ETORKIZUNA ERAIKIZ
think tank

NEW POLITICAL CULTURE
REPORT OF THE 7th MEETING

13/01/2021

Contents

ETORKIZUNA ERAIKIZ
think tank

SPACE FOR DELIBERATION ON THE NEW POLITICAL CULTURE

ZOOM, 13 January 13, 2021, 5 - 7 pm

1. Programme

Theme	Person responsible
Introduction to the work session	Xabier Barandiaran, Provincial Government of Gipuzkoa
Interview on the role of trust in the new political culture	Interviewee: Maria José Canel, Professor of Political Communication and the Public Sector, UCM
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. Markel Olano. **Provincial Government of Gipuzkoa.**

2. Sebastian Zurutuza. **Provincial Government of Gipuzkoa.**

3. Ander Arzelus. **Provincial Government of Gipuzkoa.**

4. Xabier Barandiaran. **Provincial Government of Gipuzkoa.**

5. Ion Muñoa. **Provincial Government of Gipuzkoa.**

6. Goizeder Manotas. **Provincial Government of Gipuzkoa.**

7. Eider Mendoza. **Provincial Government of Gipuzkoa.**

8. Itziar Eizagirre. **Provincial Government of Gipuzkoa.**

9. Miren Larrea. **Orkestra.**

10. Asier Lakidain. **Sinnergiak**

11. Gorka Espiau. **Agirre Lehendakari Center**.

12. Naiara Goia. **Aranzazu Laboratory of Social Innovation**.

13. Andoni Eizagirre. **Mondragon Unibertsitatea**.

14. Juanjo Álvarez. **Globernance.**

15. Daniel Innerarity. **Globernance.**

16. Mikel Irizar. **Eusko Ikaskuntza**.

17. Fernando Tapia. **University of the Basque Country**

18. Ainhoa Arrona. **Orkestra.**

19. Eva Sánchez. **Orkestra**.

3. Introduction and presentation of the workshop

The Head of Strategy and Research welcomed the participants and wished them a happy new year. He announced that the session will be about trust and briefly introduced María José Canel, the guest speaker for the session. He then handed the floor to the Deputy General (first minister of Gipuzkoa).

The Deputy General wished the participants a happy new year and thanked them for attending the session. He said that he believed this was a very important session, because for the last seven days, he had been following the events that happened at the Capitol in Washington. Given that "*today is Impeachment Day*", he felt that the reflection they would be making at the session was *"extremely relevant"* and he thanked the participants for helping to reflect on the issues at our local scale.

4. Presentation by María José Canel

The Head of Strategy and Research took the floor again to introduce the speaker. María José Canel is a professor in Political Communication and the Public Sector at the Complutense University of Madrid. She works with Etorkizuna Eraikiz; *"she was the first person to write about Etorkizuna Eraikiz"*.

"When we asked her to give us a talk on trust, she had a lot of work on. However, we felt her contribution was essential, so we badgered her. It will be well worth it".

She went on to explain the dynamics of the session: the presentation will begin with an interview with María José conducted by the Head of Strategy and Research, followed by a Q&A session. After that, they will work on the dynamic.

The Head of Strategy and Research began the interview by asking about trust:

"What is trust? What do we mean by trust? What is its role in institutions?"

María José thanked them for the invitation to the session and began by saying that the work she has done with the Provincial Council has allowed her *"to see how much we can learn when we can reflect on what we study in practice"*. She feels that public leaders have learned remarkable lessons.

"Trust is a psychological state that occurs in a context of uncertainty. Trust only exists if there is uncertainty; otherwise we wouldn't need trust. There is trust because there is an assumption of vulnerability and this is associated with the fact that we live in a context of interdependence. In that uncertainty, you expect that the other party in whom you need to trust will behave in the future as they did in the past".

In order to transfer the concept of interpersonal trust to the public institution, she said, it will be necessary to nuance the issue significantly. To work on this topic, she proposed using the following definition of trust as it applies to the public administration: "*the willingness of different publics to allow a margin of discretion when it comes to management*". She illustrated the definition as follows: "*I trust public institutions by accepting my vulnerability and deciding to take a risk because I expect them to behave as they have behaved in the past, because in the past they behaved as I expected them to*".

"There is a great debate about whether trust is a good thing or a bad thing. In principle, academic research establishes that trust is good and important for democracy. Trust lubricates the inevitable frictions in relationships between people and it is a prerequisite for building social capital. It is a basis for the public support that governments need to carry out their actions. Above all, in situations of crisis and uncertainty, governments need a reservoir of support and trust. So in principle, trust is good".

"Distrust augments conflict. It makes it difficult to retain talent. In the public administration it can be difficult to undertake projects with their own personnel because they do not trust their institution".

The Head of Strategy and Research asked: ***"A lot has been written about distrust in public institutions, in politicians, in the system, in representatives... Why does this happen?"***

María José answered by asking the following question: *"Are we really in a situation of distrust?"*

Some studies suggest that we are, but when you look at it in more specific terms, it is not as clear. Edelman regularly conducts studies on trust in the media, public institutions and businesses and NGOs and they have found that the institution people trust least is the government. However, 2018 marked a turning point and since then it has been the area where trust has risen the most.

María José said that there is also a problem when it comes to measuring trust: *"anything with the word 'politics/political' in it inspires less trust than if you substitute the word 'public'. There are authors who say that trust in the public sector is not declining. They argue that there is a confusion between the notion of trust in the public and trust in the political. They are separate things, and the confusion tends to cloud the measurements"*.

She added: *"Indeed, even COVID is not going to generate distrust. It will generate structural changes, but we will go back to business as usual"*.

No one really knows what the determining factors behind trust in government are: *"I'm not really answering your question, Xabier. I cannot give you a stock answer. This is a mystery that frustrates researchers like myself who work closely with people in public management and it frustrates the managers themselves. There is no causal*

relationship between improved management and trust. It's a mystery. What makes trust rise or fall? Is it their good management? Is it the leader?"

Trust is a multi-causal phenomenon. "*In broad terms, there are three major sources of trust. 1) the leader, 2) management results, 3) the processes by which the management results are achieved/provided*".

"*In the studies we ask ourselves whether it is the Minister of Health who generates confidence, or whether it is the results or whether it is the degree to which the government is handling things with transparency, consensus, speedily... It is very complicated to know which factors have a bearing because the effects overlap. It may be the case that people in Gipuzkoa trust Etorkizuna Eraikiz because they trust the Deputy General (provincial first minister). They do not experience or see Etorkizuna Eraikiz, but they trust it because they trust the Deputy General. You can also get a case where a corrupt leader can ruin all the good management of his/her government because that is what comes to the attention of the majority of the public*". In short, the three major sources of trust overlap.

The Head of Strategy and Research asked: "***Can trust be managed? Can it be analysed? Can it be measured? Is it possible to intervene? Can we build more trust?***"

María José answered: "*You can certainly work to improve trust, but that is not the same as always achieving it. In order to work on trust it is important to have a good explanation regarding the reasons for the low level of trust, which is not the same as distrust. We need to know what the public's attitudes are towards the government in terms of trust and distrust*".

She believes it is important to explore the sources of distrust, which are (1) the gap between what we do and what we say we do and (2) what we do and what people perceive. "*The latter is not entirely controllable because other actors come into play here, projecting narratives or images on the government that make the public see it as untrustworthy, and these are difficult to control*". The gap between what we do and what we say we do, on the other hand, *can* be controlled. "*Generally speaking, this gap is quite large; not because of any desire to mislead, but because the way organizations organise their communication tends to engender these gaps between what we do and what we convey that we are doing. It results in disparate messages that do not provide real information about what we do*".

Managing communication is also important. The way the institutions' communication is managed has an influence on people who, in principle, distrust governmental discourses. *"When they give an impression of self-glorification or defensiveness, we need to check whether our message is promotional and whether it is one-directional or takes the receiver into account"*.

In order to manage trust it is very important to manage expectations. *"Trust is generated when I meet my audience's expectations. Failure to meet them generates distrust. That is why it is very important to know what your audiences' expectations are and to send out messages about what your audiences expect from what you are going to provide"*.

The Head of Strategy and Research asked María José to give examples of institutions that have done things well.

María José answered: *"I won't give you a single example, but a general idea. Cases of trust-building governance are ones in which the authorities in question acted jointly with their publics. Those are the cases that are associated with high levels of trust. I am reluctant to state it in those terms because measuring trust is a very complex business. Cases in which there is co-participation and co-action are associated with high levels of trust because the message is conveyed through action and not just words. These are examples of collaborative co-governance that have involved citizens working side by side with public authorities, making them believe in the authentic attempts at deliberation to work for the common good"*.

The Head of Strategy and Research asked about the relationship between trust and collaborative governance from her perspective in Etorkizuna Eraikiz.

María José began by saying that there is a positive relationship between trust and collaborative governance. *"Experiments in collaborative governance are associated with higher levels of trust and lower levels of distrust"*.

As regards Etorkizuna Eraikiz, she said, *"analyses of trust have taught me a number of things: to build trust you must first be trusting. I analysed a process of implementing Etorkizuna Eraikiz projects and the picture the administration gave of the citizens was a negative one. By getting to know society through its representatives in Etorkizuna Eraikiz projects, we find that society is closer than it might seem. It is more capable than was initially thought and more willing than it appeared. That has had the*

effect of reinforcing trust. Organisations pay back the Provincial Government's trust in them and it becomes a virtuous circle, because there is continuous interaction".

"The main source of distrust in Etorkizuna Eraikiz is the perceived possibility —or risk— that the project will be politicised. The main cause of distrust was the fact that there were elections coming up. The main reason for trust was the personal relationships that led the participants to believe that the attempt at governance was genuine and real and that the provincial government was not simply seeking electoral gain".

The Head of Strategy and Research thanked María José Canel for her intervention and opened up the Q&A session, expressly asking ECO2 to speak as he has also worked on these issues.

ECO2 said he was very grateful for María José's talk and stressed how opportune her summary had been. He said he had one general remark to make and three proposals:

The general remark is aimed at *"understanding how difficult this topic is. A democratic society is one in which there has to be the right mixture of trust and distrust. There are institutions that are based on distrust. And we should not have blind trust in the institutions. We should ask ourselves whether we have got the balance right or not. Right now, I don't think we have. And I think it's natural for people to distrust governments because that's what we're here for".*

His three proposals are targeted at politicians.

"(1) You cannot intentionally generate trust, or at least only to a limited extent. We've all had the feeling of instinctively distrusting anyone who insists that we should trust them. There is currently a lot of posturing and fake closeness, which people see as false. I don't think we should be obsessed with generating instant trust. You generate trust little by little and it comes about almost on its own".

"(2) the current political landscape is very dysfunctional because political leaders make promises that are beyond their scope to deliver. The spread of competitive politics has led to a huge increase in promises and therefore raised expectations. Politicians should promise little, because when you're governing, the expectations you've generated can come back and bite you; and they have to be filtered by the consensus that politicians have to reach".

"(3) This is more of a question; to what extent does it engender trust for governments to communicate their uncertainties. We come from a culture where

governments used to control everything and were sure of everything. The German Minister of Health recently dared to admit his own lack of knowledge and that made me trust him. Is there a formula for communicating uncertainty in such a way that it does not generate distrust?"

María José said: *"with regard to the first of your comments, it is good to have a certain level of distrust. An overly trusting society does not participate. The balance at present is not good or suitable, and it therefore poses enormous challenges for public institutions that are having to learn how to work with hostile publics. Actually, that type of public is the most interesting when you're working on something. It allows you to turn their hostility into collaboration".*

As regards the promises made, she said *"factual communication is the most effective form of communication, although it is the most difficult to achieve in the long run. You have to rein in your eagerness to make noise in the public debate, to occupy the public space, and just let the facts speak for themselves".*

She talked about Donald Trump's communication style. *"I've given a lot of thought to the millions of votes Trump got. I don't think you can explain everything in terms of populism, or an appeal to base instincts or hatred. I don't share any of his ideas, but as a researcher I don't feel comfortable explaining this surge in votes exclusively in terms of populism. There is something there related to a connection between common sense and political incorrectness, and certain policies that have actually improved the lives of many, many people. It is a paradox because he is a hoax-monger, but at the same time he has brought about improvements in health insurance, the economy, etc.".*

With regard to communicating uncertainties, she thinks *"this is the typical question of whether it is good for a government to acknowledge mistakes or uncertainties".* To illustrate this idea, she took a recent example: *"we say facemasks are no good because there aren't any available; once they are available, though, we say they are good, because previously we would have generated enormous uncertainty".* She thinks that public institutions should implement what the so-called "high reliability institutions" are doing. *"These organizations show the public exactly where they are at any time. They recognise what they do and don't know, what things they have done well or badly or wrong and what has gone wrong. It is difficult in a situation of uncertainty like the pandemic, which can generate panic and make it more difficult to escape from.*

It is good to convey your uncertainty and put your cards on the table, but it has to be very nuanced; you have to analyse each case individually".

5. Deliberation in groups and sharing in full session

The Orkestra Researcher shared the screen to set out the agenda and said that the topic to be dealt with today comes in response to something that was raised at the beginning of the process. *"After listening to what María José has said, we are going to try to apply what she has focused on in institutions to our own projects"*.

After a few remarks about the homework schedule for the last session, she explained that in the dynamic for this session the groups would be mixed. *"In each group there will be one person from each sub-group working on the home assignments"*. She encouraged the participants in the theoretical and conceptual reflection group to be ready to discuss what is being worked on in each group.

She said that the proposed dynamic is the same as always and stressed the need for participants to share both individual and group reflection. She also explained the importance of today's movements: *"we are going to understand the work of all the groups to allow us to work well and ensure that the book (the result) is good and unified"*.

She then went on to present the proposed questions for the group work and the participants moved to their work groups for approximately 45 minutes.

On their return from the group work, the Orkestra researcher proposed that they shared the two trust-related elements that they have worked on in the small groups. Specifically, she proposed focusing on the second element, "*but if any of you haven't reached that part yet, you can discuss the ones in the first question instead*".

Group 1:

DFG6 said that they have not advanced much. *"We talked about how to build trust in the institution. Society has changed dramatically in a very short time and in order to build trust you have to reach out to hostile audiences and also to like-minded ones. And you have to have a vision of reality in order to know who you are dealing with"*.

ECO1 added that they found MJ's contribution on hostile audiences very thought-provoking and that some experimentation is required with hostile audiences. *"Proposing initiatives that meet different expectations and audiences can lead us to much better trust scenarios"*.

Group 2:

The Head of Strategy and Research said: *"because ECO2 and Maria Jose were here, we did not address the first exercise, but we made a comment about how we think we are affected by what we heard from each of the groups. What María José' said was very interesting. I mentioned that for the theoretical conceptualization, María José's talk breaks with the linearity of the previous review because these reviews were made in less complex and more stable contexts. ECO6 talked about how trust can be worked on either from a traditional perspective or through co-creation. How can we work on trust? It seems that it may involve co-creation, collaboration, mixing more…"*

He ended by giving an assessment of María José's talk: *"it is very applicable to both the individual and group exercises"*.

Group 3:

DFG5 shared two specific ideas for building trust: the need for mutual knowledge to build trust. The latest discussions have focused on the themes proposed by the expert guest speakers. We believe that the sub-groups might also propose themes. He concluded by saying that the group working on theoretical reflection needs a sounding-board in the model of co-participation that allows for criticism and debate.

Group 4:

ECO10 then spoke, saying that his group has felt disoriented by the change in the work groups. It took them out of their comfort zone. This had some beneficial effects because the first thing they did was to share the progress of each group's work and they then worked on trust.

"We have seen that inter-group communication needs to take place in an atmosphere of trust". They see complementarity between what groups do and interdependence between what different groups are doing. He added that they have reflected on the relationship between theory and practice. He concluded by highlighting the importance of honesty and honest communication for building trust.

The Orkestra researcher ended the dynamic by saying that the group has set itself an ambitious goal and this will require striking a balance. *"There is a tendency for each sub-group to want to join up with others, but because the principles are co-creation and collaboration, we have to break with that tendency"*.

She ended by asking them to remember to send in all their individual reflections, which are essential for designing the workshops. If they don't send in the individual reflections, a lot of information gets lost.

6. Evaluation and end of session

The Head of Strategy and Research ended the session by thanking María José for her talk: *"it is always nice to hear from you"*. He also thanked the group for its loyalty and for the stability it brings to the work, and he thanked the Orkestra researcher for the work she has done in steering the sessions. Finally he added that the theme of the session is very important, and he stressed the need to make it converge with action.

7. Appendices

a. Presentation used during the session

Gipuzkoako
Foru Aldundia
Diputación Foral
de Gipuzkoa

ETORKIZUNA
ORAIN
Es futuro

Deliberation Group on New Political Culture
13/12/2020

Gipuzkoako
Foru Aldundia
Diputación Foral
de Gipuzkoa

ETORKIZUNA
ORAIN
Es futuro

Programme

Theme	Person responsible
Introduction to the work session	Xabier Barandiaran, Provincial Government of Gipuzkoa
Interview on the role of trust in the new political culture	Interviewee: Maria José Canel, Professor of Political Communication and the Public Sector, UCM
Presentation of the group dynamic	Miren Larrea, Orkestra
Assessment, key elements of the process and close of session	Xabier Barandiaran, Provincial Government of Gipuzkoa

Agreed agenda

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 who will propose what *theme/theory/concept/tool* we should work on at each meeting)
16/09/2021	The group develops its own definitions for two concepts that reflect the results of the process - New political culture - Equality
14/10/2021	Understanding complexity and developing a systemic approach to the projects/initiatives we are going to work on
18/11/2021	Promoting individual responsibility (values) in our projects/initiatives
16/12/2021	Promoting individual responsibility (values) in our projects/initiatives
13/01/2021	Creating areas of trust and reinforcing communication in our projects/initiatives
17/02/2021	Developing effective systems for listening to society in our projects/initiatives
17/03/2021	Transforming public administration within the framework of our projects/initiatives by strengthening the ties between political and technical personnel
14/04/2021	Preparing the results of the process
19/05/2021	Decisions on the future of the process

> Challenges we are working on today: incorporating complexity and a systemic approach into thinking about deliberation

CONTENTS

Presentation
Introduction
Chapter 1 Theoretical foundations of the new political culture
Chapter 2 Methodological bases for working on the new political culture
Chapter 3 Transformation of the public administration (government) within the framework of the new political culture
    3.1. Introduction
    3.2. Defining the challenge
    3.3. The experimentation process
    3.4. Complexity and development of the systemic approach
    3.5. OTHERS
   3.x. Results
    3.y. Studies
Chapter 4 Organised society and the involvement of citizens in the construction of a new political culture
    (Previous structure adapted to multiple cases)
Chapter 5 Managing knowledge for transformation and the role of the university in the new political culture
    (Previous structure adapted to multiple cases)
Chapter 6 The new political culture in Etorkizuna Eraikiz Think Tank. Track record, results and future challenges
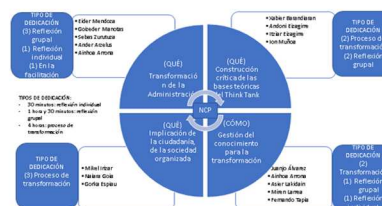
Period: 20 January

> Home assignments to January: the group working on each axis should discuss this proposal and make suggestions. At the January meeting the provisional structure will be approved and those responsible for drafting each section will be selected.

Ideas gathered from the evaluation

- Perhaps the difficulty we have had in the group dynamics to answer the two questions on the template
- Time management
- We have had quite a few problems in our group
- Finding ourselves unexpectedly in a new group.
- There was no translation
- Technical problems
- They took people out of our group and there were very few
- Technical problems

> If you have any doubts about the make-up of the groups or the interpretation of the exercise, please call us on
>
> 645727955

Introduction to the dynamic

Nature of the groups. The reflection groups will comprise one member from of each working group to develop the interaction.

Questions.

Each participant will first reflect individually on:

(1) How does everything we have discussed about trust affect the *activity of our work team?* (this may be from a theoretical or a practical point of view)

(2) What can we do from this perspective to improve our process?

Within the group, after each person has shared his or her reflections, please answer the following question:

(3) Taking into account the efforts and challenges of the different working groups, how can we develop trust and cooperation *between the groups*?

The process:

(1) Once you have been placed in your group, take 1-10 minutes to write your individual answers in the template provided for this purpose. Please send this file to miren.larrea@orkestra.deusto.es . If you prefer to send a photo of the handwritten text or use audio or any other means instead of the template, that's no problem, but it is VERY IMPORTANT to send the individual answers.

(2) Decide who will collate the group's results in the template provided for this purpose.

(3) Share each person's visions with the group and make reflections and proposals on trust between groups.

(4) The person designated for this purpose should then please send the template with the reflections to the following address: miren.larrea@orkestra.deusto.es

Template for Dynamic 1: individually, before working as a group

How does everything we have discussed about trust affect the activity of our work team? (remember you can address the impact from a theoretical or a practical perspective)
What improvements would you propose in consequence?

Template for Dynamic 2: areas of group consensus

After listening to the efforts and challenges of the different working groups, how can we develop trust and cooperation *between the groups*?

Homework for next month:

We will mail you the assignment. Along the lines set out by the think tank coordination group, the aim will be to establish specific objectives for action in each project/initiative. It will be re-channelled by the facilitators.

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

THINK TANK

Deliberation process on new political culture: Working Document No. 7

COLLECTIVE INTELLIGENCE AS THE GOAL OF DELIBERATION IN THE THINK TANK

(23 December 2020)

As a complement to the reflection made on deliberation as a tool for generating people's commitment in the different processes linked to Etorkizuna Eraikiz (see Working Document No. 6), this document reflects the group's deliberation process around the concept of collective intelligence, as proposed by Josep Lluis Martí. The decision to focus the reflection on this concept arose from the participants' desire to integrate, in the reflection on deliberation, the dimensions of complexity and systemic vision that had previously been discussed.

The fundamental idea raised by Josep Lluis Martí is that democracy is not only more legitimate, but will also lead us to make better decisions, if we design processes of governance (i.e. public decision-making) to take advantage of distributed collective intelligence. Collective intelligence is defined as the set of cognitive and practical capacities that certain groups (collective agents in some form, albeit metaphorical) have, under certain conditions, to develop a "common mind". It involves:

- Identifying, sharing, understanding and accumulating/retaining information
- Forming or filtering collective beliefs, preferences or judgements on this information or on joint problems or challenges
- Learning collectively and in collaboration
- Developing problem-solving capacity
- Collective decision-making
- Working together to implement these decisions by conducting collective actions
- Adapting to changing circumstances

The key question with regard to collective intelligence is under what precise conditions groups can develop their collective intelligence and make better decisions or produce better results. In short, collective intelligence is the **capacity** to reason, learn, create, resolve problems and make decisions in a **group**.

One of the elements stressed in the presentation was diversity. It was noted that under certain circumstances, large groups solve problems more successfully than small groups of experts, or individuals (whether they are expert or not).

Within this framework, the deliberation in work groups focused on analysing how the deliberation group on the new political culture within Etorkizuna Eraikiz Think Tank can contribute to developing collective intelligence in the think tank itself and in Etorkizuna Eraikiz.

The group that addressed collective intelligence from the perspective of *knowledge management for transformation* developed a critical view of the think tank that can help to improve it. The elements raised were:

- Taking into account the relevance of the "conditions" for the construction of collective intelligence, we should start by analysing what those conditions are and how we can generate them. The following are some of the conditions we should consider:

- ➢ Respect for diversity
- ➢ Willingness to discuss one's own beliefs
- ➢ Willingness to accept other participants' points of view
- ➢ Mutual compromise
- ➢ Willingness to collaborate with people who think differently in order to find common solutions
- ➢ Willingness to compromise
- ➢ Willingness to review agreements already made

- If we take diversity as a value, it is important to accept that our group is not diverse (in terms of gender, ideology, socio-economic level, rural/urban residence, etc.). For example, we are all from a university setting, which means there is a risk of failing to get away from theoretical solutions. We should compare our ideas, prejudices and methodologies with people from outside the university when building collective intelligence.
- In order to generate collective intelligence, the group must generate a climate of trust and mutual commitment (responsibility) among its members. In addition, the group should have relevant information on the issues being discussed.
- The diversity of the group is important, but the size of the group is no less important. It is important that the group is not too large if a climate of trust is to be created within it.

In the specific area of the ***construction of a theoretical framework on the new political culture***, the contribution to the construction of collective intelligence was addressed in terms of the process to be followed between January and May 2021, in which:
- The group will promote mutual understanding to identify areas of knowledge and interest
- It will establish the existing conditions in terms of the options, time and resources available to each person to make a conceptual contribution
- It will begin to complete the conceptualization
- It will define the topics to be dealt with in the form of monographic contributions
- It will segment the group into those who can act as a driving force and those who can contribute in other ways
- Based on all of the above, the group will decide on the goal to be achieved in May, setting precise and operative targets.

In the specific field of the ***transformation of government***, in which the contribution will be made mainly from a position of practice, one of the main contributions will be to contribute to collective intelligence with theoretical and practical knowledge on facilitation. With this in mind, the group noted that:
- We can establish dynamics to share knowledge. The Aurrerabide process might be a good source of knowledge on the obstacles and difficulties in developing this new political culture. The cabinet has knowledge about facilitation that it can share.
- Even if we work in groups, each group will not have sufficient knowledge for the transformation it is undertaking, and it will be important to have mechanisms to transfer knowledge from other participants in the deliberation group to the project

- We need to be aware of an element of dissatisfaction, asking ourselves whether we are able to incorporate the perspective of those outside the process.

In the specific area of the ***involvement of citizens and organized society***, it was mentioned that one important element this group can contribute is its closeness to practical applications. The reflection focused on the conditions and process for building collective intelligence and the contribution this group can make to the other groups.

- Conditions:
  - ➢ There are different actors in the experiments to be conducted (public authorities, citizens - different groups: young people, the elderly, children, political parties, social agents, agents working in the area of Basque language and culture, etc.)
  - ➢ In order to strengthen diversity, we propose incorporating new technologies and new channels for listening
  - ➢ We are going to conduct comparisons with advanced experiences (we are deliberately planning to conduct some of these experiments with international agents)
- The process (oriented from the beginning towards the construction of collective intelligence):
  - ➢ Detecting synergies between action-oriented experiments/prototypes (a list of 19 projects)
  - ➢ Choosing, from amongst the projects, the ones with the most direct link to collective intelligence (e.g. 5 prototypes). These will be real-time experiments
  - ➢ To extend community development and citizen participation, empowerment and involvement, bringing together different dimensions: town planning- Basque culture - social innovation- collaborative governance
- Contribution to the deliberative process and collective intelligence of the think tank
  - ➢ Sharing what we are doing with the rest of the group because we are close to the field of action
  - ➢ Identifying needs and connections with other groups
  - ➢ Orienting the lessons learned in the projects to improve processes and contents
  - ➢ Integrating our knowledge in the projects into the think tank and its dynamics and also in the axes to be addressed by the other groups (contributing to a systemic vision)

We will integrate all of the above elements into both the reflection and practice of the work groups, as part of their effort to contribute to the construction of collective intelligence within the framework of Etorkizuna Eraikiz.