

ETORKIZUNA ERAIKIZ THINK TANK

DELIBERATION GROUP ON THE NEW POLITICAL CULTURE

RESEARCH DIARY #2

EVALUATION DOCUMENT OF THE FIRST DELIBERATION CYCLE (2020-2021)

The aim of the Etorkizuna Eraikiz Think Tank research diaries is to promote the Think Tank's research by providing resources that will help researchers to better understand the process. They set out the chief milestones in the Think Tank's proceedings, with links to other documents generated in the process. They also explain some contents that may be of interest to researchers, and which are not included in the other documents. These mainly concern the work of people tasked with designing and managing the Think Tank and may assist research into the Think Tank's methodological bases.

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Introduction

Etorkizuna Eraikiz Think Tank forms part of the Provincial Government of Gipuzkoa (DFG)'s Etorkizuna Eraikiz initiative. It is a space for cogenerating knowledge and its aim is to foster an awareness and understanding of the great challenges facing Gipuzkoa and to identify what processes might improve the ecosystems linked to the provincial government's policies with a view to addressing these challenges, using a philosophy of collaborative governance.

To ensure transparency and disseminate the knowledge and learning accruing from and for the Think Tank's activities, the initiative generates a considerable amount of audiovisual material and documents which will help show how the process is developed and its principal lessons, results and impact. This material is constantly being updated and is available on the Etorkizuna Eraikiz Think Tank website. It includes lists of participants in the Think Tank's deliberation groups; reports of the monthly meetings of the deliberation groups; presentations by experts at the deliberation groups; working documents summarising the participants' reflections and the reports from experts in the field which were used as inputs for reflection; and reports produced by the deliberation groups setting out the lessons learned.

In addition, a series of research diaries have been created, primarily to complement the reports of the meetings and the working documents of the Think Tank's deliberation groups. This material is also available on the website, and is intended to promote the Think Tank's research, offering researchers resources that may help them to better understand the process. They set out the chief milestones in the Think Tank's proceedings, with links to other documents generated in the process. They also explain some contents that may be of interest to researchers, and which are not included in the other documents. They mainly include the work of people working on the design and management of the Think Tank and may help in research into the methodological basis of the Think Tank.

This diary contains the evaluation report of the New Political Culture group for the first deliberation cycle (2020-2021), which is described in the group's Research Diary #1.

Evaluation of the first deliberation cycle (2020-2021)

As explained in *Research Diary #1*, Etorkizuna Eraikiz Think Tank's New Political Culture deliberation group —like the other groups— carried out an assessment of its activities in the period May 2020 – May 2021.

This evaluation was performed between April and June 2021. At the meeting of the deliberation group held on 14 April 2021 (detailed in *Report of Meeting #10*), group participants filled out a process evaluation questionnaire. The results were compiled in an assessment document, which is attached to this journal. The evaluation document sets out the participants' evaluations of different items related to the Think Tank group's activity. Participants were given questions and statements with which they had to state their degree of agreement. The various items evaluated and included in the document are as follows:

- Degree to which goals have been met (co-generation of knowledge, creation of conditions to impact the DFG policy ecosystem in the future, current impact on the DFG policy ecosystem, fulfilment of the target set)
- Organization and development of sessions (make-up of team, suitability of invited experts, organization of sessions, use of time by experts and participants, frequency of sessions, duration of sessions, workload between sessions)
- Impact on the ecosystem (contribution to generating trust in the group, contribution to developing a shared vision of the problem, degree of involvement of group members; cooperation between DFG agents and the DFG policy ecosystem)
- Website (familiarity with the website, ease of use of the website, suitability of the website for sharing information on the process)
- Knowledge products generated (suitability of the products for extending the work of the group to other areas; suitability of the products for strengthening the group's deliberations in the future)
- Overall evaluation (initial reason for participation and current reason for participation)
- Proposals for the next phase

The document was emailed to the participants, who were also asked to share their impressions of the results. In addition, the results in the document and those from the other deliberation groups (the Green Recovery, Future Work and Welfare State Futures groups) were analysed and discussed in the Think Tank coordination groups. Starting from this basis, the team responsible for the Think Tank made proposals for improvement in the second cycle, covering both the general activities of the Think Tank and the dynamics of the four deliberation groups. These proposals were shared with the New Political Culture deliberation group at the meeting of 16 June 2021 (details in *Report of Meeting #12*), with a view to laying the groundwork for the group's next cycle of deliberation.

The evaluation document of the deliberation group is enclosed below¹.

¹ For the purposes of its inclusion in here, the numbering of the original document has been changed.

Etorkizuna Eraikiz Think Tank - New Political Culture deliberation group. Document of evaluation results

ETORKIZUNA ERAIKIZ THINK TANK
EVALUATION PROCESS
May 2020 - May 2021
NEW POLITICAL CULTURE

Contents

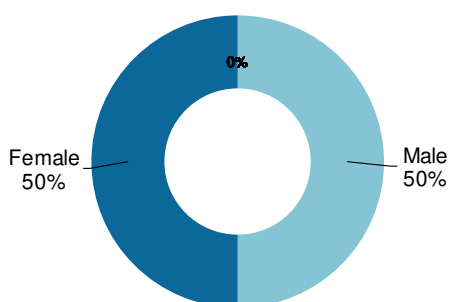
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1. IDENTIFIERS



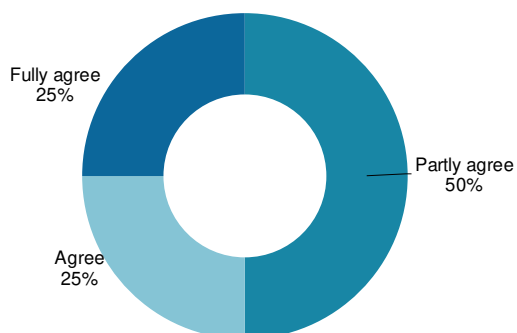
External to the Provincial Government of Gipuzkoa → 9 (75%) / Internal to the Provincial Government of Gipuzkoa → 3 (25%)
Total number of participants: 12

Gender:

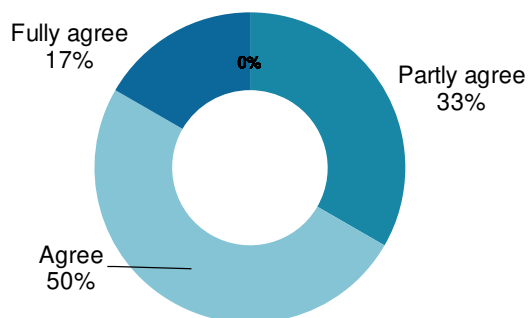


2. EXTENT TO WHICH OBJECTIVES HAVE BEEN FULFILLED

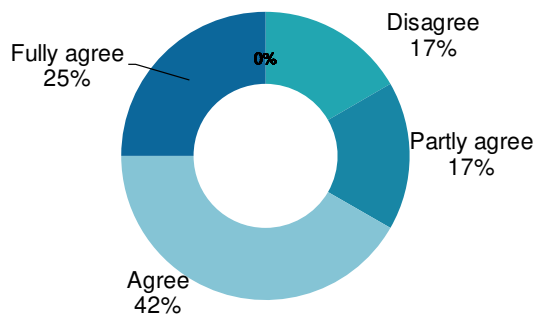
We are co-generating knowledge



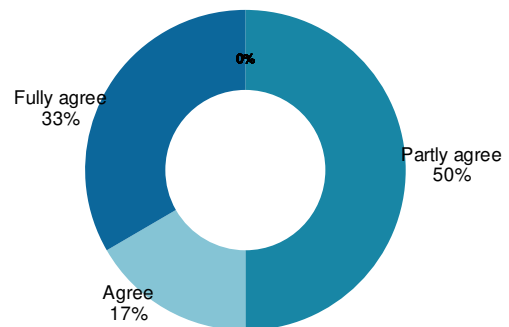
We are creating conditions to influence the DFG policy ecosystem in the future



We are already making an impact on the DFG policy ecosystem



We have met our objective



Reflections of the participants on the extent to which the objectives have been fulfilled:

⇒ The reflection, deliberation and teamwork around the New Political Culture has created an integrated multi-actor ecosystem centring on collaborative governance and many other elements. We have created new knowledge; a good balance has been achieved both among the experts and among the members of the group who come from different areas. As well as being a space for reflection, there has been an effort to move on to action and the reflections, concepts and knowledge in this area have been applied in experiments.

⇒ I didn't have high expectations; I was afraid that the work would go no further than the theoretical exercise and I am an action person. However, the ecosystem created in the Think Tank has given me a great opportunity to increase the ambition of my project and seek bolder results.

⇒ I believe that the effects of our deliberation will be felt in the longer term. The book has been an important step forward for this purpose, since the conclusions of the Think Tank need to be conveyed to the outside world if they are to take effect.

⇒ In my opinion, the goal defined at the beginning is so ambitious that creating the right conditions to achieve it, through collective deliberation, is a clear step forward.

⇒ These processes are usually long-term, and it is not easy to see the results now, but I think we are laying good foundations.

⇒ We have a lot of work ahead of us, but I sincerely believe that we can be proud of the work the group has done this year.

⇒ It takes time, but it is productive.

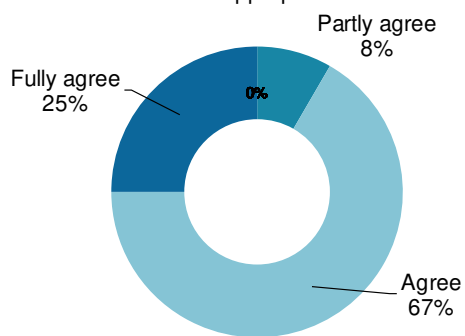
⇒ I believe that just the interaction between different people — which is what this space has been designed to achieve — has led to cogeneration, generating knowledge and a greater tendency to action. This means influencing the future political ecosystem, but, above all, the present — even if that requires time for assimilation and direct action.

⇒ I believe that the goals are being achieved directly or indirectly. However, there is still a long way to go, especially in terms of what the Think Tank itself should contribute (more so that in the contribution being made in the process, which is being strengthened and enriched amongst the participants).

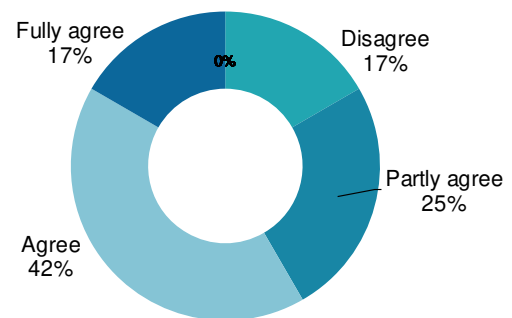
⇒ Heterogeneous group. Little by little we are coming to understand our contribution as a heterogeneous group. On the other hand, perhaps the possibilities for exploring some topics in great depth has been limited. There has been more of a focus on dealing with lots of different topics than exploring any one subject in greater depth. This has its possibilities and limitations. We therefore need to assess the appropriateness of the criterion used.

3. ORGANISATION AND DEVELOPMENT OF THE SESSIONS AND PROCESS

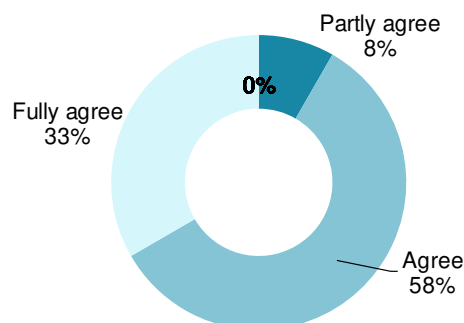
The make-up of the team participating in the sessions was appropriate



The guest experts at the sessions were appropriate



The organisation of the sessions (convening, logistics, materials, use of languages, etc.) was appropriate



Participants' reflections on the group, the experts and organisation of the sessions:

⇒ The diversity of profiles all interacting in the same space is a positive in itself. At the same time, the experts have shared high-quality knowledge. However, knowledge and experience in the area are better managed by the stakeholders. They can adapt the experts' knowledge and optimise the way it is applied in their own real-life situations.

⇒ In general, I think the organisation has been good. On occasions the time might have been managed better and there were also times when participants may not have fully

understood the activities to be carried out. However, in general, I think the sessions were suitable and well organised.

⇒ Sometimes, the selection of experts did not fully match the needs of the group. Nevertheless, the important issues were addressed. Where I see problems is in how these issues were dealt with.

⇒ I think the sessions were very well organised. Although the guest experts were appropriate, in their brief presentations, there was not much they could contribute. I found the group discussions rewarding.

⇒ It isn't easy to get the experts right. For example, I found the session by the woman from the OECD too complex.

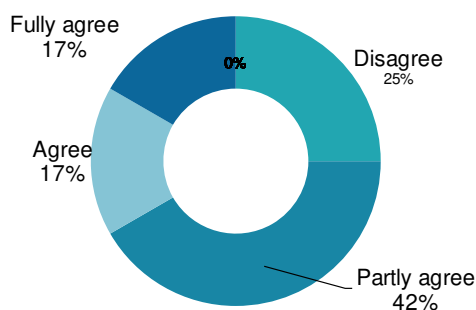
⇒ Many thanks to all of you working in the organisation. The organisation and development of the sessions has been excellent, especially given the limitations imposed by the COVID restrictions.

⇒ The average has been very good; I have no complaints about the organisation.

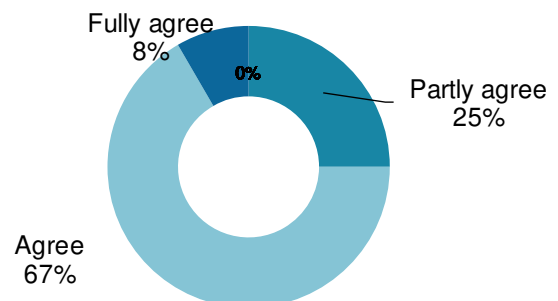
⇒ Excellent organisation. Couldn't be improved on.

⇒ The contribution from the guest speakers was limited and this area was not explored in enough depth. Indeed, the contribution of the guests was limited by the lack of connection between each of them and between the topics of the sessions. Clearly the sessions need to be improved on, but the links and consistency between sessions also needs to be channelled.

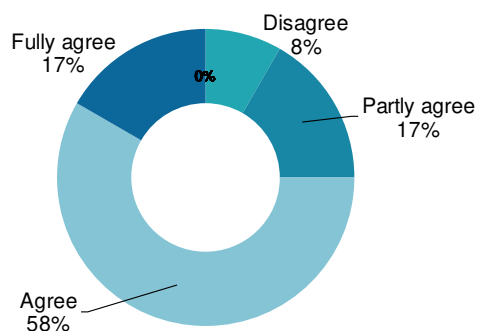
The use of time by experts and participants in the sessions was balanced



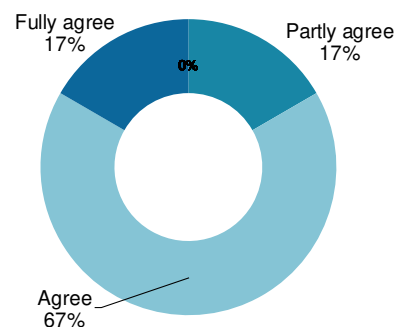
The frequency of the sessions is appropriate



The duration of the sessions is appropriate



The workload between sessions is appropriate

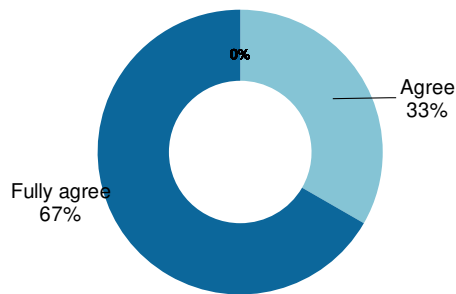


Participants' reflections on time management and workload:

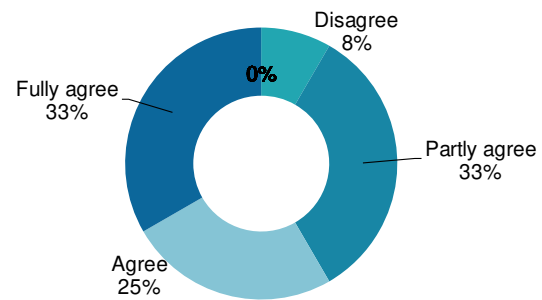
- ⇒ I think the time we had was well managed. But to make the process more ambitious, it would be very useful to give some participants more time.
- ⇒ I think there were differences between some sessions and others, in the areas mentioned. Sometimes there wasn't enough time to talk and work after the guest speaker's presentation and on other occasions there was. Along the same lines, I believe some sessions needed 3 hours whereas in others, 2 hours was plenty.
- ⇒ In line with the comments above, I think the experts didn't make much of a contribution.
- ⇒ As regards the first question, although we want to achieve a balance, it is not easy to achieve that balance in all processes. I believe that the frequency of the sessions and the commitment to the process was high. The workload may have varied between the different participants. But, in any case, it wasn't excessive between sessions.
- ⇒ With regard to the previous comment, making the experts' contribution a more integral part of the group dynamics could facilitate the assimilation of messages. In other words, it would be better to reduce the individual explanations and directly link their knowledge to the needs of the participants. On the other hand, I believe that a more flexible workload could facilitate participation.
- ⇒ I am in a paradoxical situation and although I should devote more time to the issue, I am unable to.
- ⇒ I think there has been a bit of an imbalance in terms of the experts, but over time it was corrected.
- ⇒ Good in general, especially taking into account the difficulties that arise from working online (perhaps in the future, we could consider having face-to-face and combined sessions).
- ⇒ It has been a great help for us.
- ⇒ We have two pieces of evidence: the fact that we meet once a month and that the sessions are two hours long. Any evaluation must start from there. If not, we run the risk of confusing the two plans, i.e. we do not want to spend more time on it, but we also say that the sessions are too short and that we haven't had a chance to go into greater depth. So I say we need to make the assessment based on these two pieces of evidence. In addition, the responsibility to work between sessions has been limited. Obviously, the results of a year's work are quite limited, but the organisation and our commitments do not allow for more. In other words, in order to go further in our work and/or impact the ecosystem, we need to look again at the frequency, duration and commitment.

4. IMPACT ON THE ECOSYSTEM

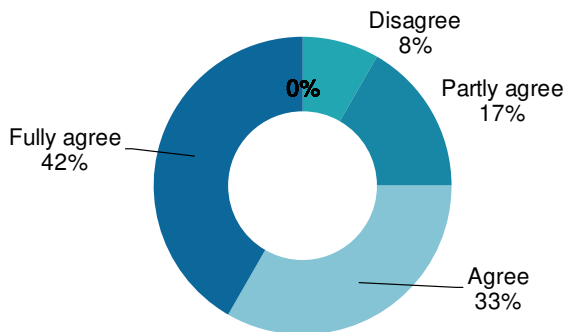
The sessions have helped to build trust within the group



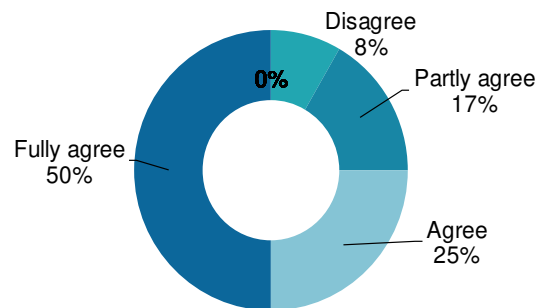
The sessions have contributed to developing a shared vision of the problem among the participants



There was a high degree of involvement from group members



The sessions have been a suitable instrument for cooperation between stakeholders from the Provincial Government and its policy ecosystem



Participants' reflections on the impact on the ecosystem:

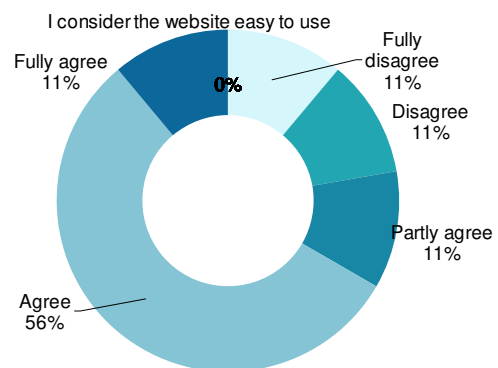
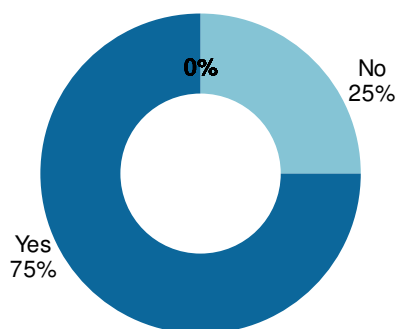
- ⇒ I think we got it absolutely right with these questions.
- ⇒ I think the interactions with peers have been very fruitful, especially when we were in small groups.
- ⇒ Before we started these sessions, some of us did not know each other. There has been an important step in the formation of the group.
- ⇒ I believe that group members have shown a high degree of involvement, motivation and interest in the process and that has contributed to generating trust among us and creating conditions for collaboration.
- ⇒ The atmosphere at the sessions has enabled a feeling of trust among group members and a sense of participating in a shared project. This is essential if we want to have an impact on the political practice of the Provincial Government.
- ⇒ No special contribution.
- ⇒ I think we have really achieved a climate of trust; that's the impression I have when we worked in small groups.
- ⇒ I think there's a big difference between face-to-face sessions and online sessions when it comes to developing mutual trust, understanding and sharing content. I think that, as far as possible, we should return to prioritising the face-to-face meetings.

⇒ The way trust was generated between participants was not the same. Undoubtedly, it enabled us to come together in a common space, which can lead to and facilitate more direct action. The face-to-face format is irreplaceable; we have to be aware of the limitations of the digital format. I can't assess the shared vision of the group, since we didn't have an agreed format on the terms and contents apart from something formal. I can't assess each member's degree of involvement beyond the level of attendance, which was very high. Finally, it is difficult to assess the degree of collaboration between the different agents, except with a couple of members with whom you have had direct contact.

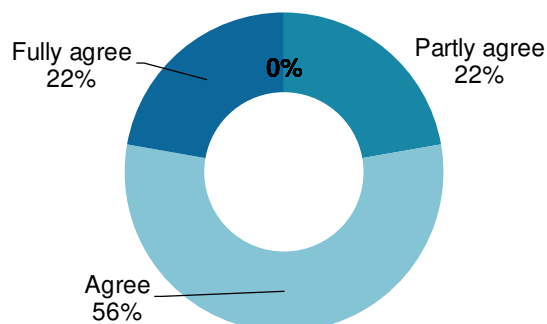
⇒ I would draw a distinction: on the one hand, there is the relationship between the members of the group, which has been gradually consolidated and has facilitated a group feeling; and, on the other hand, the further exploration of the theme and the implications that has. In this second area —and it is true that it requires its own timing and its own pace— I have the impression that we can and should do a little more.

5. WEBSITE

I am familiar with the website



I consider the website to be an appropriate tool for sharing information about the process



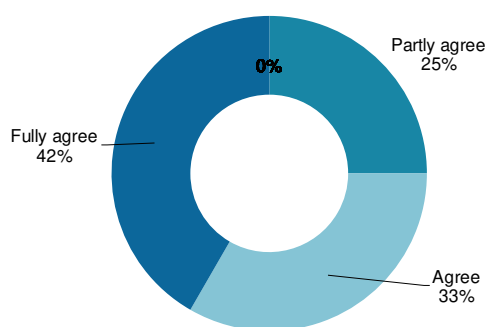
Participants' reflections on the website:

- ⇒ My experience is that the reports posted on the website have been useful and interesting for some stakeholders who are not members of the Think Tank, and they have been used for work related to Governance and New Political Culture.
- ⇒ The website is fine for sharing information, but I think it needs more structure.
- ⇒ I have rarely used the website because I see it as a repository. Once you know your way around it, it is easy to use, but you have to be very interested in learning how to use it.
- ⇒ I think the website, which is part of a larger space, with preestablished limits from a structural point of view, is not 100% what the Think Tank needs. Nonetheless, I think it is a good tool for reporting and disseminating what is being done.

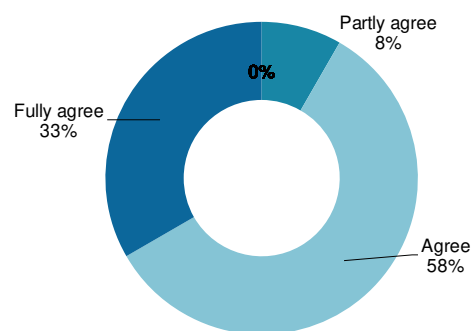
6. KNOWLEDGE PRODUCTS GENERATED

In addition to the reports and the working documents, the knowledge products that have been generated are the book which is being developed as a result of the reflection (on the new political culture), the white paper (on future care), the design of a pilot project (on future work) and the assessment systems (on Green Recovery).

This result will be appropriate for extending the work of the focus group to other areas



This result will be appropriate for strengthening the group's deliberation in the future



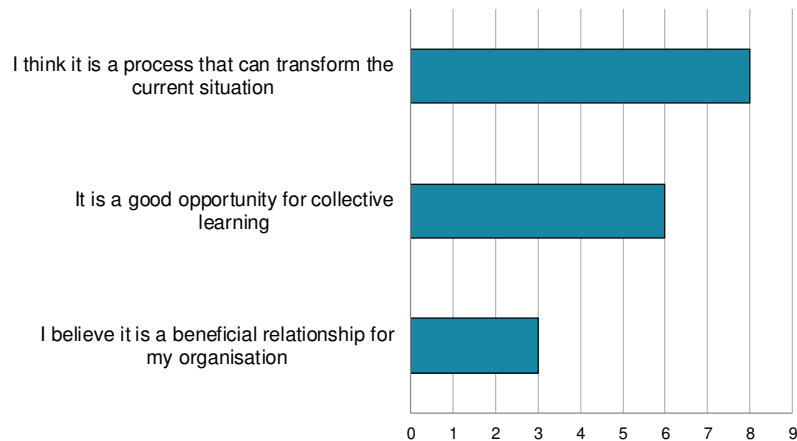
Participants' reflections on the knowledge products generated:

- ⇒ No special contribution.
- ⇒ In my opinion, the extent to which the deliberations are disseminated will depend on the contents and quality of these tools, and the spaces and resources created for this purpose.
- ⇒ I believe that in addition to these results, we need results that are more open and more spectacular (including in the way they are produced) —both outwardly and inwardly in relation to the Provincial Government, if the work and influence of the Think Tank is to be increased.

⇒ A process of those characteristics, if it internalises a culture of leveraging and influencing channels well, will have opportunities to influence. Indeed, the uniqueness of the group is its lack of uniformity, which in this case can help it have a positive impact.

7. GENERAL ASSESSMENT

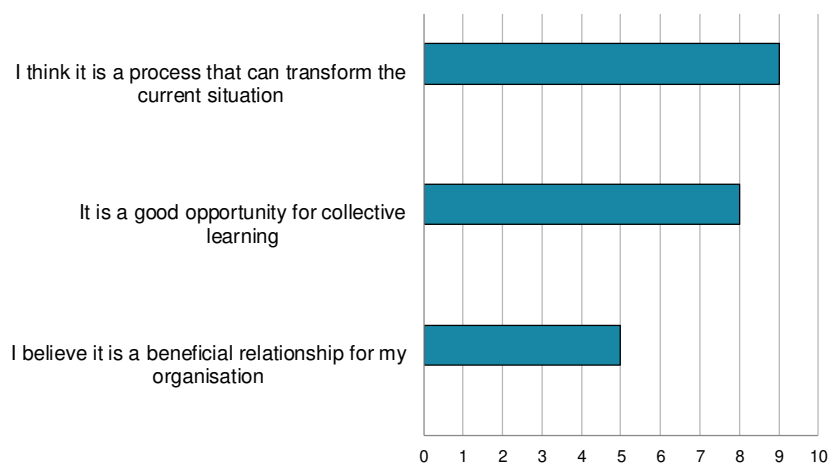
What was your main reason to start participating?



Another reason:

- ⇒ I am glad the Provincial Government is promoting processes like this; it is not easy to "sell" this type of process.
- ⇒ I felt a commitment. The main reason was to share the knowledge I have generated in my career. For the benefit of my community, generating public value and contributing to transformation, in order to progress together.
- ⇒ It is true that this is not a typical think tank in terms of its nature, function and purpose. And because there were different people here, I saw a unique opportunity to learn from it; that's the virtue of being a diverse group.

What is currently your main reason for participating?



Another reason:

- ⇒ As I said, it is a long-term process and in order to see results you have to keep up the commitment for a while. Keep up the good work!
- ⇒ I have found it very enriching to participate in this process of joint knowledge generation.
- ⇒ I feel committed.
- ⇒ In addition to my previous comments (on participating in a process that changes the situation), trying to respond responsibly to the commitment acquired along the way.

8. PROPOSALS FOR THE NEXT PHASE

- ⇒ There isn't always time to have the meetings and do the homework between sessions. Perhaps they should be spaced out more or we should ensure that some group members have more time. I think we are on the right track for finding innovative ways of integrating the knowledge of experts and participants. I think the next step should be in that direction. It would be a nice challenge for the next cycle to move forward in defining spaces for action (projects). There has been frequent mention of a project to work on together amongst us all. Is it possible to do this? In addition to this year's projects, can other projects be raised for reflection? Perhaps we can find projects of interest in the construction of a new political culture and invite those responsible to join the deliberation group. I liked what the group shared today; if we could create links for ourselves with more experiences of this type, we would strengthen the path of transformation.
- ⇒ At some point, we should establish a link between the different deliberation groups; Balance between different experts, participants and stakeholders; Visibility and socialisation of these Think Tanks and recognition of their contributions; Networking with other international experts - similar think tanks?; Relationship with other spaces in Etorikizuna Eraikiz and transfer of the reflections and knowledge obtained here to different spaces (experimental projects, key centres, etc.); importance of face-to-face sessions to build up trust.
- ⇒ We should not forget what we have learned over the last year. For example, in order to co-generate knowledge, rather than bringing in experts (which can also be useful), it is necessary to encourage interaction among the participants; or the fact that it is essential to understand the complexity involved in creating a new democratic political culture; etc.
- ⇒ To do the work between sessions better, I would space the sessions out over time. With more dedication we could work more and perhaps create a joint experimental project. That would be great.
- ⇒ I believe that small-group dynamics have more positive effects. I think it would be positive to promote more lively dynamics.
- ⇒ We need to make the leap to practice.

⇒ I believe that, insofar as we refer to ourselves as a "Think Tank", we should create the right conditions to disseminate content, ideas, concepts, etc. to society. As well as the transformations that the participants (us) are going to make in their respective fields, I think that a Think Tank like this needed to be clearer in its dealings with society, especially when the promoter is a public body. And for that I think it should disseminate and share ideas, debates, messages, reflections, etc.

⇒ 1. Frequency and duration of meetings and commitment by each of us.

2. Nature, sense and purpose of the group: to what extent we should think from and for the organisation itself and for the benefit of the territory. I support the latter, but sometimes I have the feeling that it is actually the former that has been prioritised.

3. Clarity and precision: the nature and themes of the group have been very diverse and blurred. This conditions the possibilities of delving deeper into the topic or topics.

4. The question of method. Sometimes the method has not been understood and, at other times, the method has taken precedence over the process, the quality of the work and the possibilities and sense of the group. One could say that the method has conditioned the other issues that really matter.

5. Greater depth for the subgroups and coordination of subgroups. What has been achieved so far certainly has its positive side, with the creation of subgroups. But, going forward, it is an opportunity for the subgroups to go further, but with an emphasis on coordination and dialogue between the subgroups, ultimately assigning responsibility to one person in the subgroup. This would involve a person sharing space with people from other subgroups. A more dynamic and frequent space. Given that many of the team members have time constraints, going forward one possible alternative might be for specific individuals to take the lead. For example, could the people who have been appointed as "facilitators" this year also assume this other role?