



ETORKIZUNA
ERAIKIZ
think tank

NEW POLITICAL CULTURE
REPORT OF THE 3rd MEETING

16/09/2020

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THINK TANK

Deliberation Group on New Political Culture

16/09/2020

1. Programme

Aim of the session: For the group to develop its own definitions of two central concepts in this process:

- a) New political culture
- b) Equality

WORKING AGENDA

Theme	Person responsible
Introduction, key elements in the process and presentation of the workshop	Xabier Barandiaran
Presentation of the conceptual framework for addressing the challenge	Daniel Innerarity
Presentation of Working Document No. 3 and group assignments:	Miren Larrea
Assessment and end of session	Xabier Barandiaran

2. Group Members

In attendance:

1. Sebastian Zurutuza. **Provincial Government of Gipuzkoa.**
2. Ander Arzelus. **Provincial Government of Gipuzkoa.**
3. Xabier Barandiaran. **Provincial Government of Gipuzkoa.**
4. Ion Muñoa. **Provincial Government of Gipuzkoa.**
5. Eider Mendoza. **Provincial Government of Gipuzkoa.**
6. Goizeder Manotas. **Provincial Government of Gipuzkoa.**
7. Miren Larrea. **Orkestra.**
8. Natalia Restrepo. **Sinnergiak**
9. Gorka Espiau. **Agirre Lehendakari Center.**
10. Naiara Goia. **Mondragón.**
11. Andoni Eizagirre. **Mondragon Unibertsitatea.**
12. Daniel Innerarity. **Globernance.**
13. Mikel Irizar. **Eusko Ikaskuntza.**
14. Ainhoa Arrona. **Orkestra.**

15. Eva Sánchez. **Orkestra.**

3. Welcome

The Head of Strategy and Research welcomed the group and thanked the participants for coming. He reminded them that the most important thing about a process such as this one is not to begin but to keep it going.

He started by making mention of DFG2, who passed away recently. He said that he was a sincere and intelligent man. He extended his particular condolences to DFG2's teammates, DFG6 and DFG4. *"He will live on in our memory and I am sure that his teammates will continue his work"*.

He went on to talk about the participants' goal, which is to bring about change in their projects. In his team, he said, they call it transformation of governance. *"Our main objectives are to introduce collaborative governance and to launch the new political culture"*.

He explained that at previous sessions they dealt with the working agenda. It is up to each participant to implement the conclusions drawn at each work session. He then presented the programme for the session and went on to thank Daniel Innerarity for coming. He said they were lucky to have him there; it is not every day that they have a chance to hear a leading expert on a subject who is willing to share their ideas.

After setting out the [results of the assessment](#) from the previous session, he mentioned the importance of the projects that the Provincial Government of Gipuzkoa has raised in conjunction with participants at the session. *"If we want to be effective and generate real change, this exploration work is really worthwhile. We know what projects we are going to work on and what methodology we are going to use. Now it is time to address the challenges one by one. Today we are going to work on the New Political Culture and equality"*.

4. Conceptual framework – Daniel Innerarity

Mr Innerarity thanked them for the invitation. *"It is quite a responsibility, because as philosophers we tend to ramble on but today I am going to try to be concise. It is no easy task to summarise thirty years' work in just thirty minutes"*.

"When we talk about the crisis in liberal democracy, it is something universal. Defining its precise meaning, consequences and solutions leads to division and different diagnoses. Some think that the administration needs reforming; others say that politics is finished. Some feel the problem lies with the politicians, others that it lies with the technical staff. A rift has grown up between populisms and technocrats, reason and emotion. Some place pleasure—in the Freudian sense—at the heart of the debate while others seek to put a more rational perspective at the centre."

A lot has been written about the death of democracy. And we can distinguish between two schools of thought: one which says that politics lacks instruments and requires a renovation involving democratic solutions; and another which considers that politics is not close enough to the people (populism). There is no consensus with regard to what is happening with democracy or about the solutions that might exist".

“If there is no consensus on the diagnosis, the solutions that emerge are crazy. My proposal is ambitious but not magical. We are faced with the colossal task of reviewing many of the categories we work with. We could summarise it in one big question: What is the meaning of politics? What is it useful for? As a necessary starting point, we need to improve our analysis of society and its challenges.

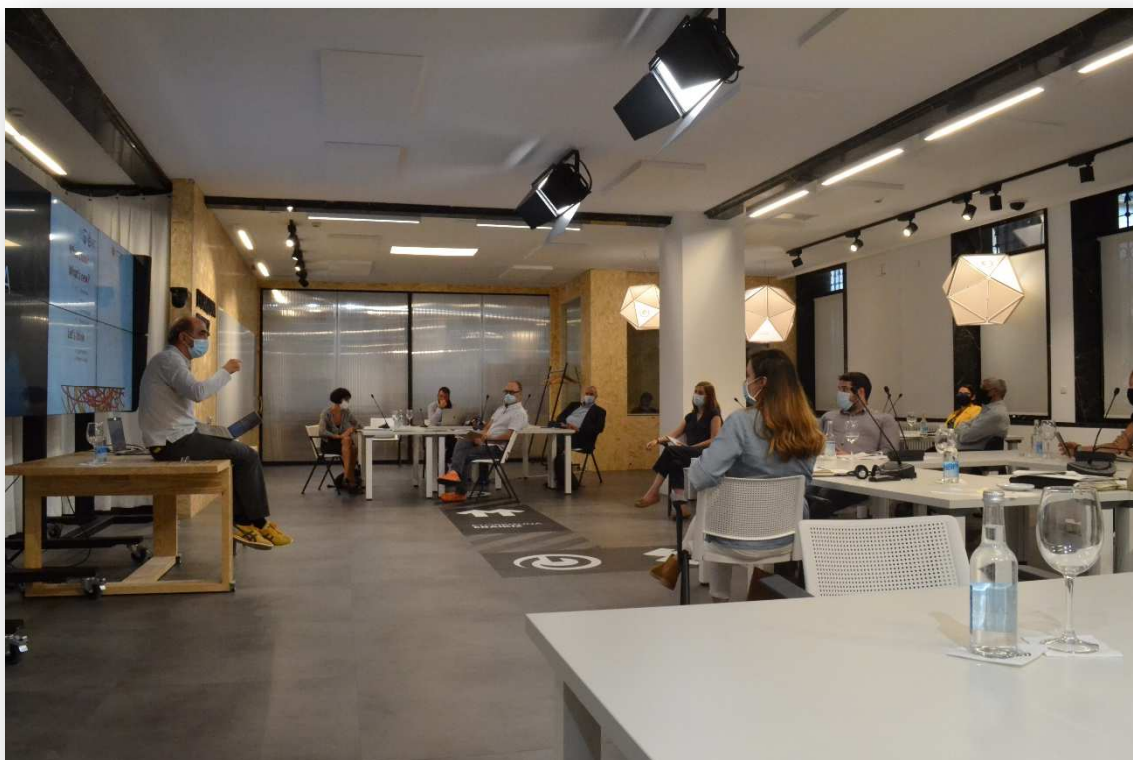
What do I think lies at the core?

- *Complexity*
- *Uncertainty*
- *Heterogeneity*
- *Horizontality*

This approach is not limited to giving a description of what is happening; I do not try to detach myself from I think should happen”.

With regard to complexity he said: *“The basic idea is that society is facing problems that extend beyond the classical instruments of government. This is reflected in two things: 1) The concepts we use when discussing politics were devised in a very different era (300 years ago). When Rousseau wrote his “Social Contract”, he was thinking of the Geneva of the time. With some ridiculous technologies. We therefore need to re-think these concepts and decide whether they are still of any use to us. 2) The use of simplicity for ulterior motives. There are some political actors who climb on board a very interested simplification of reality. There are simplifications of the right and simplifications of the left, among populists and technocrats. One group says we have to listen to the people, and one group says we have to bring in an expert: these are the basic positions of the two”.*

“Think in complex terms when addressing politics means thinking systematically. That means that we live in societies in which you need all the factors to build up an overall picture; you need to think of everything in order to think of one thing. And there is an opposing dynamic to the inter-specialisation that rules today”. For Daniel, the reality is that “The person who knows best is the person who is capable of having an overview. That is very difficult at this time, because there are innumerable actors and factors involved. Complex democracy is a democracy that allows interaction between many values and many factors”.



Turning to the issue of uncertainty he said: *“In the midst of a pandemic, there is no need for me to explain this point. As and from yesterday I am on the transition committee for Navarra, for managing the pandemic. In an act of self-criticism, an expert from the health system said: 'We didn't get any of our forecasts right'. He wondered what was going on. And what is happening is that we are living in situations of much greater uncertainty than we are accustomed to. We are building up a great number of uncertainties”.*

“The politician knows this all too well and should feel anxious and overwhelmed; anyone who doesn't is a fool. And this applies not only to the pandemic, but also to people's behaviour, climate change, the economy... We don't know what is going to happen. That is not an excuse for doing anything at all; it represents a need to debate and think and above all to accept our limitations. Increasingly, I find myself making excuses for our representatives' mistakes: politics today is very difficult. Twenty or thirty years ago, governing was very simple, but not today”.

“That uncertainty is due to a complex problem. A complex problem is one that multiplies. For example, the Covid-19 pandemic and the previous economic crisis. There are things that happen and things that happens between the things that happen. Different events interact, generating domino effects. To give an example: in the previous economic crisis, the official interpretation from Europe when they introduced austerity was very unsystematic: the right said that people were living beyond their means; the left said that the blame lay with the fact that someone had cheated them. The problem did not lie with isolated things. Neither one nor the other; it was how poor decisions by governance interacted with each other”.

“I suggest that you take that as your starting point: let's start from ignorance. We do not know what needs to be done and neither do we have a proper analysis of the situation. Let's think and debate using that as our starting point, and we will see what happens. As a society, we are required to cope with a much greater lack of knowledge than we are used to. The political decisions of today are not preceded by an undisputed record of the facts or comprehensive information”.

“We would be taking a great step forward if we started from this lack of knowledge; many decisions have been made and will continue to be made in the midst of a crisis of lack of knowledge. People argued that the vaccine could be rushed through by rushing the protocols. There is a rationale to that; why do they want to do it? In Russia and the US, they want to bring forward the process and in Oxford, they halted it because it was triggering another disease. I prefer to live in the second of those societies. Half of all French people do not want to be vaccinated. And that is due to all the noise on social networks, for example”.

“Living in uncertainty also has its positive side: creativity, education... it needs to be a more democratic environment and the pronouncements of any authority can increasingly be called into question”.

Turning to the issue of heterogeneity, he said: *“We live in a society of distributed intelligence; it is no longer true that those who know most are in charge or that information is concentrated in the centres of power. Governance has to take that into account. There is a great decentralisation of powers. There is a dynamic of reply; every action has a reaction. We live in a society where it is important to understand the minority perspective. If I had to draw up a constitution for a desert island, I would put myself in the place of the minority and how I would like to be treated. Even if I belonged to the majority”.*

On the subject of horizontality, he added: *“I sent you a text which essentially says that most government actions are failures: anyone who has experience in government has had the experience of not achieving what they wanted, of society not being mobilised... How can this be solved? It is a difficult task, and it requires a very sophisticated construction of the political will. The only way of governing is by not governing; the only form of government is self-government”.*

“Freud said that educating, healing and governing are the three impossible professions. Your success as an educator is to make yourself dispensable. The best doctor is the one you never see again. The doctor has not cured you; he has provided you with the instruments to allow you to cure yourself. Governing should be the same: it is only successful when it goes unnoticed. When the person who is in government cultivates the best social dynamics and encourages their widespread use, it is like sumo wrestling; the person who wins is not the strongest, but the one who knows how to add the other person's strength to his own. We have to observe the dynamics of society and encourage virtuosos playing of it. That can be done using 1) “soft-power”: power does not just mean “either you rule, or you don't”; the system is balanced, there are always people who are more influential and have more authority. There is a lot of life outside the vertical forms of statehood. 2) Government of context, creating positive contexts of competence, duration, solidarity... 3) Nudge theory: As a ruler who wants something, you establish a culture of

governance that is oriented towards what you want and the people will do themselves. You don't impose it".

He gave the example of ATMs. When they first started being used, the banks found that people often took the money and left their cards behind in the machine. And so they changed the order, so that the machine spits out your card first and then the money, in order to prevent such oversights. *"We are going to establish the conditions to ensure that you don't lose your bank card. It is not only a question of power as control and imposition, but of exploring forms of power such as "soft-power".*

"What do we do in the meantime? Think. We are at a very interesting moment because we are going to take a new direction in cognitive terms. When faced with a phenomenon, there are always people who are quick to create goodies and baddies. Why don't we think that most problems of society are cognitive problems, because we do not have concepts with which to resolve them. The sheer extent of our lack of data is crazy. I recommend focusing less on normative prescription and moralization and thinking more in cognitive terms: Let's learn, explore, improve our perception, create our own concepts or improve the ones we already have. Let's generate cognitive intelligence. There is a school of thought that centres on the advantage of generating different contexts to make decisions".

"With regard to the future, there are too many people who are preoccupied with the present. There is no-one thinking about the future and it is hugely important. In the pandemic we are without doubt partly paying the price for systems of governance that have been very deficient when it comes to anticipation. Much of our reflection as a democratic society should go towards preparing for the next crisis. It is unpredictable".

He concluded by thanking the participants and received a round of applause.

The Head of Strategy and Research thanked Daniel for his talk. He also said that he had forgotten to mention that the Provincial Government has an agreement with Gubernance *"whereby they will help us in our transition in all these challenges, from the perspective of introducing knowledge generation in order to gradually incorporate these reflections and being able to fine-tune them. If we do not listen to new things we will always be in a spiral"*. He added that, once the challenges have been defined, Gubernance will provide the necessary backing to allow them to come up with *"a more acclimatised response"*. They will be in charge of watching how the group develops and they will provide their expertise as the group advances. This support may come in a range of different formats: talks, research, contributions, etc. He added that he would prefer to discuss equality at some other point.

5. Presentation of Working Document No. 3

The Orkestra driver began by presenting the [results of the "homework" from the last session](#). She added that they should take as much time as necessary to understand the dynamic of the session because it is extremely important that they are clear about it.

"Today we are going to respond to the challenge of the lack of a unified definition of New Political Culture and Equality. This is why we invited Daniel here; we have the proposal for a New Political culture which the Head of Strategy and Research made in

Working Document No. 1 and how you would situate it in Working Document No. 2, as well as each person's experience”.

She added that the aim of the session is not to produce a theoretical definition, as that is the remit of Daniel, “*for example*”. Rather, because they are managing a complex situation, it is necessary to specify the definitions that make it possible to move to action. The goal is therefore to come up with some simpler definitions to aid in the group work and in the transition to action. “*It should help us to understand each other. Perhaps for the rest of the world this definition is not significant, but it is important for us in our work. At the same time, it should also be a source of inspiration for our transformation process. It should serve to highlight the things we want to transform in our projects over the coming months*”.

She explained the [dynamic](#) and the [template](#) and recommended using their own experience as a starting point for working on it.

6. Group work

The participants worked in their groups for a period of 40 minutes, after which they all pooled their ideas.





7. Full group – Sharing

The group pooled the results obtained in their work in small groups. The results were as follows:

GROUP 1

Operating definition of New Political Culture to be worked on from September 2020 to April 2021.

The definition is established by levels:

Context

- the New Political Culture is an advanced phase in the process of developing democracy:
representative > participative > collaborative

Method

- Collaborative governance
 - o System of cohesion (values)
 - o Effective Systems of Interaction
 - o Community knowledge

Objective

- To transform the relationship between the administration and the main agents in order to cope with the new agenda.

Plan

- Lines of work
 - o Change the way problems are understood
 - o Seek the ideal organization of shared spaces to make them collaborative
 - o Prototyping and co-creation to respond to uncertainty
 - o Internal transformation of administrations to adapt the role of technical staff.

Criteria that will be used to demonstrate that we are developing a New Political Culture

- Assessment
- Communication
- Digital tools

Relationship between New Political Culture and Equality

GROUP 2

Operating definition of New Political Culture to be worked on from September 2020 to April 2021.

The definition established consists of several layers:

Layer 1:

- Context: The New Political Culture is a new phase in the development of democracy: substitution

Layer 2

- System: collaborative governance
 - o System of cohesion (values)
 - o Effective Systems of Interaction
 - o Community knowledge

Layer 3.

- Aim: To transform the relationship between the administration and the main agents in order to cope with the new agenda.

Layer 4.

- Lines of work:
 - o Change the ways in which problems are viewed

<ul style="list-style-type: none"> ○ Organisation of areas of collaboration ○ Prototyping and co-creation to respond to insecurity ○ Internal transformation of administrations to adapt the role of technical staff.
Criteria that will be used to demonstrate that we are developing a New Political Culture
<ul style="list-style-type: none"> - Assessment - Communication - Digital tools
Relationship between New Political Culture and Equality

GROUP 3

Operating definition of Equality to be worked on from September 2020 to April 2021.
<ul style="list-style-type: none"> - Equal opportunities for individuals. - System and compensation for inequality
Criteria that will be used to demonstrate that we are having an impact on equality
<p>Differentiation between structural and perceptual data:</p> <ul style="list-style-type: none"> - Structural data <ul style="list-style-type: none"> - Gini coefficient - Socio-economic data - Gender - Perceptual data: <ul style="list-style-type: none"> - Survey of perceptions on equality - Trust, equality - Areas on which to act: <ul style="list-style-type: none"> - Linguistic equality - Gender equality - Economic equality - Social welfare - Economy <p>Remarks in the full group session:</p> <ul style="list-style-type: none"> - ECO1: Be careful of viewing equality only in terms of equal opportunities. There is a deep debate in this regard. The starting point is not the same for everyone. One thing is equality of rights and another thing is equality of outcomes. One good thing about Gipuzkoa is that there is more balance in the outcomes. It is important to add it to the definition because it is a key feature in Gipuzkoa. Without getting into ideological discussions, we are talking about the balance between equality of rights and equality of outcomes.

- ECO6: In order to achieve equal opportunities, it is essential to guarantee equality at the starting point, but it is also necessary to guarantee equality of process.

8. End of the session

The Orkestra driver asked the participants to complete the assessment and said that they have not yet decided on the "homework" but will do so once they have analysed the definitions provided by the work groups. The results will therefore be ordered, and on the basis of that framework they will be asked to define a problem and "land" it in each participant's project. They have to think of a problem which, if resolved, would align with the definitions that have been given on New Political Culture and Equality. The characteristics of the problem to be chosen will also be established. She could tell them now that it would be a small one, in order to ensure that it is possible to put into practise.

She clarified that what they do in the joint sessions is to establish a common and general vision; it is in the homework that the participants "land" what they have worked on in their projects.

The Head of Strategy and Research ended the session by thanking Daniel for his talk. He said he was very pleased because he could see that what they had done at the session has some meaning: bringing precision to abstract frameworks.

9. Appendices

9.1. Appendix 1 – Presentation used in the session



Deliberation Group on New Political Culture

16/09/2020



The agenda we prepared

DAY	CHALLENGE (The agenda consists of challenges. These challenges have been mapped from a general plane to the specific context of the projects we are concerned with. These challenges will be shown to the experts and they themselves will propose what <i>theme/theory/concept/tool</i> we should work on at each meeting)
16/09/2021	Development by the group of its own definitions for two concepts that demonstrate the results of the process <ul style="list-style-type: none"> - New political culture - Equality
14/10/2021	Understanding the 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
January 2021	Generating spaces of trust and strengthening communication in our projects/initiatives
February 2021	Developing effective systems for listening to society in our projects/initiatives
March 2021	Transforming the public administration within the framework of our projects/initiatives by promoting the link between political and technical personnel
April 2021	Preparation of the results of the process
May 2021	Decisions on the future of the process

Do we go ahead with this?

Programme

Theme	Presenter/Driver Presenter/Driver
Introduction and presentation of the workshop (10 min.)	Xabier Barandiaran
Conceptual framework for the new political culture (30+ 10 min.)	Daniel Innerarity
Group dynamic (65 min.)	Miren Larrea
Assessment and end of session (5 min.)	Xabier Barandiaran

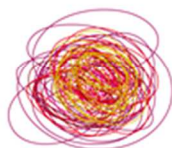
From the assessment sheets

What did you like least about today's session?
What did you like least about today's session?

- It appears to be generic and we find it difficult to reach a group consensus without considering each agent's individual project.
- **The fact that we had 10 minutes less discussion because we began 10 minutes late.** It is a small detail, but an important one.
- Time management (it always tends to be difficult).
- The distances between us when working as a group (thought this is entirely understandable).
- Too little time to go into any depth
- It was not easy to make proper determinations
- The time was too short
- **I felt the explanatory block was a bit confusing and I had the feeling that we rushed into things.**
- Before starting the session, we spent too much time on explaining the processes.

ETORKIZUNA ERAIKIZ

Equality



GLOBERNANCE

GOBERNANTZA DEMOKRATIKOAREN INSTITUTUA
INSTITUTO DE GOBERNANZA DEMOCRÁTICA

Gipuzkoako
Foru Aldundia
Diputazio Foral
de Gipuzkoa



ETORKIZUNA
ORAIN
Es futuro



GLOBERNANCE

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INSTITUTO DE GOBERNANZA DEMOCRÁTICA

The crisis in liberal democracy

Daniel Innerarity

Lecturer in Political Philosophy
Universidad of the Basque Country / Ikerbasque Foundation for
Science / European University Institute of Florence
Institute of Democratic Governance

Presentation.
Donostia-San Sebastian, 16 September, 2020

What crisis?

What's new?

1. Complexity
2. Uncertainty
3. Heterogeneity
4. Horizontality

Let's think

5. A new cognitive direction
6. Thinking the future

Presentación, Donostia-San Sebastián, 30 September, 2009



Results of the "homework"

THEME / GENERAL SCORE	PROJECTS IN WHICH IT IS A PRIORITY
Encouraging people's responsibility (values) in our projects/initiatives (56)	<ul style="list-style-type: none"> - Citizen innovation - IS Arantzazu LABORATORY - EE THINK TANK – Research
Creating areas of trust in our projects/initiatives and reinforcing communication (54)	<ul style="list-style-type: none"> - Work group with the Provincial Assembly
Developing effective systems for listening to society in our projects/initiatives (52)	<ul style="list-style-type: none"> - School of Citizenry
Understanding the complexity and developing a systemic approach to the projects/initiatives we are going to work on (49)	<ul style="list-style-type: none"> - Cooperation EE, C.KIC, OPSI Deba 2030 - Laboratory for provincial development
Transforming the public administration within the framework of our projects/initiatives by promoting connection between political and technical personnel (46)	<ul style="list-style-type: none"> - Transformation of the organisation - Ekinez ikasi (Learning by doing) Human resources and skills
Developing the group's own definitions for two concepts: new political culture and equality (44)	<ul style="list-style-type: none"> - BADALAB - Internationalization process - Office of Strategic Reflection

Introduction to the dynamic

Objective: for the group to develop their own definitions of the following two concepts for their work:

- a) **New political culture**
- b) **Equality**

Aim of working definitions:

- The idea is not to make an academic contribution (we will use the definitions from relevant authors for that purpose)
- **Improve understanding** among the team members when we work together
- **Be a source of inspiration** in our experimental transformation

Bases:

- Contributions from Daniel Innerarity and Xabier Barandiaran
- What we have learnt and shared to date in the process (working documents, dynamics)
- Personal experience

Template for the dynamic (Groups 1 and 2)

Working definition of new political culture to be addressed from September 2020 to April 2021

Criteria that we will use to demonstrate that we are developing a new political culture

-
-
- ...

Links between the new political culture and equality

-
-
- ...

Template for the dynamic (Group 3)

Working definition of equality to be addressed from September 2020 to April 2021
Criteria that we will use to demonstrate that we are having an impact on equality
<ul style="list-style-type: none"> • • • ...
Links between equality and the new political culture
<ul style="list-style-type: none"> • • • ...

Times for the dynamic

- 5 **individual** minutes, **to prepare** a draft of the definition each person wants to propose
- 45 minutes of **group work**, filling in the template
- 15 minutes to read the definitions aloud and collate the reactions of others (5 minutes per definition). The rest of the contents will be set out in the report and will be incorporated into the working document

Homework for next month:

Define a problem that each of you wants to tackle in his/her project, ensuring that it contains the right conditions for experimentation.

Depending on today's results, this task will be shared in coming days by email.



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

9.2. Appendix 2 – Working Document No. 3

ETORKIZUNA ERAIKIZ think tank

Process of deliberation on new political culture: Working Document No. 3

SPACES AND CHALLENGES OF EXPERIMENTATION IN THE NEW POLITICAL CULTURE

After reflecting on the crisis in liberal democracies and the need for a new political culture (Document No. 1) and sharing the main challenges that need to be tackled to construct it (Document No. 2) this document examines in greater depth the projects that the participants have proposed as spaces for experimentation and begins to explore the links between these projects and the themes prioritised by the group for deliberation.

Table 11 shows the potential the group feels that the different themes for deliberation² have to transform the political culture in their projects. The column on the left shows the themes that have been prioritised for deliberation, in descending order of score. The right-hand column shows which projects were considered a priority for each theme³.

Table 1. Prioritisation of themes for deliberation according to requirements for action

THEME / OVERALL SCORE	PROJECTS IN WHICH IT IS A PRIORITY
Encouraging people's responsibility (values) in our projects/initiatives (56)	<ul style="list-style-type: none"> - Citizen innovation - GB Arantzazu Laboratory - EE THINK TANK – Research
Creating spaces of trust in our projects/initiatives and reinforcing communication (54)	<ul style="list-style-type: none"> - Work group with the Provincial Assembly
Developing effective systems for listening to society in our projects/initiatives (52)	<ul style="list-style-type: none"> - School of citizenry
Understanding the complexity and developing a systemic approach to the projects/initiatives we are going to work on (49)	<ul style="list-style-type: none"> - Cooperation EE, C.KIC, OPSI Deba 2030

¹ The data for the table were taken from a questionnaire in which the participants allocated a score to each project from 6 (the most important for the project) to 1 (least important for the project).

² The themes were prioritised jointly at the workshop in July 2020.

³ A theme is considered a priority for a project when it is allocated a score of 6 points.

	- Laboratory for provincial development.
Transforming the public administration within the framework of our projects/initiatives by promoting connection between political and technical personnel (46)	- Transformation of the organisation - Learning through practice - Human resources and skills
Development of the group's own definitions for two concepts, new political culture and equality (44)	- BADALAB - Process of Internationalisation - Office of Strategic Reflection

Source: survey answered by the participants.

Scores of 44-56 indicate that all themes are considered relevant. The theme that scored highest was *reinforcement of people's responsibility (values)*, which is the priority theme for three projects. However, the two themes with the lowest scores are also seen as a priority for three projects. A focus of prioritisation could be observed amongst participants from the Provincial Government, centring on transformation of the public administration by promoting the connection between politicians and technical staff. The priorities of the participants from other organisations were more scattered.

Finally, Working Document No. 2 set out a list of potential projects that could be the context in which the deliberation of this group is put into practise. In this document, we present a revised list and give a brief description of each project, seeking to show, above all, their connection points with experimentation on a new political culture.

Table 2. Spaces for experimentation on the new political culture

NAME	DESCRIPTION	ORGANISATION RESPONSIBLE
School of citizenry	The aim is to develop the Gipuzkoa School of Open Citizenship. It will develop new models, forums for meeting and learning in order to promote more active citizens in public issues and achieve a more open government	DFG6
Transformation of the organisation	Renewing the structure and way of working of the Provincial Government, with suitable replacement of retirees, identifying necessary and unnecessary profiles and encouraging inter-departmental collaboration .	DFG6
Ekinez ikasi (Learning by doing)	A project that addresses two problems: a) " model of relations that enables efficient operation and a coherent and integrated vision of the public sector in the province as a whole"; b) " a new internal governance within the framework of Etorkizuna Eraikiz"	DFG3 and DFG1

Human resources and skills	The experimental project which will be redefined to adapt and improve forms of working in the Provincial Government by the Department of Governance and the Cabinet	DFG3 and DFG1
Advanced Public Management	Objective: to facilitate efficient and ethical use of available resources and results-based management to fulfil the social mission of the Government, i.e. to satisfy the citizenry's needs .	DFG4
Work group with the Provincial Assembly	This is the work group of Etorkizuna Eraikiz between representatives of the Provincial Government of Gipuzkoa and parliamentary groups from the Provincial Assembly of Gipuzkoa to address the challenges facing the province after the pandemic.	Head of Strategy and Research
BADALAB	This is a laboratory of linguistic innovation. Over the coming months it will work on its model of governance to consolidate, structure and deploy the existing public-social collaboration, basing itself on parameters of equality and co-responsibility	ECO3
The Arantzazu Social Innovation Laboratory	This is a project that prioritises collaboration, research, experimentation and training in global and complex challenges and socialisation and social action to respond to challenges through participative processes .	ECO6.
Process of Internationalisation	The Network/Work Group for Collaborative Governance promotes exchange of knowledge with international agents on the future of their territories and reinforces collective capacity to share solutions on public policies	ECO4
Collaboration with E Eraikiz, C.KIC, OPSI Deba. 2030	ALC collaborates with Etorkizuna Eraikiz and the other institutions mentioned to design a strategy of mass experimentation in Gipuzkoa that will make it possible to deal with the coming transformation towards a model of social, economic and environmental sustainability	ECO1.
Office of Strategic Reflection	Its goal is to promote strategic reflection within the framework of Etorkizuna Eraikiz and, specifically, reflection on the situation following Covid-19 in the political and citizen domain	DFG5
Laboratory for provincial development	This is a space for sharing and developing strategies of territorial development within the framework of multi-tier collaborative governance. Its aim is to develop and consolidate a new model of governance for territorial development	ECO7.

Etorkizuna Eraikiz Think Tank - Research	With regard to the challenges of the future for Gipuzkoa, its aim is to promote transformative processes of deliberation . To this end, it will develop a research methodology that matches its aims, among others.	Orkestra driver
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9.3. Appendix 3 – Template for the dynamic



NEW POLITICAL CULTURE – DYNAMIC 16/09/2020

1. WORK GROUP:

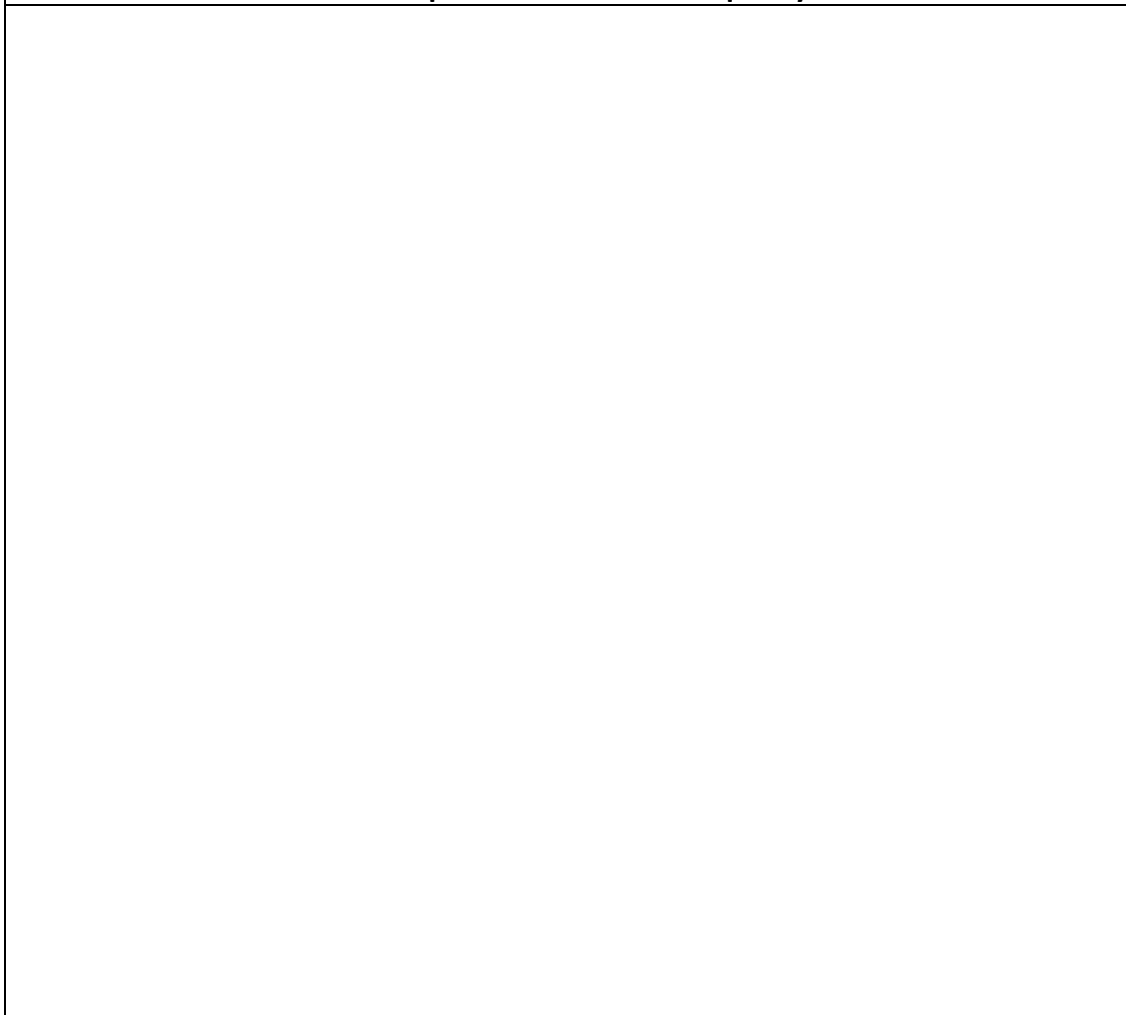
- a. DFG3
- b. ECO5
- c. DFG4
- d. ECO7

Working definition of new political culture to be addressed from September 2020 to April 2021

Criteria that we will use to demonstrate that we are developing a new political culture



Links between the new political culture and equality



ETORKIZUNA ERAIKIZ think tank

NEW POLITICAL CULTURE – DYNAMIC 16/09/2020

2. WORK TEAM

- a. Head of Strategy and Research
- b. ECO6
- c. ECO3
- d. ECO1

Working definition of new political culture to be addressed from September 2020 to April 2021

Criteria that we will use to demonstrate that we are developing a new political culture

Links between the new political culture and equality

ETORKIZUNA ERAIKIZ think tank

NEW POLITICAL CULTURE – DYNAMIC 16/09/2020

3. WORK TEAM

- a. DFG5
- b. ECO4
- c. DFG1
- d. DFG6

Working definition of equality to be addressed from September 2020 to April 2021

Criteria that we will use to demonstrate that we are having an impact on equality

Links between equality and the new political culture