would just be a strategic deliberation. I am sure that something like this would serve to generate more confidence. But it is not enough'.*

The director of the Arantzazu Social Innovation Lab said: *'We really value these remarks. There are some specific objectives. For example, we need to identify new agents and invite them to that group. We have to get at least two new collaborative projects off the ground'.*

ECO10 took the floor. *'I believe communities of practice are not created, but dynamised. They are based on practice, not deliberation. As soon as they share a practice, they will create a community of those characteristics. They need a common goal, a shared enterprise. Some direction needs to be established. Consensus is required. A shared direction is needed. Commitment is also needed. Prioritisation is necessary. I think there are participants at the centre and on the periphery. Not everyone has to participate at the same level. It is essential to differentiate between the different levels'.*

The Head of Strategy and Research took the floor. *'In the long conversations I have had with the Orkestra facilitator, what I am learning is that when there is reflection without a corresponding action, the value of that reflection is not as great. This is one of the keys to the research action. As regards the evolution of the group, there is something I wanted to say: The Orkestra facilitator often says that some groups have a very direct relationship with action. Our deliberations are different. There is a mismatch in this regard. There is something there that needs to be addressed.*

'I see great potential in the second project. In the exercise of governance, the Provincial Government, together with other institutions and organisations, should adopt a structure. We need to bear in mind that we have a year and a half left in this term of

government. The objective is for the processes to go well. The legacy we leave behind is very important. We need to leave behind a consolidated process. This is not going to end in a year or a year and a half. We need to leave easily recognisable and solid experiences for those who come after us. If there any unfinished processes that are currently too wide, whoever comes next —whatever party, individual or organisation that might be— will start them again from scratch. What we do this year is of enormous importance. That's something we have to keep in mind'.

5. Group dynamic

The Director of the of Arantzazu Social Innovation Laboratory took the floor. *'Now we are going to move on to the group dynamic. You have 30 minutes to debate in groups. Then we will have a plenary session, at which we will discuss the ideas that have emerged in the groups. Thank you very much'.*

The participants got into groups and exchanged ideas for 30 minutes. At the end of the debate, the spokespersons presented the most important ideas that had come up in their groups.

Group 1:

The spokesperson for the first group was ECO10. *'In this group we started with the topic of definition. The director of the Social Innovation Laboratory of Arantzazu has shown us two different definitions in the slides. One starts with the area where it is necessary to govern. We need to establish the subject and the place. The definitions are often dynamic, something that we will be discussing further in the future. There was no tension. We found the methodology to be very suitable, even though the expectations are very ambitious. On the other hand, we felt it was important to learn more about digital tools. These types of digital tools exist to galvanise ecosystems. We would like to get to know them better. In fact, this will have a role to play in the mapping process.*

Some very interesting questions have been asked. For example, how can different types of knowledge be integrated into this process?

'Ecosystem dynamization platforms are used. We think this tool is very interesting. How do you integrate knowledge in the Think Tank deliberation group through group work? We believe this should also be set out. As for the second pillar, we found the results very satisfactory, especially those related to research. We also found the whole idea of launching new initiatives very interesting. The expectations are very high. But, where there is a will, it is usually possible to obtain results. So, insofar as that willingness exists, we need to move forward'.

Group 2

The spokesperson for the second group was ECO14. *'Several ideas came up in our group, including the following: it is necessary to define criteria; we need to know where we stand in history and in time; which agents are included and which are not; you have to make something manageable, etc. The mapping work has originated with the public institutions. But perhaps it could also originate from other social agents. So we wondered: what is preventing it from originating with them? With regard to the Think Tank, it is necessary to perform a meta-reflection on the process. The key would be to place the Think Tank on another level. In addition, it is important to encourage a form of rationalisation. Otherwise, the narrative may be too subjective. Another idea is that we should identify any patterns and common features of the people who drive collaborative governance. The Provincial Government should ensure that the ecosystem players absorb collaborative governance'.*

Group 3:

The spokesperson for the third group was ECO9. *'We believe that it is necessary to avoid increased complexity. Indeed, increased complexity will prevent specific actions from developing. In addition, we believe we need to understand what is going outside. We need to develop different ways of understanding. For example, we also need to see and understand the vision of companies elsewhere. We believe that the richest knowledge and experience will be found in people who are involved in the everyday work. The mapping exercise should be targeted at them. As for the results, we mentioned that it would be good to see what works and what doesn't work. On the other hand, we believe that the attitude of young people should be integrated into collaborative governance. Indeed, the young people of Gipuzkoa are special. For its part, the Think Tank should contribute to the mapping. We believe that we need to have discussions throughout the process, because once the results are in, we won't be able to make contributions to the action. This could be a tool that could help disseminate the Etorkizuna Eraikiz model.*

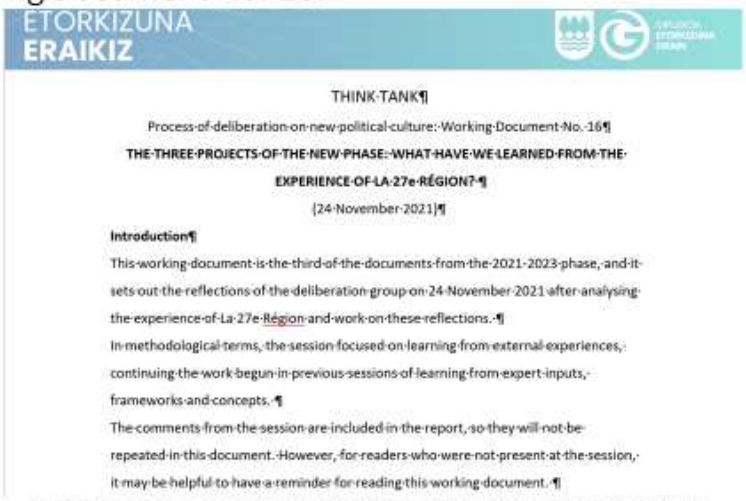
6. Evaluation and conclusion

The Director of the of Arantzazu Social Innovation Laboratory took the floor. *'Many thanks to everyone who participated. With the Deputy for Governance's permission, I am going to leave the subject of the studies for the next session. We're a bit pressed for time. Next month's session will be led by Nerea Urkola. At the start, we'll devote five minutes to going over what we've done today. Thank you very much for your participation. See you again soon'.*

7. Appendices

a. Presentation used during the session

Working Document No. 16:



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THINK-TANK¶

Process-of-deliberation-on-new-political-culture:-Working-Document-No.-16¶

THE-THREE-PROJECTS-OF-THE-NEW-PHASE:-WHAT-HAVE-WE-LEARNED-FROM-THE-EXPERIENCE-OF-LA-27e-RÉGION?-¶

(24-November-2021)¶

Introduction¶

This-working-document-is-the-third-of-the-documents-from-the-2021-2023-phase,-and-it-sets-out-the-reflections-of-the-deliberation-group-on-24-November-2021-after-analysing-the-experience-of-La-27e-Région-and-work-on-these-reflections.-¶

In-methodological-terms,-the-session-focused-on-learning-from-external-experiences,-continuing-the-work-begun-in-previous-sessions-of-learning-from-expert-inputs,-frameworks-and-concepts.-¶

The-comments-from-the-session-are-included-in-the-report,-so-they-will-not-be-repeated-in-this-document.-However,-for-readers-who-were-not-present-at-the-session,-it-may-be-helpful-to-have-a-reminder-for-reading-this-working-document.-¶

https://www.gipuzkoa.eus/en/web/etorkizunaeraikiz/-/nueva-cultura-politica

We present the results of the session in the form of questions

Person responsible for facilitating internal transformation of the Provincial Government of Gipuzkoa:

a) What is the **permanent structure/space/group** that will address the internal transformation within the Provincial Government in the **long term**?
   - How much **diversity** is there in this space? (political/technical staff, people from different fields, inside/outside the Provincial Government)
   - Have you thought about the role of the **personal staff ambassador**?

b) As a complement to the first point, what **specific project** will be introduced for deliberation in the short term?
   - What **specific results** do you expect from this project?
   - How and when can these results be integrated into the **legislation/internal procedures**?
   - What role will **ecosystem** stakeholders play in the deliberation process for this project?

WE WILL FURTHER EXPLORE THESE ANSWERS AT THE SESSION ON 18 FEBRUARY

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Deliberation Group on the New Political Culture

Map of territorial governance

Arantzazulab

1. Context - Situation

2. Map of governance in Gipuzkoa. Definitions, criteria and initial objectives

3. Project design: questionnaire and analysis

4. List of agents

5. Planning

6. Comparison/contrast in the deliberation on the New Political Culture. Group dynamic

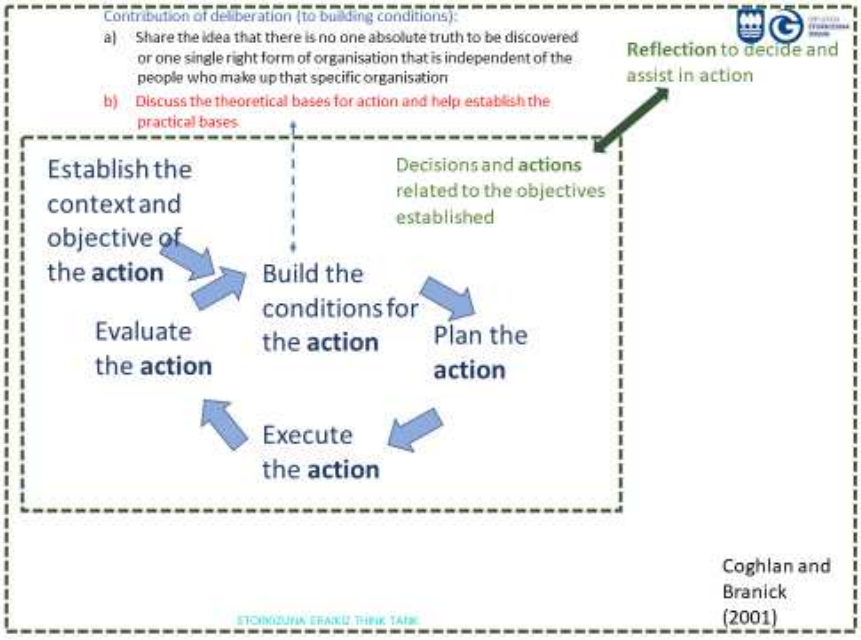
Arantzazulab

1 CONTEXT

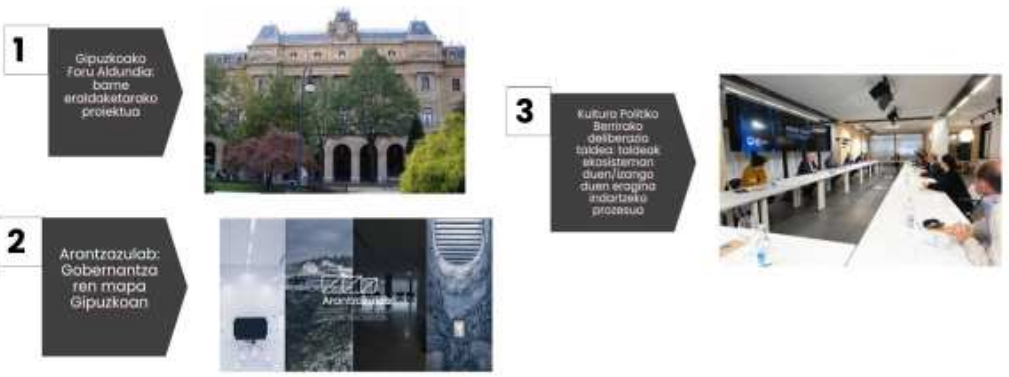
SOCIAL INNOVATION

Arantzazulab

Where are we on the path from reflection to action?



1. Action to be placed at the centre of the process



Study of the action in the think tank: post-evaluation studies and adaptations

Action at the heart of the process

The cycle described in the previous section places the main focus of the process on action. The actions to be placed at the heart of the deliberation process have therefore been defined from the outset:

1. **Project for internal transformation of the Provincial Government of Gipuzkoa.** The basis of the project will be to look for facilitators within the Provincial Government and direct their training and empowerment processes to promote collaborative governance in their areas of action. The facilitator for the process will be Eider Mendoza, who will bring to the discussion group any questions that need to be answered to facilitate this process
2. **Project for drawing up the map of collaborative governance in Gipuzkoa.** The aim of the project is to draw up a map of the institutions and projects that are promoting collaborative governance in Gipuzkoa in order to understand their trajectory and activity in depth and to lay the foundations for the networking process between them. The facilitator for the process will be Naiara Goia, who will propose the necessary reflections in the group to promote the process
3. **Project to strengthen the effect of the deliberation group on the new political culture on the ecosystem.** Based on the new knowledge generated in the two previous projects, the deliberation group will transform the nature of the group and its ways of working in order to strengthen its influence in Gipuzkoa. In this way it is hoped to propose new members or new networking processes. The facilitator for the process will be Miren Larrea, who will provide help to the group in transforming itself.

ETORKIZUNA ERAIKIZ THINK TANK

Source: Etorkizuna Eraikiz Think Tank, process of deliberation on the new political culture: Working Document No. 14 (September 2021)

2. Map of Governance - Objective

"The aim of the project is to draw up a map of the institutions and projects that are promoting collaborative governance in Gipuzkoa in order to understand their trajectory and activity in depth and to lay the foundations for the networking process between them".

Specific objectives:

- Obtain the current situation of the province's governance model and the baseline picture
- Propose a dynamic tool that will provide us with the status and basis of the governance model and its evolution (a "living" tool that will be added to and completed over time)
- Identify challenges and opportunities in rolling out the collaborative governance model in the province
- Identify and influence the priorities of public policies or strategies to influence this ecosystem and strengthen collaborative governance in the province
- Enrich this analysis through the deliberative process: Generate knowledge, discourse and methodologies to influence this ecosystem from the New Political Culture think tank
- Identify the agents who will help us achieve these objectives and attract them to the ecosystem (knowledge agents, experts, etc.)

3. What it is/isn't

WHAT IS IT?

- An initiative that will help us to determine the current situation of the CG model in the province, which must have continuity over time and will be designed as a tool to be updated continuously
- A project that has reinforced the Provincial Government's network in the province and established criteria for galvanisation in a mapping exercise on collaborative governance: An initiative that seeks to strengthen territorial agents and the relationships between them in the Provincial Government's public policy ecosystem
- An initiative aimed at disseminating CG, building shared understanding, inter-institutional dialogue and creating conditions to promote a new political culture and increase public value

- An exercise that aims to influence the direction of future strategies for strengthening CG and the design of public policies (and an X-ray that will provide us with basic information for this purpose

WHAT IS IT NOT?

- A diagnosis that that provides only a static snapshot (ending with just one report in one year)
- A judgement of current governance and ways of doing things

4. NPC Think Tank - Objectives and criteria for evaluation

Objectives of this deliberation group

a) To develop collaborative governance within the Provincial Government through training and empowerment of key individuals, turning certain complex situations into collaborative spaces

b) To reinforce the Provincial Government's network in the province and establish criteria for dynamisation in a mapping exercise on collaborative governance

c) To consolidate the deliberation group and its impact on the province

First proposed method for measuring the degree to which these objectives have been achieved

	Co-creation target indicators	Dissemination target indicators	Objective indicators of the impact of the action
Political culture	x published reports containing the new knowledge generated **(1)** (the group will decide on the target number of reports and at the end of the process it will be decided whether or not they should be published)	x events carried out to disseminate the knowledge generated **(2)** (the group will establish a number of dissemination actions and at the end of the process, we will determine whether all of them have been fulfilled. In addition, evidence will be collected on the impact, with the questionnaire filled out by the people attending the events)	a) Train and qualify 6-10 persons of reference within the Provincial Government for managing complex situations (yes/no) b) 2 complex situations improved (yes/no) **c) 25 leading municipalities interviewed/mapped and strengthened in Provincial Government networks (yes/no)** **d) Call for proposals for citizen projects revised (yes/no)** **e) 3 new ecosystem stakeholders included in Think Tank (yes/no)** f) A secondary ring of deliberation underway (through dissemination) (yes/no) **g) 2 experimental projects initiated ?? in ArantzazuLab (yes/no)** For each of the above, submit: (1) evidence related to setting, design, implementation and evaluation of targets and (2) evidence related to think tank deliberation

Data related to the governance map are highlighted in yellow in the table of objectives/indicators for the deliberation group

(1) Studies and reports
a) Process of Mapping Collaborative Governance in Gipuzkoa (Person responsible: Naiara Goia)
b) Collaborative governance: conceptual and methodological frameworks (authors: Ainhoa Arrona and Miren Larrea).
c) Report on how collaborative governance has been addressed in external experiences, in collaboration with La 27e Région

(2) Dissemination
a) Presentation of the book containing the results of the discussion groups
b) Sessions with agents considered to be of interest for the mapping process

5. Expectations of the action

CG Mapping Process in 2023

- The collaborative governance network has been created and we are addressing challenges.
- Instead of focusing the changes on a few isolated spaces, they are unified and led from the Provincial Government.
- With this mapping, a better and deeper understanding has been gained of the real situation in Gipuzkoa.
- New networks have been built and strengthened, generating new initiatives.
- More knowledge about the Think Tank has been created, cemented and disseminated.
- In addition to the ecosystem, collaborative governance has been strengthened in Gipuzkoa.

Source: Etorkizuna Eraikiz Think Tank, process of deliberation on the new political culture. Working Document No. 14 (September 2021)

Results of the previous deliberation and reflections

(The three projects in the new phase: What have we learned from the experience of La 27e Région?)

- Beyond mapping, how will **associations, co-responsibility, ownership beyond funding, strong governance** be created**?**
- What **specific steps** will be taken for development of the project (**dynamic** approach)?
- How are **documentation, systematisation and the narrative** going to be addressed**?**
- What is the **role of the municipalities** in this project?
- Have you thought about the **role of the double agent**?
- Will this project extend to **civil society**? How?

These questions will be included in the mapping exercise interviews

ETORKIZUNA ERAIKIZ THINK TANK

Source: Etorkizuna Eraikiz Think Tank, process of deliberation on the new political culture. Working Document no. 16 (November 2021)

2 STARTING POINT

SOCIAL INNOVATION

1. Based on the definition of collaborative governance (1/3)

Collaborative governance is a specific response, proposed by a specific area of policy (government) and is fundamentally based on establishing new forms of communication and collaboration between governments and civil society, both within and between organisations, to strengthen collaboration between institutions and society.

Criteria:

1. Governments must be **more willing to cooperate and interact with society** than to act on their own.
2. Governing is, above all, an open dynamic of collaboration and **learning** to ensure that decisions are taken in the best conditions.
3. Governments create **spaces for listening, reflection and sometimes —but not necessarily— decision-making**. These spaces are not run by hierarchy; instead, horizontal relationships are established.
4. The **priorities** and applications of the **public agenda** and, therefore, **of public policies**, are established through exchange and collaboration between the government and the network of agents.
5. They create **specific structures**, first to promote the stability of the open and collaborative governance process, and then to guarantee it.

Based on the definition of collaborative governance (2/3)

Two groups reflected on the definition of collaborative governance. The majority considered the definition above to be suitable and added the following criteria, among others:

6. Priority is given to **diversity of actors**
7. **We work in the action**, to learn from it
8. It is aligned with the foundations of the new political culture
9. In includes **mutual evaluation** in its ways of working
10. The processes are **transparent**
11. It is defined from a position of complexity and from there it develops the **systemic**
12. **approach**

There is agreement in advance as to how decision-making will be carried out

Based on the definition of collaborative governance (3/3)

Proposal for **new definition**:

"Institutionalised collaboration between **public institutions, social agents and citizens** to **empower and operationalise** the **public policy ecosystem**, which should be reinforced through **deliberation and shared action**, social capital between institutions and citizens".

(Source: Xabier Barandiaran)

ETORKIZUNA ERAIKIZ THINK TANK

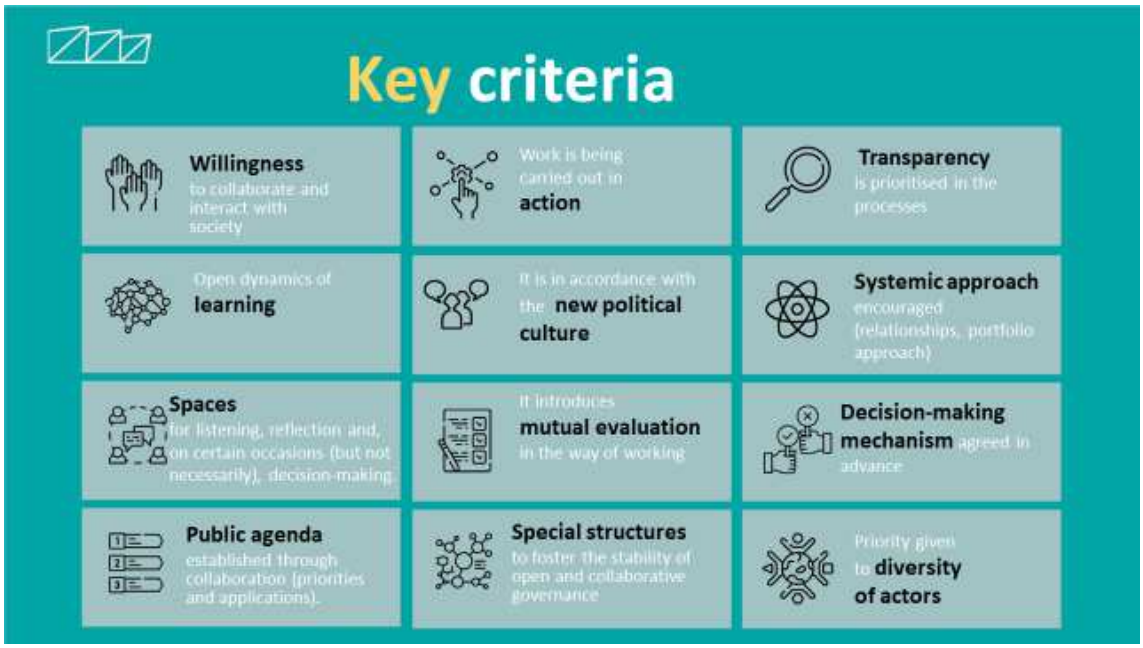
2. Projects complementary to ETORKIZUNA ERAIKIZ

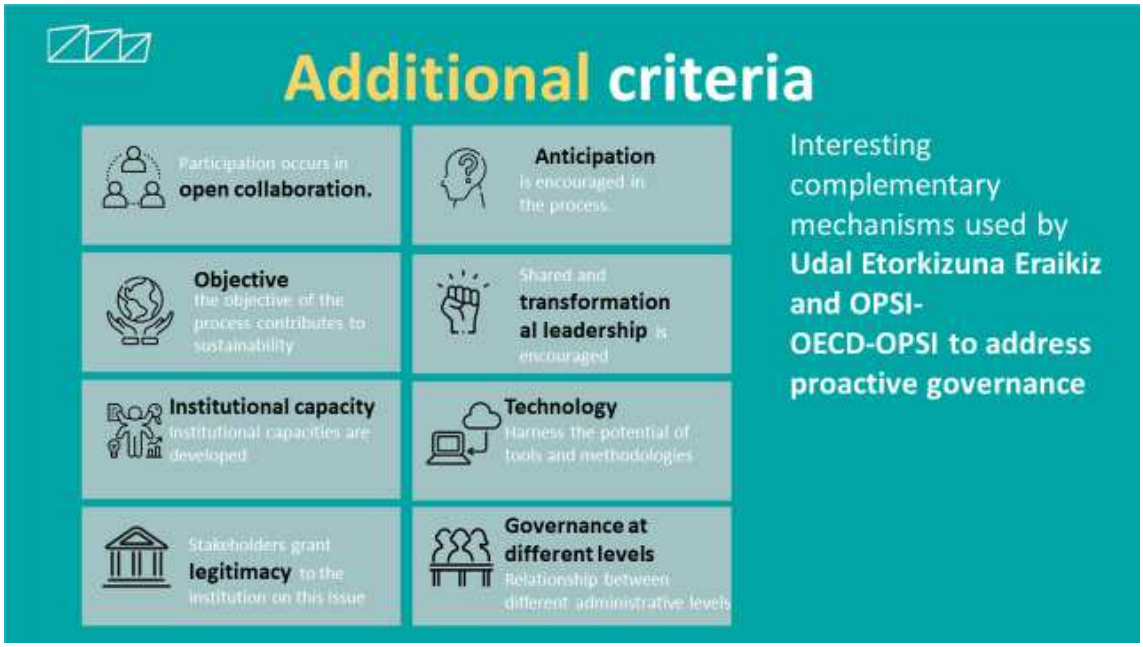
- Ensure coordination and connection, at least in the following areas and lines of work:
  - Gipuzkoa Taldean - Udal Etorkizuna Eraikiz - 12 municipalities
  - Gipuzkoa Taldean - Citizenship Projects
  - Gipuzkoa Taldean - Territorial Development Laboratory
  - Arantzazulab - Research line on CG and experimental actions
  - Etorkizuna Eraikiz Think Tank NPC deliberation group
  - Etorkizuna Eraikiz crosscutting lines: Research and Dissemination (Inclusion and Communication)/Internationalisation

ETORKIZUNA ERAIKIZ THINK TANK

1. Interviews with agents

- Approach to interviews: open dialogue
- Questionnaire - Script: to lead the debate based on Collaborative Governance criteria
- Structure of the interview: 5 main blocks
  1. Understanding and Interpreting Collaborative Governance (CG)
  2. Experiences and initiatives with CG
  3. Vision of the future CG model
  4. Governance at different levels
  5. Relationship with Etorkizuna Eraikiz


Key criteria
Willingness
to collaborate and interact with society
Work is being carried out in action
Transparency
is prioritised in the processes
Open dynamics of learning
It is in accordance with the new political culture
Systemic approach
encouraged (relationships, portfolio approach)
Spaces
for listening, reflection and, on certain occasions (but not necessarily), decision-making
It introduces mutual evaluation in the way of working
Decision-making mechanism agreed in advance
Public agenda
established through collaboration (priorities and applications).
Special structures
to foster the stability of open and collaborative governance
Priority given to diversity of actors


Additional criteria
Participation occurs in open collaboration.
Anticipation
is encouraged in the process
Interesting complementary mechanisms used by Udal Etorkizuna Eraikiz and OPSI-OECD-OPSI to address proactive governance
Objective
the objective of the process contributes to sustainability
Shared and transformational leadership is encouraged
Institutional capacity
Institutional capacities are developed
Technology
Harness the potential of tools and methodologies
Stakeholders grant legitimacy to the institution on this issue
Governance at different levels
Relationship between different administrative levels

Open interview - Proposed script (1/3)

1. Understanding and Interpreting Collaborative Governance (CG).

What is collaborative governance for you? How do you interpret it?

Items to guide the debate:

- Why is it important/necessary?
- Collaborative Governance - when and why? CG vs. traditional participatory processes. Do you see any difference? Levels of governance, e.g.: consultation, participation, cooperation, shared decision-making. To situate this question we could translate the spectrum of participation developed by the IAP2 (international association for public participation) and ask where they place their actions on that spectrum: https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf.
    - Where would you place the participatory processes you have promoted on this spectrum? Have there been changes in the position on this spectrum in recent years? Would you want to keep it that way or promote any changes?

Open interview - Proposed script (2/3)

2. Experiences and previous initiatives.

Items to guide the debate:

- What has been done? What are the weaknesses? What are the innovative/decided approaches? Why have they worked/not worked? Have they been evaluated?
- Who are the key stakeholders in your field (companies, social partners, associations, etc.)? How are relationships with them (forums, spaces, etc.)? Are they stable? What topics do they address?
- Are there forums for listening/reflection with citizenry and social agents? Communication. Relationships. Are they stable? What topics do they address?
- Spaces of deliberation - With citizens, social agents? Communication. Relationships. Are they stable? What topics do they address?
- Decision-making spaces ? - Evidence that the priorities of the public agenda are established with non-governmental actors (companies, organisations, citizenry)?
- Was the action a joint one? With whom?
- Has there been any transformation? Which?
- Studies - Are they specifically addressed/received/shared?
- Resources: who has provided them, how much, persons involved ...
- Role of civil society (organised society, citizenry)
- How can the activity / capacity / concern / momentum / responsibility and legitimacy help /hinder / enrich / facilitate purposeful governance?
- Can you cite any best practices? Which? Why?

Open interview - Proposed script (3/3)

3. Vision for the future - General reflection

Items to guide the debate:

- Keys and challenges of CG
- Knowledge - Research and knowledge on collaborative governance in the ecosystem: Which agents are investigating collaborative governance? What knowledge has been generated? How has it been rolled out/disseminated in the community? Where would you like to receive the knowledge?
- What is the current situation of governance in Gipuzkoa? Do we have a true model of collaborative governance to address the challenges facing Gipuzkoa? What are the key issues? (Focusing on the relationship with society)
- Can we build a new system of relations between public institutions and citizens? How? What is your vision for the future in this regard?
- What initiatives have been undertaken in Gipuzkoa that develop collaborative governance ? What examples can be taken as a model? Why should we take them as a model?

4. Muti-level governance

- Relationships with other institutions: (Municip. – Prov. Govt.; Municipality - Basque Govt.; Municipality - Municipality) What is your relationship with other public institutions in the province? What works well? What are the strengths? What does not work well? What are the obstacles?

5. Relationship with Etorkizuna Eraikiz

- Knowledge - What do you know about Etorkizuna Eraikiz?
- Participation (Gipuzkoa Taldean, Gipuzkoa Lab, Reference Centres) - Have you participated in any space/initiative/project that has been promoted?
- Opinion/Vision - What is your vision of Etorkizuna Eraikiz? What are the strengths? And what are the challenges or items that need reinforcing?

* Note. This script is intended for public institutions. For example, we have adapted the script that was prepared for the interviews with knowledge agents (see +4)

2. Analysis

EVOLUTIONARY ANALYSIS AND EVALUATION

Analysis - Method:

- Interpretation of the definition of CG
- Evaluation by Criteria/Mechanisms of CG
- Steps:
  - Analysis of information compiled in interviews (Cards+Table)
  - Group evaluation of evolution
  - Generate conclusion reports
  - Digital tool for visualisation/monitoring
    - Exploring different tools in 2022
    - Open dialogue with potential users and identify design needs
    - Implement the tool in 2023 (Provincial Government)
  - Take it to the NPC Think tank sessions at intermediate moments in the process and enrich findings, doubts, concerns with deliberative reflections.
  - Link the Provincial Government with the spaces and initiatives of Etorkizuna Eraikiz (e.g. the analysis will be fed/complemented with the information gathered from the interviews with the 12 municipalities in Udal Etorkizuna Eraikiz)

- Kumu https://kumu.io/
- Civics https://www.civics.cc/es/#!/initiatives
- Ushahidi https://www.ushahidi.com
- https://d-lab.mit.edu/research/social-innovation/innovation-ecosystems/participatory-innovation-ecosystem-mapping

Analysis (1/5)
Approach to evaluation - Definition

"Institutionalised collaboration between public institutions, social agents and citizens to empower and operationalise the public policy ecosystem must be developed by reinforcing social capital between institutions and citizens through deliberation and shared action"

Understanding and interpreting Collaborative Governance

1. How is CG understood?
2. Is our definition valid?
3. What other approaches or key concepts are included in the interpretation?

Analysis sheets (2/5)
Approach to Evaluation - Key Criteria

Definition CG - Key Criteria (WHAT)	Yes/No	Evidence (HOW)	Agents (WHO, WITH WHOM)	Notes/ add a quantitative column (number, periodicity, impact)
1. ... willingness to collaborate and interact with society (is participation encouraged?)	Spectrum 1-5	Graduation by levels of governance		
2. ... is an open dynamic for learning – (Learning in itself is an objective, is there evidence?) - Having spaces to share knowledge in context of uncertainty (with experts, people with experience, etc.)				
3. Governments create spaces for listening, reflection and sometimes –but not necessarily– decision-making.				
Spaces for listening				
Spaces for reflection				
Decision-making spaces (innovative and effective decision-making mechanisms that also involve good coordination of collective spaces				
4. The priorities and applications of the public agenda and, therefore, of the public policies, are established through collaboration. (Is there evidence that public agenda priorities are set with non-governmental actors?)				
5. Create special structures to promote the stability of the open and collaborative governance process (resources, structures?)				

Analysis sheets (3/5)

Approach to Evaluation - Key Criteria

Definition GG - Key Criteria (WHAT)	Yes/No	Evidence (HOW) - Projects, initiatives, bylaws...	Agents (WHO, WITH WHOM) - Diversity	Observations - Additional information (dates, periodicity etc.)
6. Priority is given to **diversity of actors**	Spectrum 1-5			
7. **Working in action** (Are there examples of shared action? Experimentation?)				
8. In agreement with the basis of the **new political culture** - (Is an NPC required to establish CG?)				
9. Integrate mutual evaluation into your way of working- (Are evaluations carried out?)				
10. Processes are **transparent** - Communication is addressed, examples, effective channels?				
11. Systemic approach (evidence, mentions?)				
12. It is agreed in advance how decision-making capacity will be exercised				
Governance at different levels(*) (Municip. – Prov. Govt., Municipality - Basque Govt., Municipality - Municipality) Relationship/linkage with development agencies * (Territorial Development Laboratory)				

Analysis sheets (4/5)

Approach to evaluation

Interesting complementary mechanisms used in Udal Etorkizuna Eraikiz

Udal Etorkizuna Eraikiz - GG Mechanism	Yes/No	Evidence (HOW) – Projects, initiatives, bylaws	Agents (WHO, WITH WHOM,	Observations - Information complementary (dates, periodicity, ...)
Anticipating future challenges - Anticipatory governance approach	Spectrum 1-5			
Promote shared and **transformational leadership** to empower agents in governance. – *Perhaps this can be linked to Criterion 1*				
Make **appropriate use of technologies** Governance - Technology				
Do the agents recognise the legitimacy of the **organisation** in this matter?				*Important concept. We will see how we can address or extend it (in the study?)*
Objective - Do the process objectives make any contribution to sustainability?				
Regulatory stability - Shall we leave this out?				
Institutional capacity Have institutional capacities been developed?				

Analysis sheets (5/5)

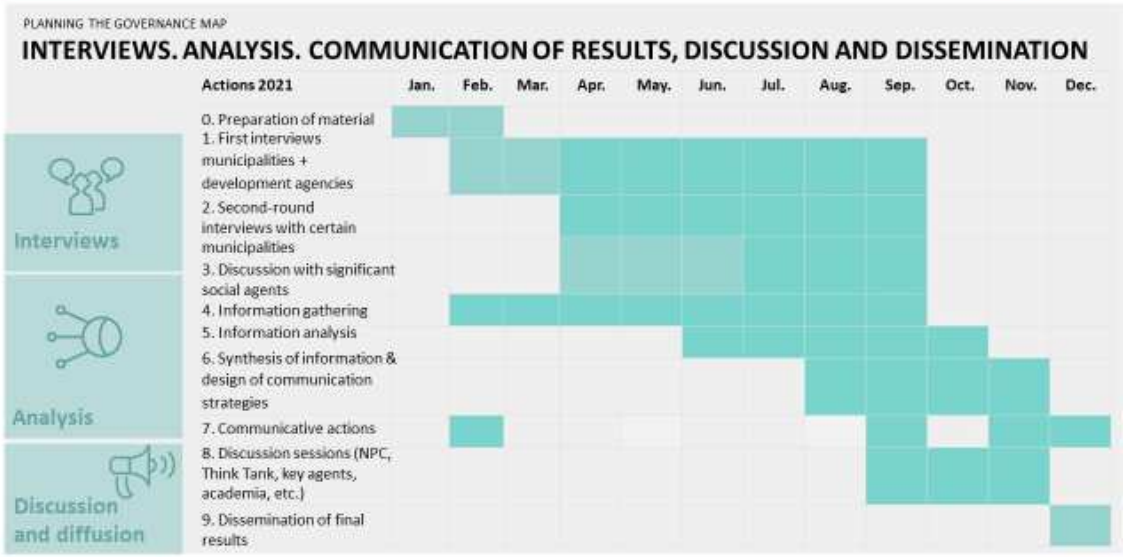
Approach to evaluation –
Relationship with Etorkizuna Eraikiz

Relationship with Etorkizuna Eraikiz	Yes/No	Evidence (HOW) - Projects, initiatives, by-laws, ...	Agents (WHO, WITH WHOM)	Observations - Information complementary (dates, periodicity, ...)
Knowing				
Participating				
Gipuzkoa Taldean				
Gipuzkoa Lab				
Reference centres				
Approach				

ETORKIZUNA ERAIKIZ THINK TANK

Agents - Prioritisation

- Starting from public institutions: Prov. Govt. + Municipalities (88)
- Development agencies (11)
- The following are the relevant social agents mentioned in the interviews with public institutions (companies, etc.)
- Parallel interviews with knowledge brokers



Mapping - Objectives and milestones

- Interviews
  - February - March:
    - Provincial Government of Gipuzkoa
    - Individual interviews with **34** municipalities (pop. >5,000)
    - **11** development agencies
  - June-September
    - Meetings + interviews with municipalities of pop. < 5,000 (54) (in another format)
    - Discussions (social agents and companies) and second rounds (municipalities)
- Analysis
  - February - September: collection - analysis
  - November - December: supports and report
- Dissemination
  - February: Communicative action to publicise the project in the municipalities (making use of existing spaces: interregional and intermunicipal space, Provincial Government Governance Area and Arantzazulab, jointly) + Written letter to municipalities (Provincial Government Governance Area + Arantzazulab, jointly)
  - September: second communication action with municipalities (project progress and intermediate results)
  - December: result of the first report

Mapping -Results of the action

Results of current year (2022)

- Report - Map
  - o Diagnosis of governance - Status of mechanisms
  - o Opportunities and challenges
  - o Best practice (what works/what doesn't)
  - o Priorities related to governance (guiding the public agenda)
  - o Experimental fields
  - o Research fields
- Identification of ecosystem among the agents working in CG
  - o Conditions of this ecosystem - In what arrangement? (may be question for comparison/contrast)
- High opinion of Etorkizuna Eraikiz
- Exploration of digital tools for visualisation and monitoring of the CG map (contrast with potential users)

Mapping -Results of the action

NPC Think Tank - Objectives and proposed evaluation:

"Strengthen the Provincial Government network in the province and set criteria for dynamising it in a mapping exercise around collaborative governance"

	Co-creation target indicators	Dissemination target indicators	Objective performance indicators on the action
Political culture	Publication of report setting out new Knowledge generated: studies & reports Map of collaborative governance in Gipuzkoa	events that disseminate the knowledge generated Sessions with agents of interest for the mapping process	a) 25 main municipalities interviewed/mapped and strengthened in Provincial Government networks (yes/no) b) Call for citizen projects reviewed (yes/no) c) 2 experimental projects started (?) in ArantzazuLab (yes/no) For each of the above, submit: (1) evidence related to the establishment, design, implementation and evaluation of targets and (2) evidence related to deliberation of these in the think tank

Mapping -Results of the action

And then what? Diagnostic monitoring + impact on Provincial Government ecosystem (from 2023)

- Governance diagnosis. Continue and update.
- Implement a digital tracking and visualisation tool (outside the scope of the initial project - Provincial Government)
- Strengthen and energise the Provincial Government network in the province
  - Turn this ecosystem into a community of learning and practice
  - Activate new CG strengthening dynamics - and procedures to facilitate them (calls for proposals)
  - Activate new CG experimentation initiatives according to the needs and priorities of the diagnosis (e.g. in Arantzazulab, among organisations or other agents)
  - Establish contacts with other Etorkizuna Eraikiz spaces and projects
  - Influence with methodologies and discourses from NPC think tank.
  - Relate it to the research
  - ...

Discussion in the NPC deliberation group

1. Proposal for new definition of CG
2. Governance Map - Discussion of the Proposal
   - Suitability of the methodology/planning to implement the process
   - Results - Expectations of the NPC think tank: what else can be expected?

3. Team members' input to the project and awareness of the process
   - How to combine different types of knowledge in the process. Who can we invite to help in the mapping (experts, etc.)

ETORKIZUNA ERAIKIZ THINK TANK

Group work. Goals: Discussion of Proposal & Input to the Plan from team members

Suitability of the methodology/planning for implementing the process	Results and expectations My interest and contribution
Questions that may be useful to guide the reflection: ***Evaluation of the proposal:*** *Did you find the proposal and the steps to develop the process suitable?; What would you change?; What is superfluous/missing? Are the deadlines suitable?; Do you have anything to add about the method (documentation, systematisation and narrative); we can combine different types of expertise in the process to help in the mapping (invite an expert, ...)*	***Expectations of the NPC think tank:*** *Are the objectives well established, are they sufficient, are the conditions in place to have an impact on the public policy ecosystem of the Provincial Government of Gipuzkoa or do you think it will be possible to have an impact?* ***Interest and contribution:*** *Is project of interest to you? (yes/no). Which section or result is of most interest to you? What might your contribution/role? Might you find the role of "double agent" of interest? How would you like to participate?*

PLENARY

20 min.

LESSONS

10 min.

Evaluation and next session

Please complete the evaluation. It is very helpful for us in preparing future sessions.

The next session will be held on 18 February, when Nerea Urcola will address the topic of the internal transformation of public administration.

b. Working Document No. 17

THINK TANK

Process of deliberation on new political culture: Working Document No. 17

THE THREE PROJECTS OF THE NEW PHASE: BASES FOR DRAWING UP THE MAP OF COLLABORATIVE GOVERNANCE IN GIPUZKOA

(26 January 2022)

Introduction

This working document is the fourth of the 2021-2023 phase and is based on the proposal presented by Naiara Goia on 26 January 2022 for drawing up the map of collaborative governance in Gipuzkoa and on the contributions made in this regard by the group.

From a methodological point of view, as a component of the sessions aimed at learning from the conceptual contributions of experts and external experiences, this session dealt with the action to be developed by Arantzazulab. The interventions throughout the session, such as the proposed mapping exercise, among others, are included in the report and are not repeated in this document. This document is therefore intended as a complement to the report, adding to its contents.

Having heard the proposal, the members of the group first analysed its suitability. The following are the contributions of the group members.

Suitability of the proposal

Aspects related to working methods or methodology to be taken into account:

- The methodology is very suitable. Although the results are ambitious, they are achievable
- Place reflection and knowledge in the background
- It is necessary to differentiate between merely participatory initiatives and those related to discourses on governance
- It is necessary to examine in depth what has been done well and what has not been done well
- Determine how collaboration will be measured
- Methodologically, conduct open-ended interviews in groups rather than individually: world café

- We recommend using the simplest possible approach to complex situations, since the complex situation itself will complicate the approach
- How do we integrate different types of knowledge? Inviting experts, analysing successful models; and perhaps also making use of the possibilities offered by a digital platform
- We would like to learn more about the characteristics of digital tools. It is something that is necessary

Need to integrate young people into the process:

- Imagining the attitude of young people to collaborative governance

How collaborative governance is conceived in the project:

- We have struggled to come up with a definition of CG in the deliberation group. We believe that the mapping will lead to different ways of understanding collaborative governance
- Two different definitions of cooperative governance: one from the government, but not the other (there is tension there). This is a dynamic definition, and we will be working on it as we go along

Mapping as part of a wider snapshot of the policy ecosystem:

- Finally, specify the relationship with the Think Tank
- The timeline of the mapping exercise. Because previously there have been results from the deliberative process that have led us to where we are now. In passing, they would lend legitimacy and credibility to the process. Legitimisation in dealing with internal and external agents
- We must never lose sight of the main goal: what is collaborative governance for? Effectively channelling the challenges we face, through public management and before the citizenry
- The normative area of governance has a direct impact on multilevel governance. They should be structured within the framework of the European Union, and the processes should be well established. Incidentally, the community should be solid (i.e. including all of Gipuzkoa)

The group members were also asked about their expectations, interests and possibilities of contributing.

Expectations, interests and contributions

Expectations as to impact:

- Any impact will not be achieved by mapping, but only if we view and use mapping as a resource
- Conditions already exist, to the extent that there is a willingness. We do not know whether results will be obtained: what is needed is action
- There is always an impact, and if a new political culture and collaborative governance is promoted, that would be sufficient in itself.

- We see intermediate targets. But it is essential to take into account the generation of public value in order to effectively manage the challenges we face in a shared manner.

Interest:

- The process has been interesting and enriching. Not so much theoretically, but in practice.

Contributions:

- It can be important in disseminating the Etorkizuna Eraikiz model and a way of understanding collaborative governance
- Contribution: integration into the Etorkizuna Eraikiz narrative
- The results are very suitable, especially for connecting with research or launching new initiatives

When the groups discussed the previous contributions, they also raised the following issues:

- The map must be integrated into the time and perspective of the process
- The process, as defined, prioritises the voice of public institutions
- It is important to build and reinforce a way of rationalising the information received
- It is important to gather the views of the people who work in this area on a day-to-day basis, even if it is difficult

Summary of contributions

The above proposal was summarised as a question made to the person participating in the deliberation group who was in charge of facilitating the project, with the aim of answering the following questions over coming sessions:

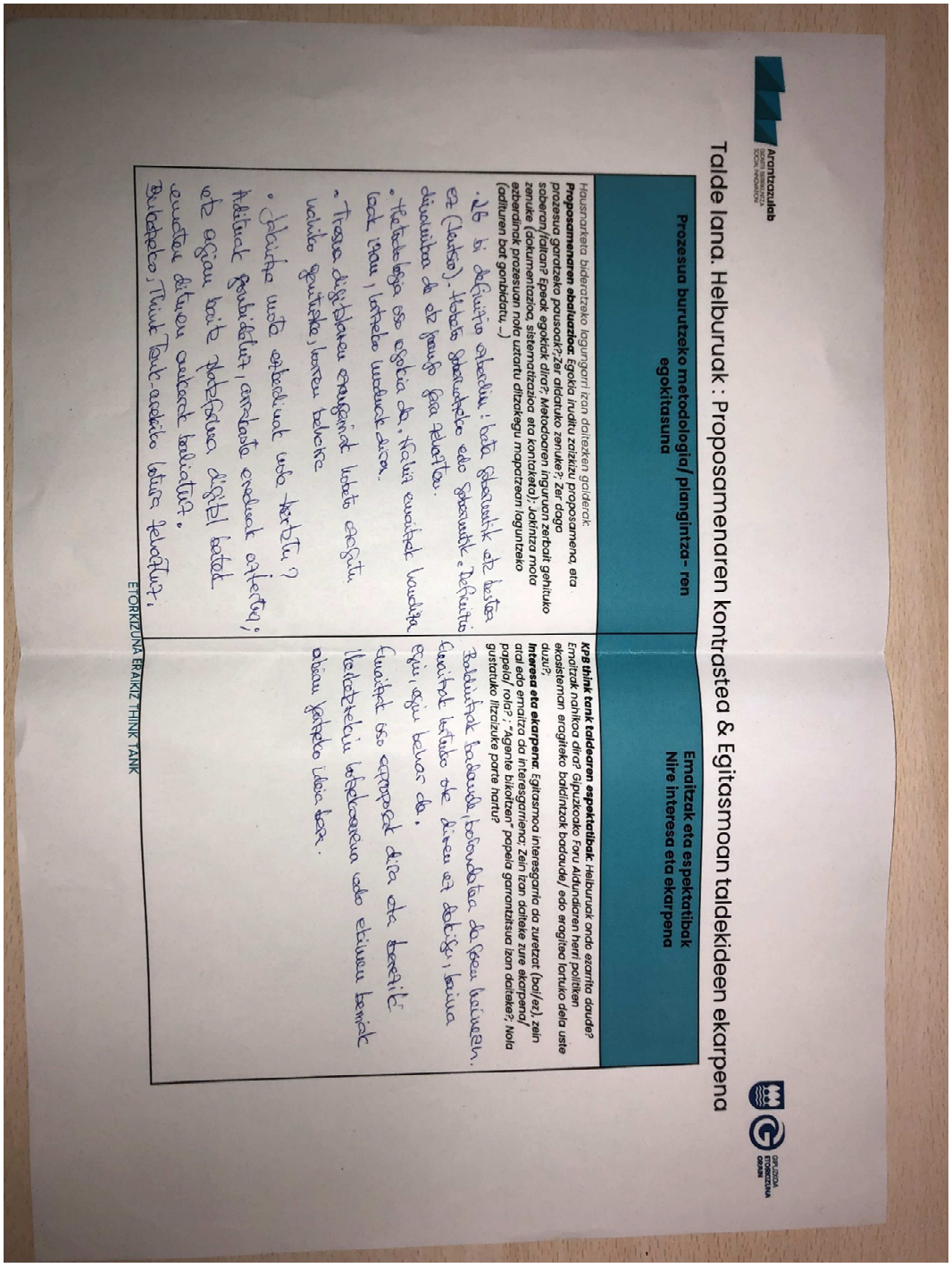
- What form will the work take of developing the definition of collaborative governance in a dynamic way and ensuring that the process addresses collaborative governance beyond participation?
- What form will the work take so that the mapping process, instead of being a project in itself, is related to the rest of Etorkizuna Eraikiz's projects, and is integrated into the path that has existed for some years?
- How will voices outside public institutions be integrated into the process? How will young people be included? How will those who work on a day-to-day basis in this area be integrated into collaborative governance?
- How will incoming information be rationalised and collaborative governance measured?

Criteria for action

In response to the members of the group, the criteria gathered for action by Naiara Goia were as follows:

- **Result of mapping:**
    - Create a community practice in the NPC group with a mission and a task
    - Collaborative structuring with different stakeholders
    - Relate it to the research
- **Prioritization of results:** it is necessary to prioritise the needs and projects identified after the mapping, if we want to do something operational
- Digital tool - added value: collection, monitoring, **galvanisation of the ecosystem**
- **Make use of what already exists:** guarantee a connection with initiatives that are already taking place and take into account those carried out so far (Territorial Development Laboratory, Udal Etorkizuna Eraikiz, etc.)
- **Role of deliberation in the action.** 'Directed':
    - Attracting new agents to the group
    - Consolidating several governance projects jointly
    - The role of each of us. Combination of different knowledge

c. Group contributions



Talde lana. Helburuak : Proposamenaren kontrastea & Egitasmoan taldekideen ekarpena

Prozesua burutzeko metodologia/ plangintza- ren egokitasuna	Emaitzak eta espektatibak Nire interesa eta ekarpena
Hausnarketa bideratzeko laguntzarri izan daitezken galderak **Proposamenaren ebaluazioa:** *Egoki iruditu zaizkizu proposamena eta prozesua garatzeko pausoak? Zer aldatuko zenuke? Zer ekarri? Zer dago soberan/falta? Epeak egokiak dira?; Metodoaren inguruan zerbait gehituko zenuke (laokumentazioa, sistematizazioa eta kontaketa); Jakinza mota ezberdinak prozesuan nola uztartu dituzkegu mapatzeon laguntzeko (adituren bat gonbidatu, ..)*	***KPB think tank taldearen espektatibak:*** *Helburuak ondo ezarrita daude? Emaitzak nahikoa dira? Gipuzkoako Foru Aldundiaren herri politiken ekosistemari eragiteko baliozkoak badaude/ edo eragiteko tartuko dela uste duzu?;* ***Interesa eta ekarpena:*** *Egitasmoa interesgarria da zuretzat (bai/ez), zein arlo edo emaitza da interesgarriena; Zein izan daitake zure ekarpena/ papela/ rola? ; "Agente bikoitzen" papela garrantzitsua izan daitake?; Nola gustatuko litzaizuke parte hartu?*
• Ez da definitu ebaluazioa : bete ahalmenik ez dagoela ez (denbora). Helburu bakoitzeko edo sakonetik definitu dimentsioa ala ez jarraipena egiteko. • Teknologia eta egokia da, talka eragiteko baina ez digitalaren energiarik handia eskatu. • Fase digitalaren energiarik handia eskatu behar gaituzte, kontuz beheko • Helburuak ondo ezarriak uste ditut.? Aldatuak daudelarik, emaitza erakusle egokiak/ ez egiaz baina bai helburuen digitalizazioa. Zeintzuk dituen sektoreak baliagarri. Bukatzeko, Think Tank-aretako lanaz jakingarri.	Badirudi helburuak badaudela baina beharrezkoa da egoera bakoitzean, egin, egin behar da. Emaitzak ere ezarriak dira eta beraiek lortzeko ekintzen ondoren ebaluazioa egiteko.

ETORKIZUNA ERAIKIZ THINK TANK

Arrantzazulab

Talde lana. Helburuak : Proposamenaren kontrastea & Egitasmoan taldekideen ekarpena

Prozesua burutzeko metodologia/ plangintza- ren egokitasuna	Emaitzak eta espektatibak Nire interesa eta ekarpena
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1- Na pozgo kronologiko bat, gauza asko mugatzeko tokoc. Bertatik, deliberazio prozesu autatuak egin direnez, eta beraiek ere laster proiektuak ekimen panitzetakoa; beti batera proiektu ezberdinak egiteko gai izanik. Ez dugu ere ekimen bakar bat nahi, baizik eta ekimen ezberdinen bilduma bat, bakoitzak bere izaera propioa izanik. 2- Ez dugu zehaztu bakar bat, baizik eta zehaztugabe bat: Lehiaketaren ebaluazioa? Hurrengo aurrekontuetarako? Hurrengo aurrekontuetarako? Hurrengo aurrekontuetarako

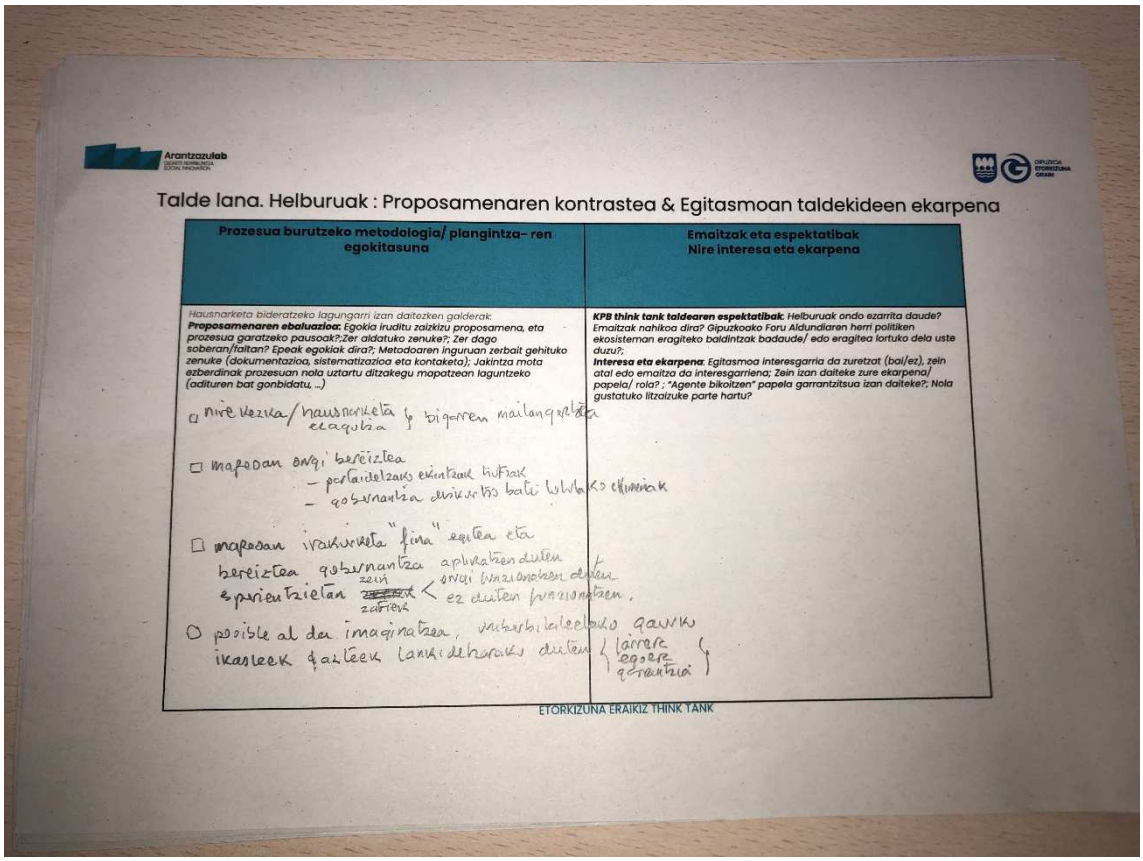
Arantzazulab

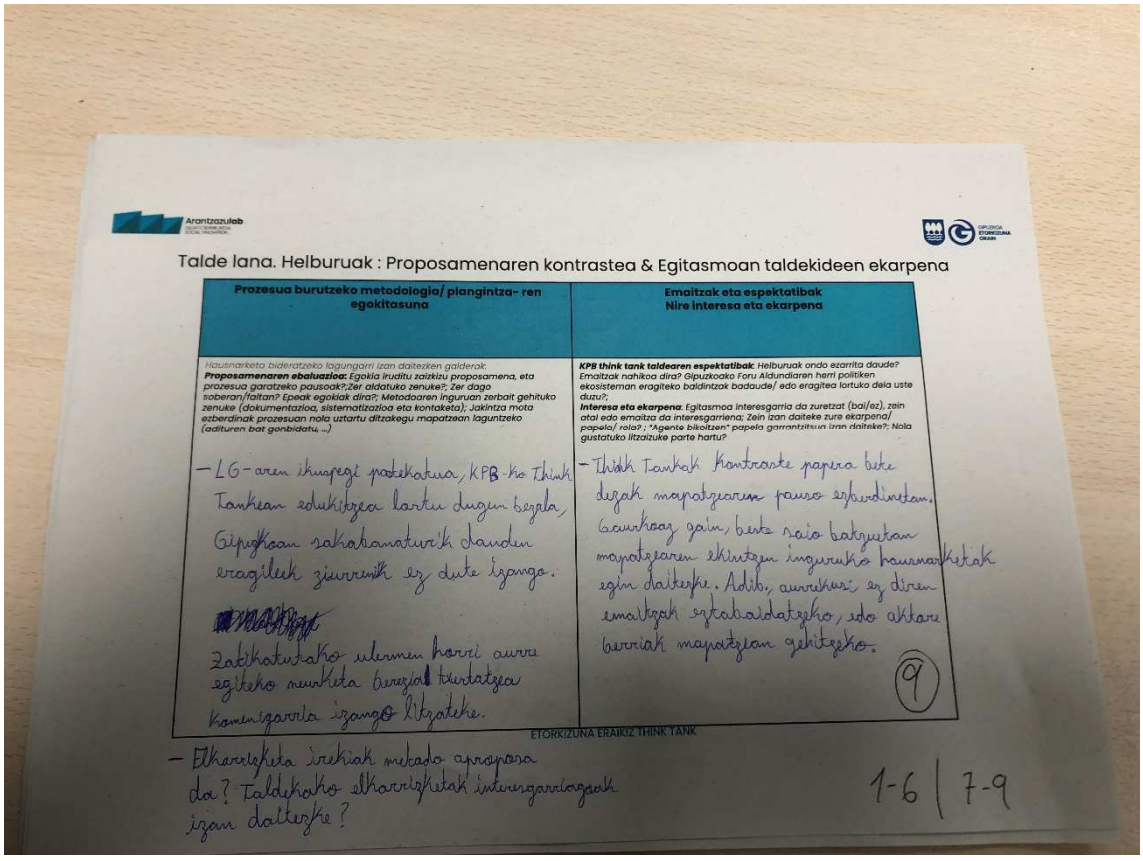
Talde lana: Helburuak: Proposamenaren kontrastea & Egitasmoan taldekideen ekarpena

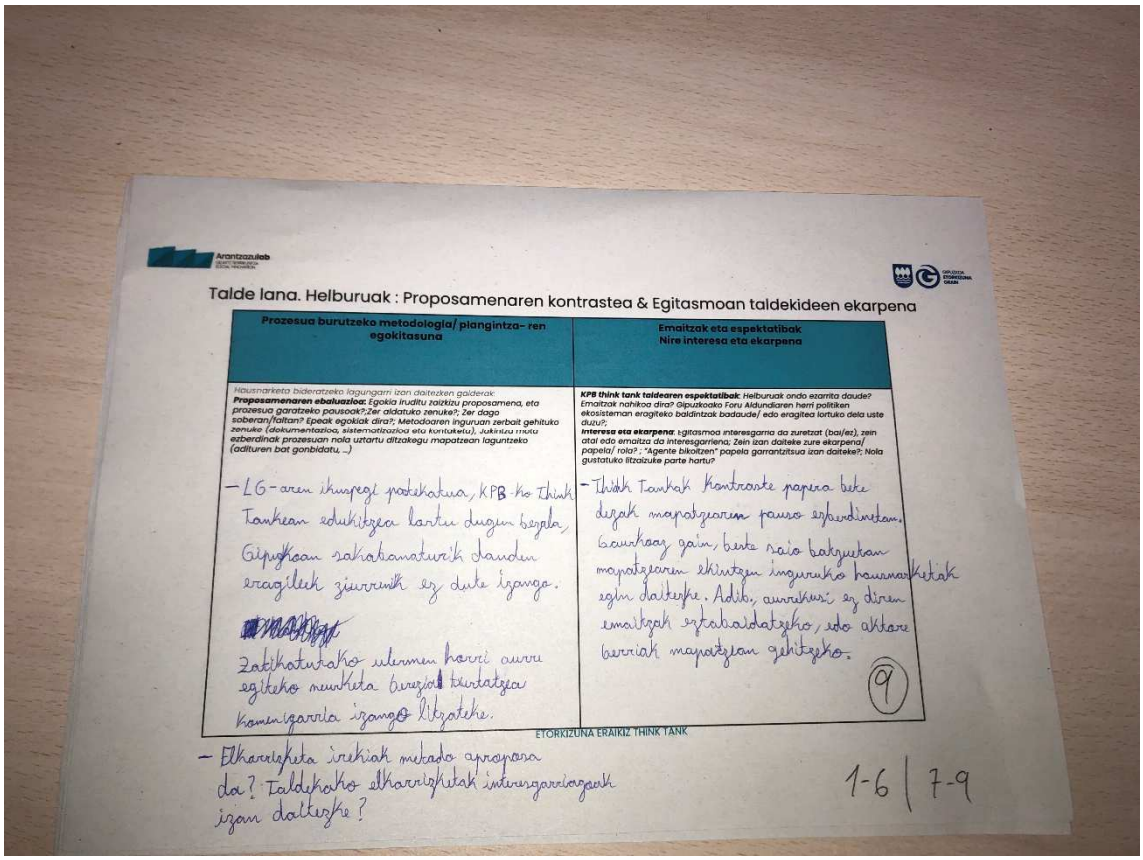
Prozesua burutzeko metodologia/ plangintza- ren egokitasuna	Ematizak eta espektatibak Nire interesa eta ekarpena
Hausnarketa bideratzeko lagungarri izan dezaketen galderak: **Proposamenaren abiaburuak:** Egokitu irudritu zaizkizu proposamena, eta prozesua garatzeko pausoak?;Zer aldatuko zenuke?; Zer dago soberan/falta?; Epeak egokiak dira?; Metodoaren inguruan zerbait gehituko zenuke (dokumentazioa, sistematizazioa eta kontaketa)?; Jakiniza mota ezberdinak prozesuan nola uztartu ditzakegu mapatzean lagungarria (adituren bat gonbidatu...) - Hausnarketa eta ekintzak 2 urteko tartean gehitzea - Burtualitate eskuinean kultura eta Gobernantza, diskurtsoarekin lotuko eskuinean berarekin kolpatzea dago. - Zeintzuk eta zergatik dauden orain hor eta. - Magnetoa gaitzen Lorategiaren jarraera. - Laukidetza ucha ukitzeko dan relanta. - Definitu bat nahi dituzu kolektiboa kontatu nahi duzun mezua eta esan dut mapatzeko forma ezberdinak nahi dituzu.	**KPB think tank taldearen espektatibak:** Helburuak ondo azaritta daude? Ematizak nahikoa dira? Gipuzkoako Foru Aldundiaren hemi politiken ekosistemian erogiteko baldintzak bodaude/ edo eragilleo lortuko dela uste duzu? **Interesa eta ekarpena:** Egitasmoa interesgarria da zuretzat (bai/ez), zein atal edo ematiza do interesgarriena; Zein izan daiteke zure ekarpena/ papela/ rola?; "Agente bikoitzen" papela garantzitsua izan daiteke?; Nola gustatuko litzaizuke parte hartu? - Elkarteluaren aktibitatean garrantzitsua + Zb oinharria modulatuan daitake. - Ikuspena: Ezin namahiaren heretakea. - Eragilleo lortzea da mapatze tartean lortuko bailik eta mapatzea baliabide berala ikusteko eta erabilleo dugunean.

ETORKIZUNA ERAIKIZ THINK TANK

d. Individual contributions







Arantzazulab

Talde lana. Helburuak : Proposamenaren kontrastea & Egitasmoan taldekideen ekarpena

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- LG-aren ikuspegi praktikatua, KPB ko Think Tankean eduki tzea lortu dugun bezala, Gipuzkoan sakabanatuvik dauden eragileek zuzenik ez dute izango. Zabaltzeko ulermen berri auzu egiteko moduka bueziak tzea komenigarria izango litzateke.	- Think Tankak kontraste papera bete dezak mapatzearen pauso ezberdinetan. Gainkoaz gain, berte naio batzuetan mapatzearen ekintzen inguruko beharrizketak egin daitezke. Adib, aurrekusi ez diren emaitzak ezabaidatzeko, edo aktore berriak mapatzean gehitzeko. (9)

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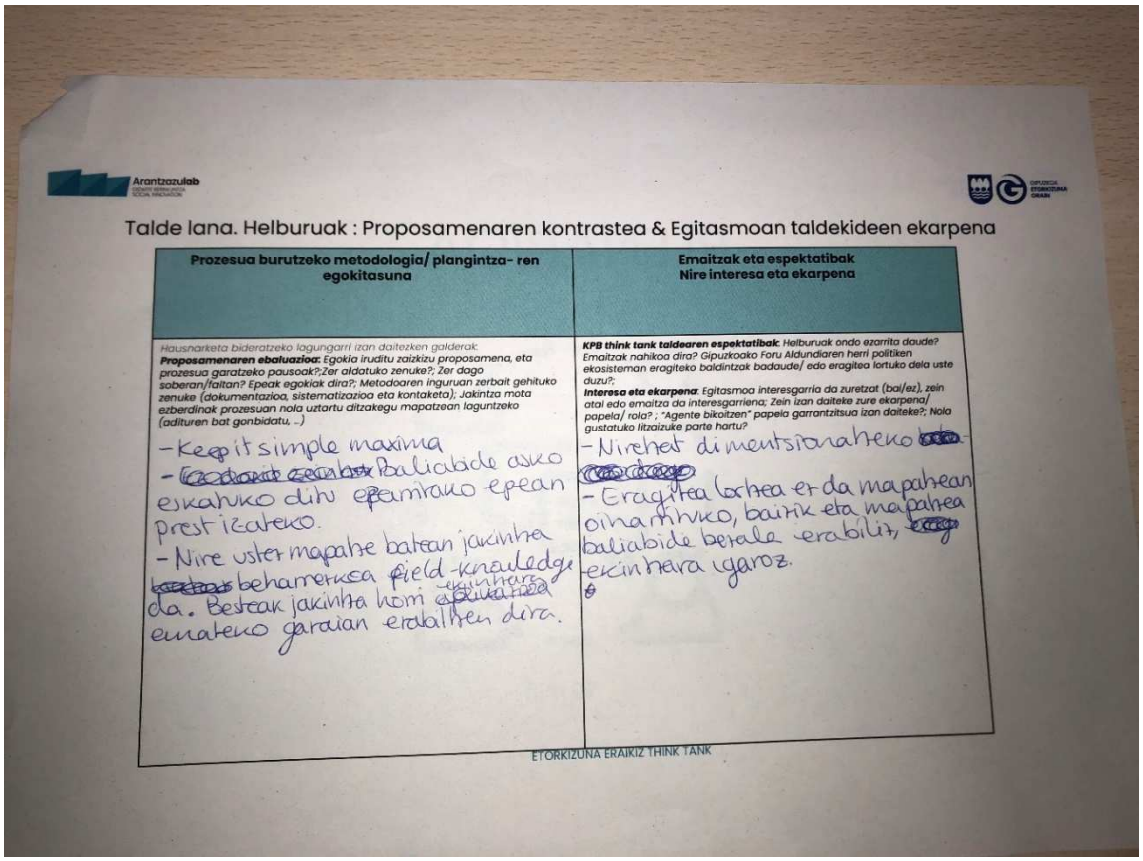
- Elkarrizketa irekiak metodo aproposa da? Taldeko elkarrizketak interesgarriagoak izan daitezke?

1-6 | 7-9



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Talde lana. Helburuak : Proposamenaren kontrastea & Egitasmoan taldekideen ekarpena

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- Keep it simple maxima - Baliabide asko eskuko dira eperamako epean prestatzeko. - Nire ustez mapatze batean jakintza beharrezkoa field-knowledge da. Bestelako jakintza horri ematekoo garaian erabiltzen dira.	- Nirehat dimentsionatzeko - Eragitea lortzea ez da mapatzean oinarritzuko, baizik eta mapatzea baliabide berale erabiliz, ekintzera eramateko.

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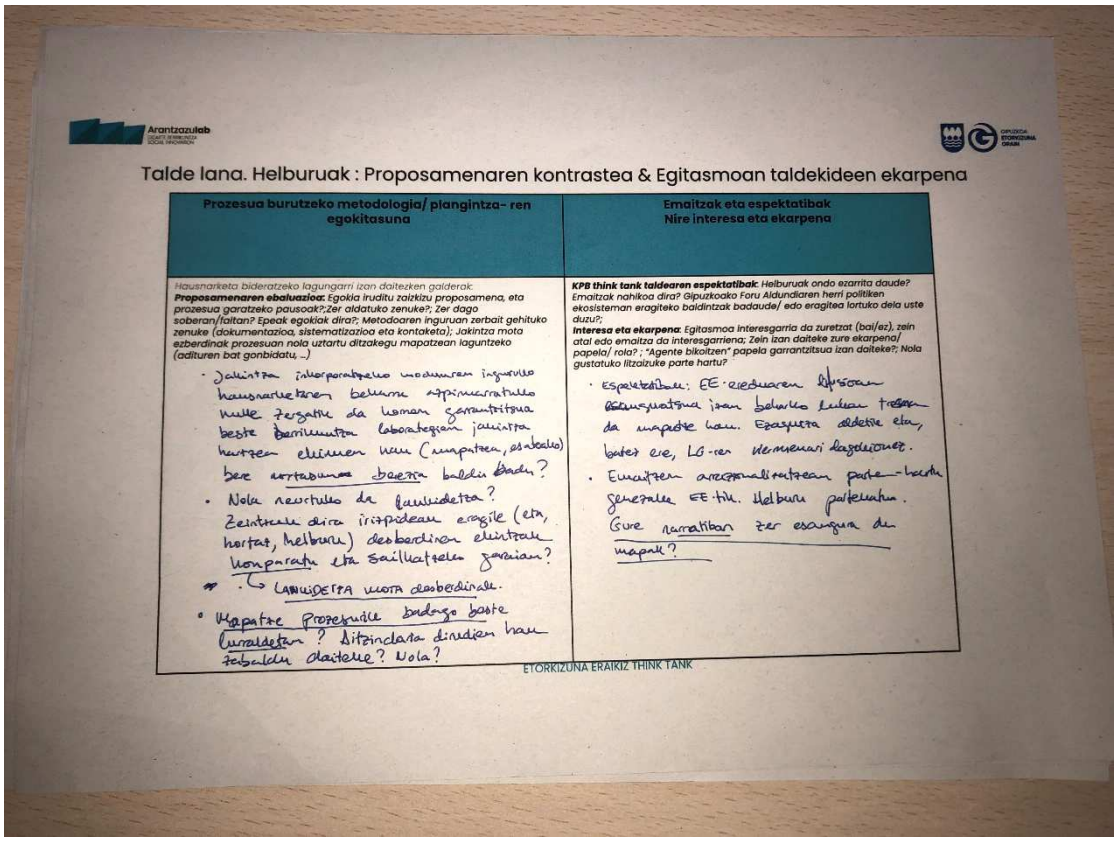

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Talde lana. Helburuak : Proposamenaren kontrastea & Egitasmoan taldekideen ekarpena

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• Jakintza interpretatzeko moduaren inguruko hausnarketaren beharra azpimarratzea nulle iruditzen zaigu. Horrek ziurtatzen du beste ikuspuntu batzuk ere kontuan hartzea (adibidez, landa-eremuko herritarrena edo, kasu honetan, LG-koena). Nola egin daiteke hori?	• Espektatibak: EE-ren barruan ikuspuntu desberdinak izan behar direla kontuan hartzea da mapatze honi. Ezagutza aldetik eta, batez ere, LG-ren ikuspuntutik begiratuta.
• Nola neurtuko da kontsideratzea? Zeintzuk dira irizpideak erabili (eta, hortaz, helburu) desberdinen elkartzea konparatu eta sailkatzeko garaian?	• Emaitzen aurreratzeari dagokionez parte-hartze orokorra EE-tik. Helburu partekatua. Gure iritzian zer esanguratsu da mapak?
• ↳ LANDIDETZA MOTA desberdinak.	
• Mapatze prozesuak bukatzen baino lehen kontuan? Ditzinclara dinamika hau zabaldu daiteke? Nola?	

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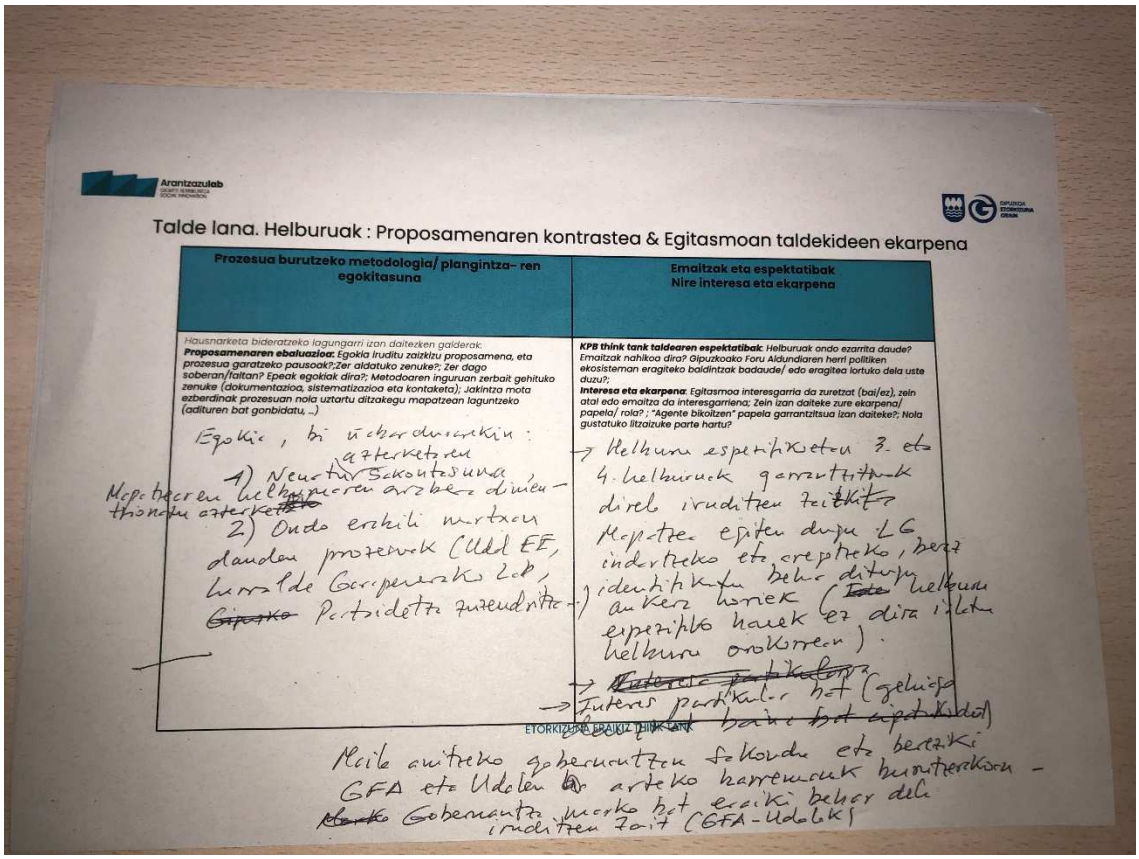

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Talde lana. Helburuak : Proposamenaren kontrastea & Egitasmoan taldekideen ekarpena

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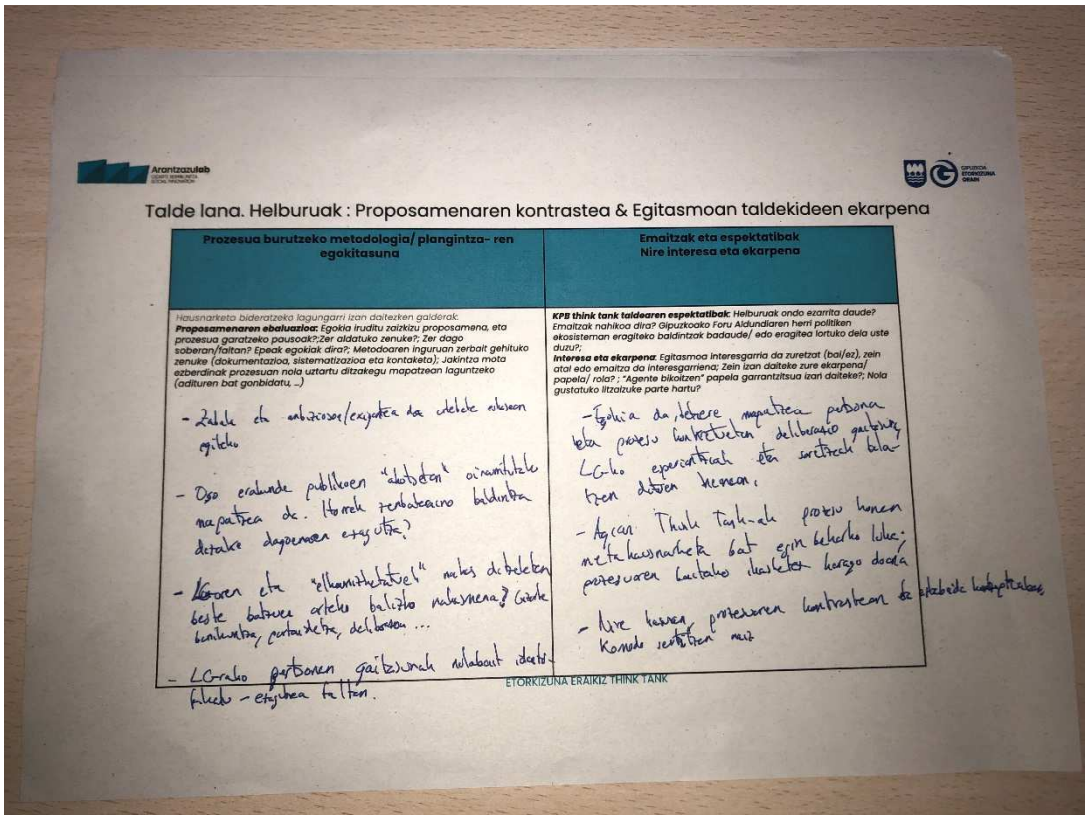
Egokia, bi ikuskizun: azterketaren 1) Neurtzeko sakontasuna, Mapatzearen helburuaren arabera diferentziatu azterketa 2) Ondo erakutsi martxan dauden prozesuak (Udal EE, Lurralde Garapeneko Zuk, ~~Gipuzkoa~~ Partaidetza zuzendaritza)	→ Helburu espezifikoetan 3. eta 4. helburuak garrantzitsuak direla iruditzen zaigu. Mapatzea egiten duzu LG indartzeko eta erraztzeko, beraz identifikatzea beharrezkoa da ~~Foto~~ helburu askoren (ez dira ikuskizun helburu orokorrak). → ~~Helburu partekatua~~ Interes partekatu bat (gehiago baino bat aipatzea)

ETORKIZUNA ERAIKIZ THINK TANK

Maila anitzeko gobernantzan sakondu eta berariaz GFA eta Udalen arteko harremanak hizpidetzea - ~~Mapatze~~ Gobernantza lanerako bat eraikitzea behar dela iruditzen zait (GFA-Udalak)



Arantzazulab

Talde lana. Helburuak : Proposamenaren kontrastea & Egitasmoan taldekideen ekarpena

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- Zaldu da ondorioak/erabakiak dauden atalean egiteko - Oso eraginkorra publikoen "abiatzeko" animatzeko mapatzea da. Horrek zerbaitetarako baldintza dezake dagoeneko egiteko. - Noren eta "elkarrizketatuei" nolako dibulgazio beste batzuen artean beharko lukeen? Gure komunitatea, portaketak, deliberazioa ... - LGrako partaideen gaitzeruak aldaketa ideiak fluidu - etapetan.	-Egokia da lehenengo mapatzea pertsonen bidez prozesu kontratuetan deliberazio gaitasuna LGko esperientziak eta sortzeak balantzan dituen lekuan. - Agian Think Tank-ak prozesu honen metakomunikazio bat egin beharko luke; prozesuaren laburpen ideiekin hasiz doala - Nire lanaren prozesuaren kontrastean da ateratzeko kontzeptuak Konpondu zertzen naiz

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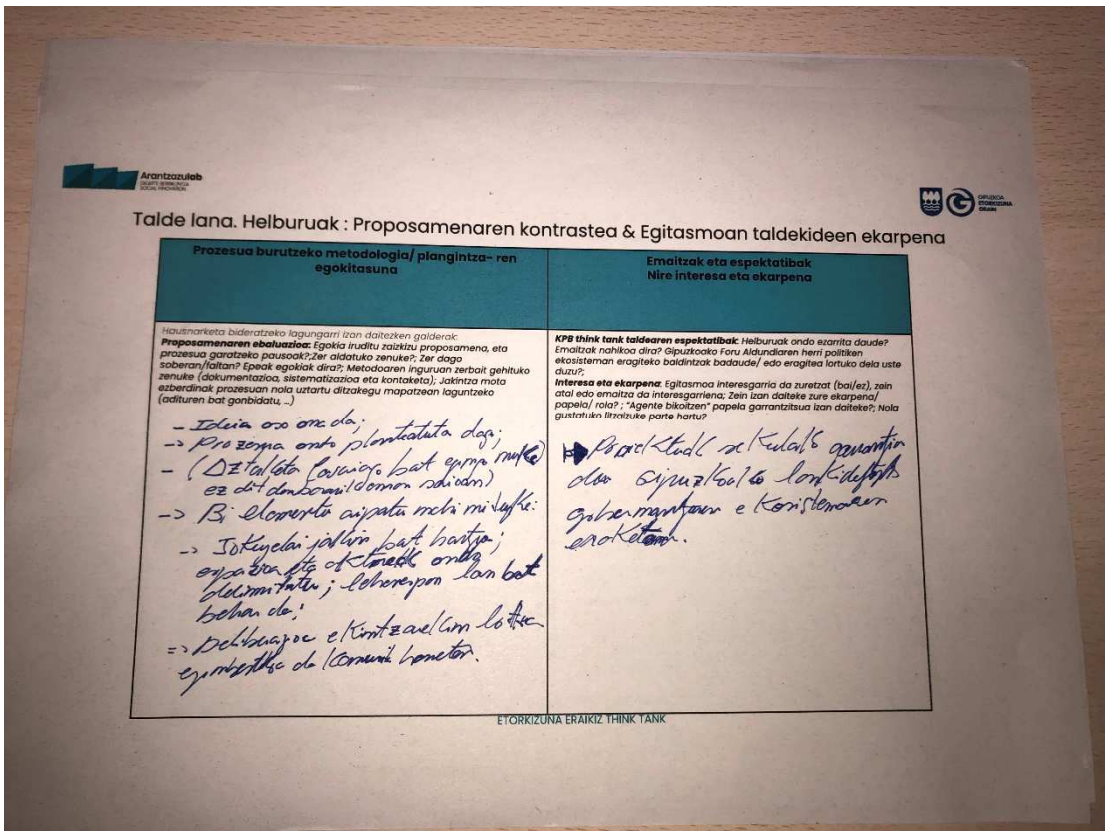

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- Ideia oso ona da; -> Prozesua ondo planteatuta dago; - (Dz talde lasaiago bat egitea nahi ez dut dinamikoa denon artean) -> Bi: elkarreta aipatu nahi nituzke: -> Jokuetak jolastu bat hartzea; esparru eta oinarriak ondo dokumentatu; elkarrekin lan bat behar da; => Deliberazioa eta kontzeptuak lotzea egingarria da komunitatearekin.	Proiektuak sortzeko aukera dela Gipuzkoako lankidetzak gobernantzan eta konfiantzaren eraketan.

ETORKIZUNA ERAIKIZ THINK TANK

e. Session programme

THINK TANK

SPACE FOR DELIBERATION ON THE NEW POLITICAL CULTURE

GUNEA, 26 January 2022

CHALLENGE TO BE WORKED ON IN THE SESSION

In the previous session, led by Stéphane Vincent, and based on the experiences of the 27e Région, we addressed proposals on the three projects that we have placed at the centre of the deliberation. At the meeting on 26 January, this input will be incorporated and, subsequently, the mapping project will be presented and opened to deliberation by the group.

AGENDA FOR THE SESSION

- Introduction
- Incorporation of latest input
- Presentation of the mapping exercise: concepts, methodology, expected results
- Group dynamic
- Close