

## INDICE

|   |  |    |
|---|--|----|
|    | <b>PRESENTATION</b>  | 2  |
|    | <b>INTRODUCTION</b>  | 4  |
|    | <b>CHAPTER 1: The Etorkizuna Eraikiz model.</b>  | 12 |
|   | Open and Collaborative Governance in Gipuzkoa: Architecture                                | 13 |
|   | 1.1. Areas: Gipuzkoa Taldean and Gipuzkoa Lab  | 15 |
|   | 1.2. The liaison body: Proiektuen Bulegoa  | 30 |
|  | <b>CHAPTER 2: Etorkizuna Eraikiz support processes.</b>                                    | 36 |
|   | The Etorkizuna Eraikiz support processes   | 37 |
|   | 2.1. Management of Pilot Projects  | 38 |
|   | 2.2. Socialisation   | 41 |
|   | 2.3. Communication   | 45 |
|  | <b>CHAPTER 3: Gipuzkoa Provincial Council structure for monitoring Etorkizuna Eraikiz.</b> | 47 |
|   | The Gipuzkoa Provincial Council structure for monitoring Etorkizuna Eraikiz                | 48 |
|   | 3.1. Collective Bodies   |    |
|   | 3.2. Cross-disciplinary Structures   | 49 |
|   | 3.3. Support Tools   | 51 |
|   | <b>ETORKIZUNA ERAIKIZ: Initiative and Model</b>  | 52 |
|   | <b>Comprehensive view</b>  | 54 |
|  | <b>GLOSSARY</b>  | 55 |
|  | <b>COMPENDIUM OF GRAPHS</b>  | 59 |

# PRESENTATION

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## PRESENTATION

Open and collaborative governance is a proposal for governments to “do politics”, which emerged with great force a few decades ago. Its aim is to change the form of relationship between politics and society, the form of relationship to which we have become accustomed through representative democracies. It is a form of relationship characterised by a weak, distant, infrequent and hierarchical link between government policymakers and citizens, society in general.

There are many experiences, interpretations and applications of this concept in the world. There are similarities and differences between them, but all of them are fundamentally based on establishing new forms of relationship and collaboration between governments and civil society.

Etorbizuna Eraikiz is a model, a particular, specific way of understanding, applying and representing open and collaborative governance, a way of “doing politics”. Etorbizuna Eraikiz’ is aimed at collectively detecting the future challenges of the province of Gipuzkoa, designing ways to tackle them, experimenting with possible responses in realistic environments with the collaboration of different agents and applying the results to the public policies of Gipuzkoa Provincial Council.

The Etorbizuna Eraikiz model, which has been designed and promoted by the government of Gipuzkoa Provincial Council, has principles, a rationale, properties, configuration and operating guidelines. This model cannot be unconnected to the very nature of the government that is behind it, a coalition government made up of members of two parties with different ideologies and differing views on multiple aspects of public life, but which have been able to reach a framework agreement in the areas of provincial competence to respond to the main challenges of the region.

At the same time, Gipuzkoa Provincial Council has designed its own structure to guide, promote, manage and support the development of Etorbizuna Eraikiz.

This publication, which is intended as a field guide, describes and explains both the Etorbizuna Eraikiz model and the structure provided by Gipuzkoa Provincial Council to manage and monitor it.

It consists of an introduction, three chapters, a glossary and a compendium of graphs.

The **introduction** is divided into four sections. The first two provide the background for the emergence of Etorbizuna Eraikiz, the third sets out the four principles on which the model is based and the fourth details the specific characteristics of Etorbizuna Eraikiz.

**Chapter I**, entitled “**The Eraikizuna model**”, presents the components of the model and analyses two of them in detail: the “areas” (Gipuzkoa Taldean and Gipuzkoa Lab) and the “liaison body” (Proiektuen Bulegoa).

**Chapter II** is entitled “**Etorbizuna Eraikizuna Support Processes**” and presents and explains the third component of the model, the “support processes” (management, socialisation and communication).

The significance, meaning and function of the fourth component, “Cross-disciplinary Lines (Research, Internationalisation, Dissemination)”, are dealt with in both Chapter I and Chapter II.

**Chapter III** is devoted to describing and explaining the “**Gipuzkoa Provincial Council structure for monitoring Etorbizuna Eraikiz**”, specifically the collective bodies, management structures and support tools.

The final part of this publication includes a graph that provides a comprehensive view of Etorbizuna Eraikiz, the Initiative, the Model, the target audience and the expected results.

Lastly, two additional complementary sections have been added: a glossary and a compendium of graphs.

The **Glossary** includes and defines a collection of terms to make it easier to read and understand the Etorbizuna model.

The **Compendium of Graphs** includes all of the graphs in the three chapters of the text for ease of reference.

# INTRODUCTION

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## THE UNAVOIDABLE NARRATIVE OF CHANGE

### THE PRESSURE FOR CHANGE

It is quite possible that never before have societies felt the pressure for change so immediately and on a daily basis. Not only are we immersed in the rationale of change, but change also occurs at great speed, manifests itself in many ways, and its effects are felt by individuals and organisations alike.

For individuals, this is due to instability, uncertainty, the absence of certainties, precariousness and inequality becoming ever more apparent. For organisations, this is due to being forced to constantly adapt their structures, procedures and objectives if they want to operate in an effective and efficient manner.

### THE EFFECTS OF CHANGE

By way of example, let us think of three activities where the impact of change has been extraordinary in recent years: the economy, education and politics.

The economy and its most representative institution, the company, have seen how globalisation and continuous technological advances put enormous pressure on markets, increase the flow of different products and services, destroy jobs while creating new ones, connect and decentralise different production processes and encourage active collaboration between people, machines and products.

Education and the institutions in charge of training people are facing a huge metamorphosis of prevailing social values, the certainty that the knowledge and skills they pass on will quickly become obsolete, the permanent updating of learning systems, also incorporating new technological tools and the need to adapt to change at the speed demanded by a constantly changing economic, cultural and social environment.

Politics, like other activities, institutions and organisations, is also affected by the effects of change. Citizen mistrust, the decay of the party system, rigid administrative structures, inefficiencies, and increased social needs and demands are problems whose solutions go beyond any geographical boundary or disengagement between political representatives and citizens.

In the political arena, it is no exaggeration to say that there is a fairly widespread impression that political representatives misrepresent the interests of citizens and that society has few channels through which to be heard, express itself and influence political decisions.

### ANTICIPATING CHANGE

Therefore, the effects of change are rigorously manifested in the way people perceive, believe, feel and engage in economics, education, politics and many other activities. This omnipresence of change is creating a disturbing sense of temporariness and uncertainty about the future. The future as a concern, as an unknown. It seems that we cannot coexist with this changing reality from a passive standpoint, as mere spectators.

Rather, it seems that we are compelled to respond to such effects, predict others that will occur in the future, and adapt our practices to the challenges posed by the rapid pace of change. That is why every social activity is forced to look at itself and devise a way in which to tackle its own challenges in an attempt to find answers and solutions.

In the specific case of politics, the questions are obvious:

Can politics ignore this fast-changing scenario?

Can politics not tackle the challenges of the future by trying to predict a solution?

Does politics have the capacity to address its shortcomings and devise relationship and action models that are more beneficial and stimulating?

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## RESPONSES FROM POLITICS: OPEN AND COLLABORATIVE GOVERNANCE

### “DOING POLITICS”

Political arenas are wide and diverse because you can “do politics” and “politics is done” from different places (government, parliament, parties, trade unions, social movements, etc.) and with different ideas (on general interest, justice, equality, welfare, public services, etc.).

All of these places and also the ideas defended by them are affected on a daily basis by the effects of change, to which political actors must try to provide satisfactory responses.

Open and collaborative governance does not seek to provide holistic solutions to the effects of change on all policy areas. Therefore, it is not a blanket response that can be applied from any place or position from which “politics is done”.

Open and collaborative governance is a specific response that comes from one of the places where politics is done (government) and is based fundamentally on establishing new forms of communication and collaboration between governments and civil society.

Collaborative governance also becomes essential when modern societies move towards more politically fragmented scenarios and governance depends on multilateral agreements, for which a certain degree of maturity and readiness to make sacrifices is required, both within political organisations and within the electoral body itself. Coalitions that want to succeed must implement dynamics of loyal collaboration in order to make electoral competition that is inherent to democracy compatible with the rational and effective workings of the Administration.

Obviously, there have been various examples of open and collaborative governance at an international level, which shows that there is not just one way of understanding governance or one way of applying it. In any event, all of them are aimed at strengthening cooperation between institutions and society, both within and between different institutions.

What is common to all these experiences is the willingness of governments to tackle the design of the public agenda and the future challenges that it must include, not exclusively by the government, but in collaboration and by interacting with society, primarily through the entire network of social actors that make it up.

### INTERNATIONAL EXAMPLES

Some common characteristics can be identified in the international examples of open and collaborative governance:

- > They understand government politics, the way of “doing politics” by the government, in open terms. To this end, they make participation and dialogue between multiple actors, one of which is the government, possible in a stable manner. That is why they create areas that facilitate knowledge creation and exchange processes. Governance is, above all, promoting an open dynamic of collaboration and learning in order to make better decisions.
- > Therefore, they create spaces for listening, deliberating and, sometimes, but not necessarily, for decision-making. These spaces are not governed by a hierarchy, but rather they establish horizontal relationships in which governments interact and collaborate with the network of actors that make up civil society (institutions, companies, non-governmental organisations, universities, associations, etc.).
- > They focus on interaction and collaboration between government and society around the public agenda to ensure that the public agenda is not just the government agenda, but that the priorities and applications in the public agenda, and consequently in public policies, are the result of exchange and collaboration between the government and the network of social actors. In other words, the public agenda of society in Gipuzkoa.

> They create specific structures to first drive and then ensure the stability of open and collaborative governance processes. The mission of these structures is to support the management, ensure the funding, disseminate the results and oversee the proper implementation of the governance processes. These structures may be within the government itself, outside it, or a combination of both.

In one way or another, all examples of open and collaborative governance seek to socialise the public agenda through networks of social actors who exchange and cooperate and in which the government is just another actor.

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## **ETORKIZUNA ERAIKIZ: OPEN AND COLLABORATIVE GOVERNANCE IN GIPUZKOA**

Etorkizuna Eraikiz is a model based on the institutional commitment made by Gipuzkoa Provincial Council to making the participation and cooperation of different social actors in the strategic design and preparation of the public agenda possible and operational.

To this end, Etorkizuna Eraikiz provides diverse spaces for listening, discussion and experimentation, with the wish that this should all be expressed, firstly, in the public agenda, secondly, in public policies and, thirdly, in the collective capacity to respond to the future and strategic challenges facing the region.

Etorkizuna Eraikiz is based on four principles:

### **INSTITUTIONAL LEADERSHIP**

Etorkizuna Eraikiz has been promoted and led by the government of Gipuzkoa Provincial Council, which has acted as the agent that has proposed, designed and implemented it and ensured its funding, in addition to actively taking part in its development.

The government of Gipuzkoa Provincial Council has confirmed its commitment to the Etorkizuna Eraikiz programme, not only by providing spaces for articulation and interaction between the different actors in the region, but also by committing to progressively translating the results obtained into public policies.

The leadership of the government of Gipuzkoa Provincial Council is the best guarantee for the continuity of Etorkizuna Eraikiz, by creating and applying a stable model of open and collaborative governance by the government itself and committing to its sustainability in the medium and long term.

Thus, the first principle on which the Etorkizuna Eraikiz model rests is that leadership is provided by the government of Gipuzkoa Provincial Council, a form of leadership that must be firm and sustained over time and that fundamentally safeguards the design of the model, the strategic framework and the human and material resources.

### **ADAPTATION TO THE REGIONAL AND SOCIAL REALITY OF GIPUZKOA**

When designing Etorkizuna Eraikiz, the government of Gipuzkoa Provincial Council was inspired by and drew on some of the unique characteristics of the region of Gipuzkoa:

- > Territorial balance: Gipuzkoa is a region made up of districts that are very dynamic and advanced in terms of their socio-economic resources and infrastructures.
- > Dense network of associations: This is a demonstration of the capacity and culture of participation and exchange that can be found in the region.
- > Social initiative: This is highly developed in the region and one of its most important historical manifestations is the cooperative movement. Social initiative is still expressed today in cultural, social and economic spheres.
- > Community culture: This is a region in which attitudes and experiences of collaboration and citizen interaction and the capacity to tackle and solve challenges in a shared way are recognised.
- > Social capital: This is a well-educated population, with a high level of education and organisational and relationship skills, and a network of social relationships that is fostered by the close relationships that the size of Gipuzkoa facilitates.
- > Recovery of coexistence: The definitive end to a period of four decades of violence has allowed us to leave behind the devastating effects on our coexistence. The climate of political understanding and the progressive broadening of consensus around an ethical basis on human rights and the plurality of our society have led to our being able to renew and modernise the political agenda of the region.

Therefore, the second principle on which Etorkizuna Eraikiz is based is its strong link with the regional and social characteristics of Gipuzkoa, particularly the capacity for initiative, exchange, collaboration and creation of knowledge that is present in the region.

## **CREATION OF OPEN SPACES FOR EXCHANGE AND EXPERIMENTATION**

The government of Gipuzkoa Provincial Council needs to meet other requirements to be able to develop the proposed open and collaborative governance model.

One of these requirements is the creation of open spaces for learning and innovation, various places where different people and organisations can interact, collaborate and ultimately work together to tackle challenges, come up with proposals or seek solutions to problems on the public agenda. Therefore, this is not just one place, but the combination of physical or virtual places that make opportunities for exchange or deliberation possible.

Open spaces are places where projects are developed. These projects are the Etorkezuna Eraikiz work units for managing the public agenda. In order to develop them, it is necessary for the network of actors in the region to set up working groups in which information, knowledge, analysis and research can be shared and exchanged.

The Etorkezuna Eraikiz open spaces for sharing and experimentation are then created to connect people and organisations that interact and cooperate in a stable way in working groups. These working groups tackle the challenges on the public agenda by developing projects. The results from these projects can be realised in a number of ways: ideas, learning, proposals, solutions, plans, etc.

Therefore, the third principle on which Etorkezuna Eraikiz is based is that open and collaborative governance takes shape in Gipuzkoa in open spaces for exchanging and experimenting that are created so that different working groups, made up of the network of actors in the region, can develop projects.

## **CREATING DEMOCRACY, TRUST AND PUBLIC VALUE**

By proposing open spaces for relationships and non-hierarchical and more horizontal relationship dynamics between a broad network of actors, Etorkezuna Eraikiz also seeks to strengthen participatory democracy as a complement to representative democracy. In other words, Etorkezuna Eraikiz is also intended to be a good way of improving the quality of democracy, creating trust and producing public value.

Through Etorkezuna Eraikiz, the government of Gipuzkoa Provincial Council shares the management of the public agenda and collaborates and interacts in its development with a wide network of social actors, from the design and deliberation phases to the experimentation and application phases through public policies. In this way it not only strengthens society and the region, but also raises the quality of democracy.

The combination of political sensitivities that are present in the provincial coalition government also helps to identify a broad spectrum of Gipuzkoan society in the challenges that are considered to be inevitable and in the opportunities that we do not want to give up based on our deep-rooted vision of progress and social cohesion.

If, through Etorkezuna Eraikiz, the government fosters and stimulates relationships of collaboration and sharing with the network of social actors based on commitment and shared effort, if it promotes and stabilises spaces to listen to citizens, deliberate and experiment, and if it incorporates the ideas and experiences that emerge in such spaces into public policies, it will improve public trust and the capacity to tackle challenges and projects collectively.

Lastly, if the government implements the public agenda more effectively through the dynamics of cooperation with the network of actors in the region created by Etorkezuna Eraikiz, and if it applies more satisfactory and shared solutions in response to the challenges in the region, it will also be producing tangible and intangible public assets and, therefore, public value.

Therefore, the fourth principle on which Etorkezuna Eraikiz is rooted is that open and collaborative governance works effectively to create democracy, trust and public value.

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## ETORKIZUNA ERAIKIZ: SPECIFIC CHARACTERISTICS OF THE MODEL

### Origin

The origin of Etorkizuna Eraikiz lies in the preparation of the Strategic Management Plan for 2015-2019 by Gipuzkoa Provincial Council. The Strategic and Management Plan is the main instrument for guiding the government's action.

Within the framework of this Plan, Etorkizuna Eraikiz was developed as one of the Strategic Projects of the Legislature: "the construction of an open and collaborative governance model".

### Location

- > Etorkizuna Eraikiz is located in the province of Gipuzkoa.
- > It was proposed by an institution, Gipuzkoa Provincial Council.

### Promotion

- > Etorkizuna Eraikiz was launched on the initiative of a political actor, the government of Gipuzkoa Provincial Council.
- > It proposed a new procedure for the relationship between the government of Gipuzkoa Provincial Council and society in Gipuzkoa.

### Approach

- > Etorkizuna Eraikiz wanted to change the way the government of Gipuzkoa Provincial Council and society in Gipuzkoa "did politics".
- > To "do politics" by promoting ordinary and effective sharing and collaboration between the government of Gipuzkoa Provincial Council and the network of actors and agencies in the region.
- > To facilitate sharing and cooperation to jointly build and respond to the current public agenda and pre-empt future challenges.

### Specific Objectives

#### 1.- To identify future challenges.

The government of Gipuzkoa Provincial Council wants to promote and encourage the active participation of Gipuzkoan society in identifying the challenges and fundamental needs of the

region in the short and medium term.

The future is a concern and a source of unease for citizens. This concern and unease has arisen in relation to various issues: social protection, equal opportunities, working conditions, access to the labour market, ageing, climate change, etc.

The best way to pre-empt future challenges is to engage in dialogue with citizens in order to accurately identify their fundamental needs and concerns.

#### 2.- Collectively shaping the public agenda

The government of Gipuzkoa Provincial Council is willing to cooperate, together with many other actors in Gipuzkoan society, in drawing up the public agenda for the region and sharing its content, objectives and fundamental priorities.

The government of Gipuzkoa Provincial Council considers that it is not the only actor that should define the agenda and draw up public policies. It is indeed the key actor that should lead the process of defining the public agenda, but creating the conditions for stable collaboration between the different cultural, social and economic organisations and institutions in the region.

#### 3.- Cooperating in the design and experimentation of public policies.

The government of Gipuzkoa Provincial Council intends to design and experiment in an open and participative way with solutions to the fundamental challenges facing the region, in order to extend them to the whole of Gipuzkoan society through their implementation in public policies.

Learning to work collaboratively and to design and experiment with public policies in Gipuzkoa, taking advantage of the existing capacities and knowledge in the region and involving universities, companies, social organisations and other institutions that are capable of cooperating and developing pilot experiences that can then be incorporated into public policies.

#### 4.- Driving the transformation of Gipuzkoa Provincial Council.

The political and technical staff of Gipuzkoa Provincial Council are key to the satisfactory development of Etorkezuna Eraikiz.

This model of Open and Collaborative Governance in Gipuzkoa is a new way of "doing politics" that requires a change in the operating culture of Gipuzkoa Provincial Council, a transformation in the operational and relational culture of political and technical staff.

The current fragmented and compartmentalised structure of Gipuzkoa Provincial Council must be progressively replaced by a new one that encourages more collaborative and cross-disciplinary management. To do this, it is essential to share a good knowledge of the model, a common and homogeneous narrative and to understand each person's role in the new scenario. In this regard, the Etorkezuna Eraikiz model wants to represent an opportunity to provide education on the plural condition of a coalition government that shares areas of responsibility and leadership on different matters between representatives from two different political parties. One of the remaining challenges within the framework of the transformation of the Administration is to ensure that this results in integrated, coherent and coordinated work.

All of these efforts should primarily be aimed at strengthening and diligently engaging in both internal cooperation (between the political and technical staff of the Provincial Council itself) and external cooperation (between the political and technical staff of the Provincial Council and the public).

#### **Architecture**

The Etorkezuna Eraikiz model is rooted in two large areas and a liaison body.

##### 1.- Areas

Etorkezuna Eraikiz is carried out in two large areas:

Gipuzkoa Taldean: This is the area for deliberating and making proposals.

Gipuzkoa Lab: This is the area for experimentation and learning. This is the laboratory for advanced experiments involving the future.

##### 2.- Bodies

Etorkezuna Eraikiz manages and links these two large areas through a body that liaises between the two:

Proiektuen Bulegoa is the listening and decision-making body of Etorkezuna Eraikiz.

#### **Cross-disciplinary Lines**

Three cross-disciplinary lines have been systematically deployed in the Etorkezuna Eraikiz areas (Gipuzkoa Taldean and Gipuzkoa Lab):

- > Research
- > Internationalisation
- > Dissemination

#### **Support Processes**

This requires the development of three processes:

- > Management
- > Socialisation
- > Communication

# CHAPTER 1

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## OPEN AND COLLABORATIVE GOVERNANCE OF GIPUZKOA: Architecture

Open and collaborative governance is fundamentally carried out in Gipuzkoa through the application of the Etorkizuna Eraikiz model.

Under the initiative and encouragement of the government of Gipuzkoa Provincial Council, the Etorkizuna Eraikiz model is the product of a process of reflection and strategic planning carried out by the provincial government itself.

The Etorkizuna Eraikiz model is the first step towards establishing a new system of institutional governance in an organised manner, a new way of “doing politics” in Gipuzkoa that can be stabilised and consolidated as the driving force behind the collective construction of the region of Gipuzkoa.

The Etorkizuna Eraikiz model is supported by a set of components that are designed to work in an articulated and interlinked manner. These are:

1.- **Two large areas** (Gipuzkoa Taldean and Gipuzkoa Lab) in which the network of actors in the region carries out activities of deliberating, proposing and experimenting in a shared and non-hierarchical manner. These activities are focused on the public agenda of Gipuzkoa and, specifically, on tackling the future challenges of the region in order to identify them, analyse them and try to propose solutions that can be implemented through the public policies of Gipuzkoa Provincial Council.

2.- **Three cross-disciplinary lines** (Research, internationalisation and Dissemination) that must be actively present as reference frameworks and shared perspectives of the deliberation and experimentation practices carried out by Gipuzkoa Taldean and Gipuzkoa Lab. They are fundamental to producing the information, knowledge and learning that help to build approaches and concrete solutions to the present and future challenges facing the region.

3.- A **liaison body** (Proiektuen Bulegoa) que which is responsible for ensuring connectivity and the relational rationale between Gipuzkoa Taldean (the area for deliberating and making proposals) and Gipuzkoa Lab (the area for experimenting and learning). A relational rationale based on transforming ideas and proposals articulated at Gipuzkoa Taldean into pilot projects developed at Gipuzkoa Lab.

4.- **Three support processes** (Management, Socialisation and Communication) that need to permanently provide the service and support that ensure that the activities carried out by Gipuzkoa Taldean and Gipuzkoa Lab have support tools (management), frameworks for interacting and sharing with people and groups (socialisation) and a broader scope and dissemination (communication).

The advantage of a design that incorporates these four components (areas, cross-disciplinary lines, a liaison body and support processes) is that, as they are interlinked and combined in practice, they interact and influence each other, integrating all the components necessary for the implementation and institutionalisation of open and collaborative governance in Gipuzkoa.

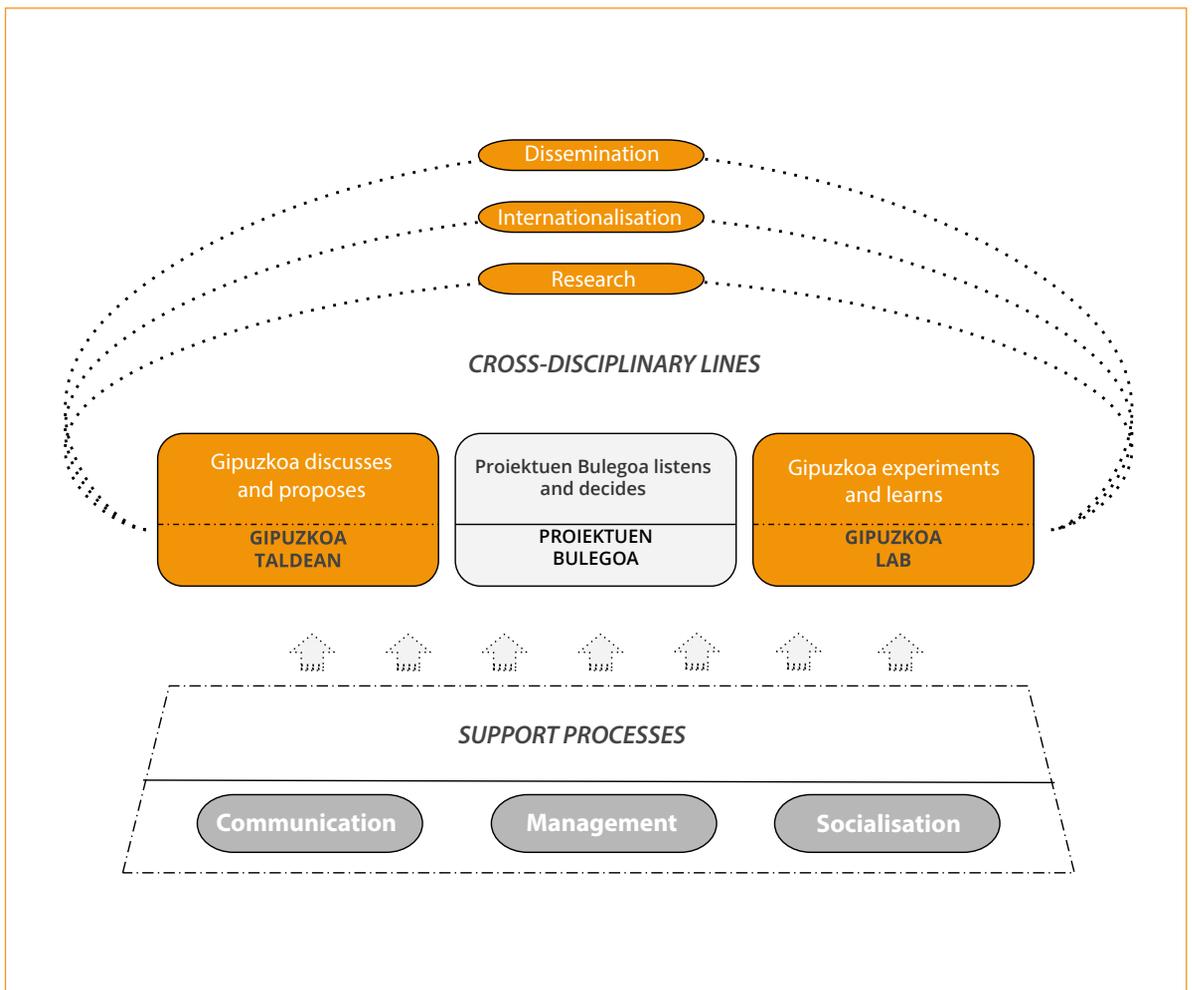
Ensuring the correct implementation of each of these components poses different challenges because each has its own characteristics. However, the fact that each of them has something crucial to contribute to the Etorbizuna Eraikiz model makes it advisable to present and explain them in detail.

To this end, Chapter I is dedicated to explaining the architecture of Etorbizuna Eraikiz in detail and its two components: the areas (Gipuzkoa Taldean and Gipuzkoa Lab) and the liaison body (Proiektuen Bulegoa).

Chapter II deals with the third component: the support processes (management, socialisation and communication).

The significance, meaning and function of the fourth component, the cross-disciplinary lines (research, internationalisation and dissemination), are dealt with in both Chapter I and Chapter II, especially in the reflections on Gipuzkoa Lab (Chapter I) and the management of pilot projects (Chapter II).

**GRAPH I**  
**Components of the Etorbizuna Eraikiz Model**



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## 1.1. THE AREAS: Gipuzkoa Taldean and Gipuzkoa Lab

### GIPUZKOA TALDEAN

#### Structuring

This is the area for making proposals and deliberating, where citizens and the different institutions and social organisations have to take part in order to achieve the best and broadest representation of Gipuzkoan society. It is not only or fundamentally a physical place, but rather a combination of places from which ideas and projects that are considered key for the future of the region are identified and proposed.

To date, three major mechanisms for deliberating and creating ideas have been strengthened and developed: think tanks, citizenship projects and open budgets. In the future, these mechanisms may be complemented by others that contribute to enhancing deliberation and the proposals made.

#### Think-Tank

##### What are they?

These are different reflection groups that meet to exchange ideas and identify and propose initiatives and challenges for the future of Gipuzkoa. In any event, a reflection group (Gipuzkoa Think-Tank) has been set up within the framework of Gipuzkoa Taldean, which is the centrepiece of the think tank activity.

Gipuzkoa Think-Tank carries out its own activity of analysing, deliberating and making proposals, while at the same time providing coherence and integrating the activity of the other reflection groups.

The operating dynamics of all these groups combine face-to-face meetings with other forms of interaction through virtual workspaces.

The preferred areas of reflection to date have been: social welfare, governance, competitiveness and sustainability.

#### How do you decide to set up a think tank?

The proposal to create a think tank can come from the Gipuzkoa Provincial Council itself or from other actors in the region through the Think Tank Proposal Protocol (see Glossary).

The evaluation of the proposal and, if applicable, its approval is the responsibility of Proiektuen Bulegoa, in accordance with the Think Tank Proposal Evaluation Protocol (see Glossary).

The responsibility for setting up, managing and coordinating each think tank lies with the Directorate General for Strategy (see Glossary).

#### How are participants selected?

The selection depends on the type of Think Tank Reflection Group to be set up.

By way of example, we present a list of possible reflection groups that may be set up around the central reflection group, Gipuzkoa Think-Tank:

- > Internal reflection groups (made up of staff from Gipuzkoa Provincial Council itself).
- > Expert reflection groups (people selected according to the proposed field of study).
- > Regional reflection groups (people selected according to the region on which reflection is proposed - municipal, regional, provincial).
- > Professional reflection groups (people selected according to the activity on which reflection is proposed).

#### What are the expected results?

- > Knowledge and lessons learned

Knowledge creation and lessons learned as a result of collaboration, reflection, dialogue and exchange between different actors in the region.

- > Identifying Challenges

Challenges and opportunities that are relevant to the future of Gipuzkoa in the strategic area or areas on which the think tank is reflecting.

#### > Proposals

Ideas or suggestions for projects to tackle the challenges identified, articulated in proposals which, where appropriate, can be developed as pilot projects in Gipuzkoa Lab.

**What tools does Proiektuen Bulegoa use to prepare the proposal, evaluation and release of the results from a think tank?**

#### **Tools**

It basically uses three tools:

- > Think Tank Proposal Protocol.
- > Think Tank Proposal Evaluation Protocol.
- > Think Tank Results Protocol (see Glossary).

## THINK TANK PROPOSAL PROTOCOL

A protocol that gathers together the basic data from the think tank proposal for submission to Proiektuen Bulegoa. Management of this protocol is the responsibility of the Directorate General for Strategy.

| THINK TANK PROPOSAL                 |      |      |      |
|-------------------------------------|------|------|------|
| <b>Identification</b>               |      |      |      |
| Name of the think tank              |      |      |      |
| Proponent                           |      |      |      |
| <b>Description</b>                  |      |      |      |
| Executive overview                  |      |      |      |
| Strategic area of reference         |      |      |      |
| Scope (cross-disciplinary/specific) |      |      |      |
| Challenges                          | Name | Type |      |
|                                     |      |      |      |
| Objectives                          | Name |      |      |
|                                     |      |      |      |
| Milestones                          | Name | Type | Date |
|                                     |      |      |      |
| Estimated life cycle                |      |      |      |
| <b>Participants</b>                 |      |      |      |
| No. of participants                 |      |      |      |
| Profile of participants             |      |      |      |
| GPC departments involved            |      |      |      |
| Recruitment process                 |      |      |      |
| <b>Expected results</b>             |      |      |      |
| Knowledge generation and learning   |      |      |      |
| Ideas for projects                  |      |      |      |
| Proposal for projects               |      |      |      |

## THINK TANK EVALUATION PROTOCOL

A protocol that gathers together the basic data for evaluating a think tank proposal. Management of this protocol is the responsibility of Proiektuen Bulegoa.

| THINK TANK EVALUATION                      |             |           |                |   |            |
|--|-------------|-----------|----------------|---|------------|
| <b>Identification</b>                      |             |           |                |   |            |
| Name of the think tank                     |             |           |                |   |            |
| Proponent                                  |             |           |                |   |            |
| <b>Evaluation of a think tank proposal</b> |             |           |                |   |            |
| Degree of priority of the field            | 1           | 2         | 3              | 4 | 5          |
| Opportunity                                | 1           | 2         | 3              | 4 | 5          |
| Difficulty of the recruitment process      | 1           | 2         | 3              | 4 | 5          |
| Needs to which it responds                 | 1           | 2         | 3              | 4 | 5          |
| Expected results                           | 1           | 2         | 3              | 4 | 5          |
| <b>Comparison of the portfolio</b>         |             |           |                |   |            |
| Think tanks under development in the field | <i>Many</i> |           | <i>Some</i>    |   | <i>Few</i> |
| Think tank for the same life cycle         | <i>Many</i> |           | <i>Some</i>    |   | <i>Few</i> |
| Issue under the competence of GPC          | <i>Yes</i>  | <i>No</i> | <i>In part</i> |   |            |
| Provincial Capacities                      | <i>Yes</i>  | <i>No</i> | <i>In part</i> |   |            |
| <b>Additional Information</b>              |             |           |                |   |            |
| Budget Awarded                             |             |           |                |   |            |
| Person proposed to be in charge            |             |           |                |   |            |
| <b>End Evaluation</b>                      |             |           |                |   |            |
| Think Tank Priority                        | 1           | 2         | 3              | 4 | 5          |
| Estimated Start Date                       |             |           |                |   |            |

## THINK TANK RESULTS PROTOCOL

A protocol that gathers together the results from the think tank. Management of this protocol is the responsibility of the Directorate General for Strategy for its referral to Proiektuen Bulegoa.

| THINK TANK RESULTS                |   |      |      |  |  |
|-----------------------------------|---|------|------|--|--|
| <b>Identificación</b>             |   |      |      |  |  |
| Name of the think tank            |   |      |      |  |  |
| Proponent                         |   |      |      |  |  |
| <b>General indicators</b>         |   |      |      |  |  |
| Products created                  | <table border="1"> <thead> <tr> <th>Name</th> <th>Type</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table> | Name | Type |  |  |
| Name                              | Type  |      |      |  |  |
|                                   |   |      |      |  |  |
| Milestones reached                | <table border="1"> <thead> <tr> <th>Name</th> </tr> </thead> <tbody> <tr> <td></td> </tr> </tbody> </table>                         | Name |      |  |  |
| Name                              |   |      |      |  |  |
|                                   |   |      |      |  |  |
| No. of meetings held              |   |      |      |  |  |
| No. of participants               |   |      |      |  |  |
| Proposals created                 |   |      |      |  |  |
| Effective life cycle              |   |      |      |  |  |
| <b>Evaluations carried out</b>    |   |      |      |  |  |
| Participants                      |   |      |      |  |  |
| <b>Lessons learned</b>            |   |      |      |  |  |
|                                   |   |      |      |  |  |
| <b>Feasibility of proposals</b>   |   |      |      |  |  |
|                                   |   |      |      |  |  |
| <b>Proposal for dissemination</b> |   |      |      |  |  |
|                                   |   |      |      |  |  |

## Citizenship Projects

### What are they?

They are aimed at proposing basic projects and, where appropriate, implementing them. They are related to areas of strategic reflection similar to those raised in the think tank. They are proposed through annual calls promoted by the Directorate General for Strategy, which includes the Citizenship Project Preparation Protocol (see Glossary).

Proposals for projects are usually made through different entities in the region (associations, foundations, companies, universities, NGOs, etc.), which are generally grouped into consortia to develop them.

Projects take approximately one year to complete.

### How are they selected?

The selection of the Citizen Proposals is the responsibility of the Directorate General for Strategy in accordance with the Citizenship Project Evaluation Protocol (see Glossary).

### What are the expected results?

> Instruments

To support the development of pilot projects (see Glossary): artefacts, interactive technologies, etc.

> Documentation and Tracking

In a specific strategic field as a consequence of carrying out projects in real contexts and scenarios.

> Scalability

As a result of practice and accumulated experience, giving continuity to the work done in the citizenship project which, where appropriate, is transformed into a pilot project.

### What tools does the Directorate General for Strategy use to prepare the proposal and to evaluate and release the results of a citizenship project?

#### Tools

Three basic tools:

> Citizenship Project Preparation Protocol.

> Citizenship Project Evaluation Protocol.

> Citizenship Project Results Protocol (see Glossary).

The content of the protocols is explained in the section below.

## CITIZENSHIP PROJECT PREPARATION PROTOCOL

A protocol that gathers together the basic data of a Citizenship Project. Management of this protocol is the responsibility of the Directorate General for Strategy.

| CITIZENSHIP PROTOCOL                              |   |      |      |      |  |  |  |
|---|---|------|------|------|--|--|--|
| <b>Identification</b>                             |   |      |      |      |  |  |  |
| Name of the project                               |   |      |      |      |  |  |  |
| Proponent   |   |      |      |      |  |  |  |
| Call  |   |      |      |      |  |  |  |
| <b>Description</b>                                |   |      |      |      |  |  |  |
| Executive overview                                |   |      |      |      |  |  |  |
| Strategic area of reference                       |   |      |      |      |  |  |  |
| Scope (cross-disciplinary/specific)               |   |      |      |      |  |  |  |
| Challenges  | <table border="1"> <thead> <tr> <th>Name</th> <th>Type</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table>                         | Name | Type |      |  |  |  |
| Name  | Type  |      |      |      |  |  |  |
|   |   |      |      |      |  |  |  |
| Motivation, need and opportunity                  |   |      |      |      |  |  |  |
| Identification of the target group of the project |   |      |      |      |  |  |  |
| Objectives  | <table border="1"> <thead> <tr> <th>Name</th> </tr> </thead> <tbody> <tr> <td></td> </tr> </tbody> </table>   | Name |      |      |  |  |  |
| Name  |   |      |      |      |  |  |  |
|   |   |      |      |      |  |  |  |
| Milestones  | <table border="1"> <thead> <tr> <th>Name</th> <th>Type</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table> | Name | Type | Date |  |  |  |
| Name  | Type  | Date |      |      |  |  |  |
|   |   |      |      |      |  |  |  |
| Participants                                      | <table border="1"> <thead> <tr> <th>Name</th> </tr> </thead> <tbody> <tr> <td></td> </tr> </tbody> </table>   | Name |      |      |  |  |  |
| Name  |   |      |      |      |  |  |  |
|   |   |      |      |      |  |  |  |
| Relationship to other Etorkizuna Eraikiz          |   |      |      |      |  |  |  |
| Estimated life cycle                              |   |      |      |      |  |  |  |
| Estimated budget                                  |   |      |      |      |  |  |  |

## CITIZENSHIP PROJECT EVALUATION PROTOCOL

Record that meets the basic criteria for evaluating a Citizenship Project. Management of this protocol is the responsibility of the Directorate General for Strategy.

| CITIZENSHIP PROJECT EVALUATION           |             |   |               |   |                |
|--|-------------|---|---------------|---|----------------|
| <b>Identification</b>                    |             |   |               |   |                |
| Name of the project                      |             |   |               |   |                |
| Proponent                                |             |   |               |   |                |
| <b>Citizenship Project Evaluation</b>    |             |   |               |   |                |
| Degree of priority of the field          | 1           | 2 | 3             | 4 | 5              |
| Design of the proposal                   | 1           | 2 | 3             | 4 | 5              |
| Fit with Etorikizuna Eraikiz             | 1           | 2 | 3             | 4 | 5              |
| Opportunity                              | 1           | 2 | 3             | 4 | 5              |
| Participants and cooperation proposed    | 1           | 2 | 3             | 4 | 5              |
| Expected impact / results                | 1           | 2 | 3             | 4 | 5              |
| Dissemination plan                       | 1           | 2 | 3             | 4 | 5              |
| Adequacy of the budget                   | 1           | 2 | 3             | 4 | 5              |
| <b>Comparison of the Portfolio</b>       |             |   |               |   |                |
| Proposals under development in the field | <i>Many</i> |   | <i>Some</i>   |   | <i>Few</i>     |
| Need for users/target audience           | <i>High</i> |   | <i>Medium</i> |   | <i>Low</i>     |
| Issue under the competence of GPC        | <i>Yes</i>  |   | <i>No</i>     |   | <i>In part</i> |
| Provincial Capacities                    | <i>Yes</i>  |   | <i>No</i>     |   | <i>In part</i> |
| <b>End Evaluation</b>                    |             |   |               |   |                |
| Priority of the proposal                 | 1           | 2 | 3             | 4 | 5              |
| Estimated start date                     |             |   |               |   |                |
| Budget awarded                           |             |   |               |   |                |

## CITIZENSHIP PROJECT RESULTS PROTOCOL

A protocol that gathers together the results from a Citizenship Project Management of this protocol is the responsibility of the Directorate General for Strategy.

| CITIZENSHIP PROJECT RESULTS                         |   |      |      |  |  |
|---|---|------|------|--|--|
| <b>Identification</b>                               |   |      |      |  |  |
| Name of the project                                 |   |      |      |  |  |
| Proponent   |   |      |      |  |  |
| <b>General indicators</b>                           |   |      |      |  |  |
| Products created                                    | <table border="1"> <thead> <tr> <th>Name</th> <th>Type</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table> | Name | Type |  |  |
| Name  | Type  |      |      |  |  |
|   |   |      |      |  |  |
| Milestones reached                                  | <table border="1"> <thead> <tr> <th>Name</th> <th>Type</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table> | Name | Type |  |  |
| Name  | Type  |      |      |  |  |
|   |   |      |      |  |  |
| Degree of cooperation between actors                | <i>High Medium Low</i>  |      |      |  |  |
| Applicability to public policies                    | <i>High Medium Low</i>  |      |      |  |  |
|   | <i>Description (in the event of High or Medium)</i>   |      |      |  |  |
| Dissemination actions                               | <table border="1"> <thead> <tr> <th>Name</th> </tr> </thead> <tbody> <tr> <td></td> </tr> </tbody> </table>                         | Name |      |  |  |
| Name  |   |      |      |  |  |
|   |   |      |      |  |  |
| Effective life cycle                                |   |      |      |  |  |
| <b>Evaluations carried out</b>                      |   |      |      |  |  |
| Participants  |   |      |      |  |  |
| Users/Target audience                               |   |      |      |  |  |
| Other participants                                  |   |      |      |  |  |
| <b>Lessons learned</b>                              |   |      |      |  |  |
|   |   |      |      |  |  |
| <b>Scalability</b>                                  |   |      |      |  |  |
| <i>High Medium Low</i>                              |   |      |      |  |  |
| <i>Description (in the event of High or Medium)</i> |   |      |      |  |  |

## Open Budgets

### What are they?

These are initiatives for citizens to directly express their concerns, wishes, priorities, recommendations and suggestions for each budget year coinciding with the preparation of the GPC's budgets.

### How are the initiatives developed?

Meetings are organised through the Directorate-General for Citizen Participation to explain the meaning and content of the GPC's budgets in the majority of municipalities in Gipuzkoa.

Public areas are set up at these open days (tents, meetings in different centres, etc.) so that citizens can learn more about the GPC's draft budgets and put forward proposals for possible inclusion in them.

### What are the expected results?

- > Presence and explanation in situ in the majority of Gipuzkoan municipalities of the GPC's annual budget proposals.
- > Receipt of proposals made by citizens.
- > Preparation of and compliance with the protocol for selecting proposals made by citizens.
- > Selection of proposals that can be included or incorporated into budgets and carried out within the budgetary development framework.
- > Preparation of an Annual Report on the Open Budgets initiatives.

> Information to citizens through different channels on the annual results of the Open Budgets initiatives.

### Tools

Three basic tools:

- > Protocol for enabling public areas in the different municipalities to ensure a direct relationship with citizens.
- > Protocol for analysing and selecting proposals made by citizens. (See Glossary)
- > Annual Report on the Open Budgets initiatives. (See Glossary)

### Structuring

It is structured as an area for experimentation and learning, in which partnerships made up of different actors develop pilot projects. The make-up of these partnerships and their practice is inspired by cross-disciplinary lines (research, internationalisation, dissemination) that characterise Etorikizuna Eraikiz.

#### What is it?

It is the active experimentation laboratory of Etorikizuna Eraikiz. It is a laboratory for producing radically new knowledge and seeking solutions to challenges that can nurture and improve the public policies of Gipuzkoa Provincial Council.

The Gipuzkoa Lab experimentation unit is a pilot project. A pilot project is carried out by a specifically constituted cross-disciplinary partnership. The partnership always ensures the cross-disciplinary approach of the model: research, internationalisation, dissemination.

#### How does it come about?

The Pilot Project Proposal Protocol (see Glossary) analysed by Proiektuen Bulegoa is the mechanism for the potential approval and implementation of a pilot project.

In order to carry out a pilot project, a partnership is formed by people who come from at least one of the following:

- > One of the universities in the province of Gipuzkoa which is responsible for the research activity.
- > A person, entity or international network that ensures the comparison task.
- > An organisation (company, consultancy, association, foundation, town council, etc.) in the province of Gipuzkoa which is responsible for the dynamisation function.
- > Technical team of Gipuzkoa Provincial Council.

The management and coordination of any pilot project will be the responsibility of

Gipuzkoa Provincial Council. Depending on the complexity of the project, the collaboration of an external Technical Secretariat may be sought.

#### How is a project and partnership of participants selected?

The selection of the project and partnership of participants is the responsibility of Proiektuen Bulegoa, pursuant to the criteria defined in the Project Proposal Evaluation Protocol (see Glossary).

#### What are the expected results?

##### > Cooperation

One or more of the region's challenges are tackled together, stimulating cooperation and the involvement of different actors in the experimentation work and the search for solutions.

##### > Research

The knowledge obtained during the development phase of each pilot project is drawn up and structured, creating an extremely useful repository for consultation, comparison and dissemination.

##### > Lessons Learned and Internationalisation

Knowledge is shared by making use of the different capacities of the people and entities involved and is linked to international networks and organisations that can provide new knowledge and also make it possible to compare the Gipuzkoan agenda.

##### > Dissemination

Citizens are involved through different activities of transferring both the knowledge created and the proposed solutions.

##### > Contribution to public policies

Models and solutions are proposed that have been previously tested and that can be developed and implemented through public policies. A de facto transformation of public policies takes place, in both their

conceptualisation and formulation and development phases.

> Cross-disciplinary work

The capacity to involve and integrate technical staff from various directorates-general involved in the matter under experimentation.

**What tools does Proiektuen Bulegoa use to prepare the proposal, evaluation and release of the results from a pilot project?**

#### **Tools**

The following tools are used:

> Pilot Project Proposal Protocol.

> Pilot Project Evaluation Protocol.

> Pilot Project Results Protocol (see Glossary).

The content of these protocols is explained in the section below.

## PILOT PROJECT PROPOSAL PROTOCOL

A protocol that gathers together the basic data from the project for submission to Proiektuen Bulegoa. Management of this protocol is the responsibility of the Directorate General for Strategy.

| PILOT PROJECT PROPOSAL   |      |  |      |
|--|------|--|------|
| <b>Identification</b>  |      |  |      |
| Pilot project name   |      |  |      |
| Proponent  |      |  |      |
| <b>Description</b>   |      |  |      |
| Executive overview   |      |  |      |
| Strategic area of reference  |      |  |      |
| Scope (cross-disciplinary/specific)  |      |  |      |
| Challenges   | Name |  | Type |
|  |      |  |      |
| Motivation, need and opportunity   |      |  |      |
| Identification of the target group of the project  |      |  |      |
| Objectives   | Name |  |      |
|  |      |  |      |
| Milestones   | Name |  | Type |
|  |      |  | Date |
| Estimated life cycle   |      |  |      |
| Estimated budget   |      |  |      |
| <b>Partnership</b>   |      |  |      |
| Identification of partnership: <ul style="list-style-type: none"> <li>• University</li> <li>• International comparison actor or network</li> <li>• Organisation (company, NGO...)</li> <li>• GPC technical team</li> </ul> | Name |  | Type |
|  |      |  |      |
| GPC departments involved   |      |  |      |
| <b>Expected results</b>  |      |  |      |
| Projection of expected impact (short/medium/long term)   |      |  |      |
| Expected results (output/process/proposal for action)  |      |  |      |

## PILOT PROJECT EVALUATION PROTOCOL

A protocol that gathers together the basic criteria for evaluating the proposal for a pilot project. Management of this protocol is the responsibility of Proiektuen Bulegoa.

| EVALUATION OF PILOT PROJECT                     |             |           |                |            |   |
|---|-------------|-----------|----------------|------------|---|
| <b>Identification</b>                           |             |           |                |            |   |
| Pilot project name                              |             |           |                |            |   |
| Proponent                                       |             |           |                |            |   |
| <b>Evaluation of the Pilot Project Proposal</b> |             |           |                |            |   |
| Degree of priority of the field                 | 1           | 2         | 3              | 4          | 5 |
| Design of the project                           | 1           | 2         | 3              | 4          | 5 |
| Opportunity                                     | 1           | 2         | 3              | 4          | 5 |
| Partnership                                     | 1           | 2         | 3              | 4          | 5 |
| Expected impact                                 | 1           | 2         | 3              | 4          | 5 |
| <b>Comparison of the portfolio</b>              |             |           |                |            |   |
| Projects under development in the field         | <i>Many</i> |           | <i>Some</i>    | <i>Few</i> |   |
| Projects for the same life cycle                | <i>Many</i> |           | <i>Some</i>    | <i>Few</i> |   |
| Need for users/target audience                  | <i>High</i> |           | <i>Medium</i>  | <i>Low</i> |   |
| Issue under the competence of GPC               | <i>Yes</i>  | <i>No</i> | <i>In part</i> |            |   |
| Provincial Capacities                           | <i>Yes</i>  | <i>No</i> | <i>In part</i> |            |   |
| <b>Additional Information</b>                   |             |           |                |            |   |
| Budget awarded                                  |             |           |                |            |   |
| Person proposed as Project Manager              |             |           |                |            |   |
| <b>End Evaluation</b>                           |             |           |                |            |   |
| Priority of the project                         | 1           | 2         | 3              | 4          | 5 |
| Estimated Start Date                            |             |           |                |            |   |

## PILOT PROJECT RESULTS PROTOCOL

A protocol that gathers together the results from the project. Management of this protocol is the responsibility of the Directorate General for Strategy for its referral to Proiektuen Bulegoa.

| PILOT PROJECT RESULTS            |  |        |      |        |      |  |  |  |
|----------------------------------|--|--------|------|--------|------|--|--|--|
| <b>Identification</b>            |  |        |      |        |      |  |  |  |
| Pilot project name               |  |        |      |        |      |  |  |  |
| Proponent                        |  |        |      |        |      |  |  |  |
| <b>General indicators</b>        |  |        |      |        |      |  |  |  |
| Products created                 | <table border="1"> <thead> <tr> <th>Name</th> <th>Type</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table>                          |        | Name | Type   |      |  |  |  |
|                                  | Name   | Type   |      |        |      |  |  |  |
|                                  |  |        |      |        |      |  |  |  |
| Milestones reached               | <table border="1"> <thead> <tr> <th>Name</th> <th>Type</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>  |        | Name | Type   | Date |  |  |  |
|                                  | Name   | Type   | Date |        |      |  |  |  |
|                                  |  |        |      |        |      |  |  |  |
| Applicability to public policies | <table border="1"> <thead> <tr> <th>High</th> <th>Medium</th> <th>Low</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table> |        | High | Medium | Low  |  |  |  |
|                                  | High   | Medium | Low  |        |      |  |  |  |
|                                  |  |        |      |        |      |  |  |  |
|                                  | <i>Description (in the event of High or Medium)</i>  |        |      |        |      |  |  |  |
| Effective life cycle             |  |        |      |        |      |  |  |  |
| <b>Evaluations carried out</b>   |  |        |      |        |      |  |  |  |
| Partnership                      |  |        |      |        |      |  |  |  |
| Users/Target audience            |  |        |      |        |      |  |  |  |
| Other participants               |  |        |      |        |      |  |  |  |
| <b>Lessons learned</b>           |  |        |      |        |      |  |  |  |
|                                  |  |        |      |        |      |  |  |  |

---

## 1.2. THE LIAISON BODY: Proiektuen Bulegoa

### PROIEKTUEN BULEGOA

#### Structuring

This is the body that is responsible for ensuring connectivity and the relational rationale between Gipuzkoa Taldean (the area for deliberating and making proposals) and Gipuzkoa Lab (the area for experimenting and learning).

#### What is it?

It is responsible for listening and making decisions in its work as a liaison between Gipuzkoa Taldean and Gipuzkoa Lab.

It is the body that analyses proposals for pilot projects through the Proposal Evaluation Protocol (see Glossary) and decides, where appropriate, whether to approve and implement them.

#### What is the composition of Proiektuen Bulegoa?

Proiektuen Bulegoa is made up of a stable core group of people who are appointed at the proposal of the President of Gipuzkoa Provincial Council.

The people who make up Proiektuen Bulegoa are:

- > The Director General of Strategy who acts as chairman of the body.
- > The Adviser to the Representative for the Department of Strategic Projects (see Glossary).
- > The Technical Staff integrated into the Directorate General for Strategy.
- > Three members of the Interdepartmental Committee (see Glossary) of Gipuzkoa Provincial Council.
- > Two people from any of the universities in the province of Gipuzkoa.
- > Four people from organisations (company, consultancy, association, foundation, town council, etc.) that are part of the consortia

involved in the pilot projects.

- > One person, not from Gipuzkoa Provincial Council, who will be in charge of the Technical Secretariat of Proiektuen Bulegoa.

Starting from this stable structure, Proiektuen Bulegoa may occasionally incorporate people who are involved in the activities of Gipuzkoa Taldean or Gipuzkoa Lab, depending on the subjects to be dealt with.

#### What are the functions of Proiektuen Bulegoa?

- > To ensure connectivity between Gipuzkoa Taldean and Gipuzkoa Lab.
- > To monitor the activities carried out by Gipuzkoa Taldean and Gipuzkoa Lab.
- > To evaluate the proposals and approve the implementations by the think tanks, where appropriate.
- > To analyse and prioritise the proposals, opportunities, ideas and lines of work proposed by Gipuzkoa Taldean.
- > To evaluate the proposals and approve the launch of pilot projects, where appropriate.
- > To prepare an Annual Report on the activities of Etorbizuna Eraikiz.
- > To implement and prepare a Biannual Evaluation Report on Etorbizuna Eraikiz.

In order to carry out all these functions, Proiektuen Bulegoa will meet on a quarterly basis, ensuring in any event that four meetings will be held per year.

### What are the expected results?

#### > Connectivity

Proiektuen Bulegoa has to ensure connectivity between Gipuzkoa Taldean and Gipuzkoa Lab and thus that Etorkizuna Eraikiz operates in a stable manner.

#### > Deployment

Proiektuen Bulegoa has to define the Etorkizuna Eraikiz strategy by prioritising pilot projects and establishing time horizons.

#### > Monitoring

Proiektuen Bulegoa has to monitor how Gipuzkoa Taldean and Gipuzkoa Lab operate.

#### > Evaluation

Proiektuen Bulegoa has to select the process and impact indicators and ensure the evaluation of the model.

#### > Governance

By ensuring the connectivity and regulation of the model (deployment, monitoring, evaluation), Proiektuen Bulegoa creates the conditions for quality, open and collaborative governance.

### What tools does Proiektuen Bulegoa use to carry out its functions?

#### Tools

It regularly uses two tools:

> The Portfolio: It is made up of all the Gipuzkoa Taldean and Gipuzkoa Lab protocols. It contains relevant information on the activities of Gipuzkoa Taldean and Gipuzkoa Lab.

> The Monitor: It provides an overview of all the variables contained in the Portfolio. It includes essential information on listening and decision-making.

The content of these two tools is explained in the section below.

## PORTFOLIO

It contains all of the Gipuzkoa Taldean and Gipuzkoa Lab protocols.

It provides relevant information on the activities of Gipuzkoa Taldean and Gipuzkoa Lab.



## MONITOR

### (Simulation)

| INDICATORS   | ACTIVITIES OF GIPUZKOA TALDEAN/GIPUZKOA LAB |      |      |      |      |      |      |
|--|---|------|------|------|------|------|------|
| Area where activities are carried out                                      | GT  | GT   | GT   | GL   | GL   | GL   | GL   |
| Type of activity (THTK/PROJ)   | THTK  | PROJ | THTK | PROJ | PROJ | PROJ | PROJ |
| PHASE (Idea / Potential Project / Project in Progress / Completed Project) | I   | I    | PP   | PIP  | PIP  | PP   | PP   |
| Proponent (ADMINISTRATION / COMPANY / ORGANISATION / PRIVATE ENTITY)       | AD  | CO   | AD   | CO   | PE   | PE   | CO   |
| Strategic area   | SA1   | SA2  | SA1  | SA4  | SA2  | SA3  | SA1  |
| Challenges / needs to which it responds                                    | CSA2  | CSA4 | CSA1 | CSA1 | CSA3 | CSA2 | CSA1 |
| Projects under development in the same field                               | 3   | 4    | 1    | 5    | 6    | 0    | 2    |
| Degree of priority of the field (from 1 to 5)                              | 1   | 2    | 5    | 4    | 3    | 2    | 3    |
| Priority evaluated by PKB (from 1 to 5)                                    | 2   | 1    | 3    | 2    | 3    | 3    | 4    |
| Need for Users/Target Audiences (High/Medium/Low)                          | H   | H    | M    | L    | H    | M    | H    |
| Estimated life cycle   | 1   | 3    | 2    | 3    | 2    | 1    | 1    |
| GPC departments involved   | 2   | 3    | 0    | 1    | 2    | 1    | 0    |
| Projection of expected impact  | s/t   | m/t  | l/t  | l/t  | s/t  | l/t  | m/t  |
| Expected results   | m/t   | l/t  | l/t  | l/t  | l/t  | m/t  | m/t  |
| Opportunity (from 1 to 5)  | 2   | 3    | 1    | 4    | 1    | 2    | 3    |
| Issue under the competence of GPC (Yes / No / In part)                     | Y   | Y    | Y    | N    | N    | N    | IP   |
| Capacities of the Province (Yes / No / In part)                            | N   | N    | Y    | IP   | IP   | N    | N    |
| Applicability to Public Policies (High / Medium / Low)                     | H   | M    | L    | H    | L    | M    | H    |
| International activities carried out                                       | 0   | 0    | 1    | 1    | 2    | 0    | 0    |

## MONITOR (strategic fields)

### (Simulation)

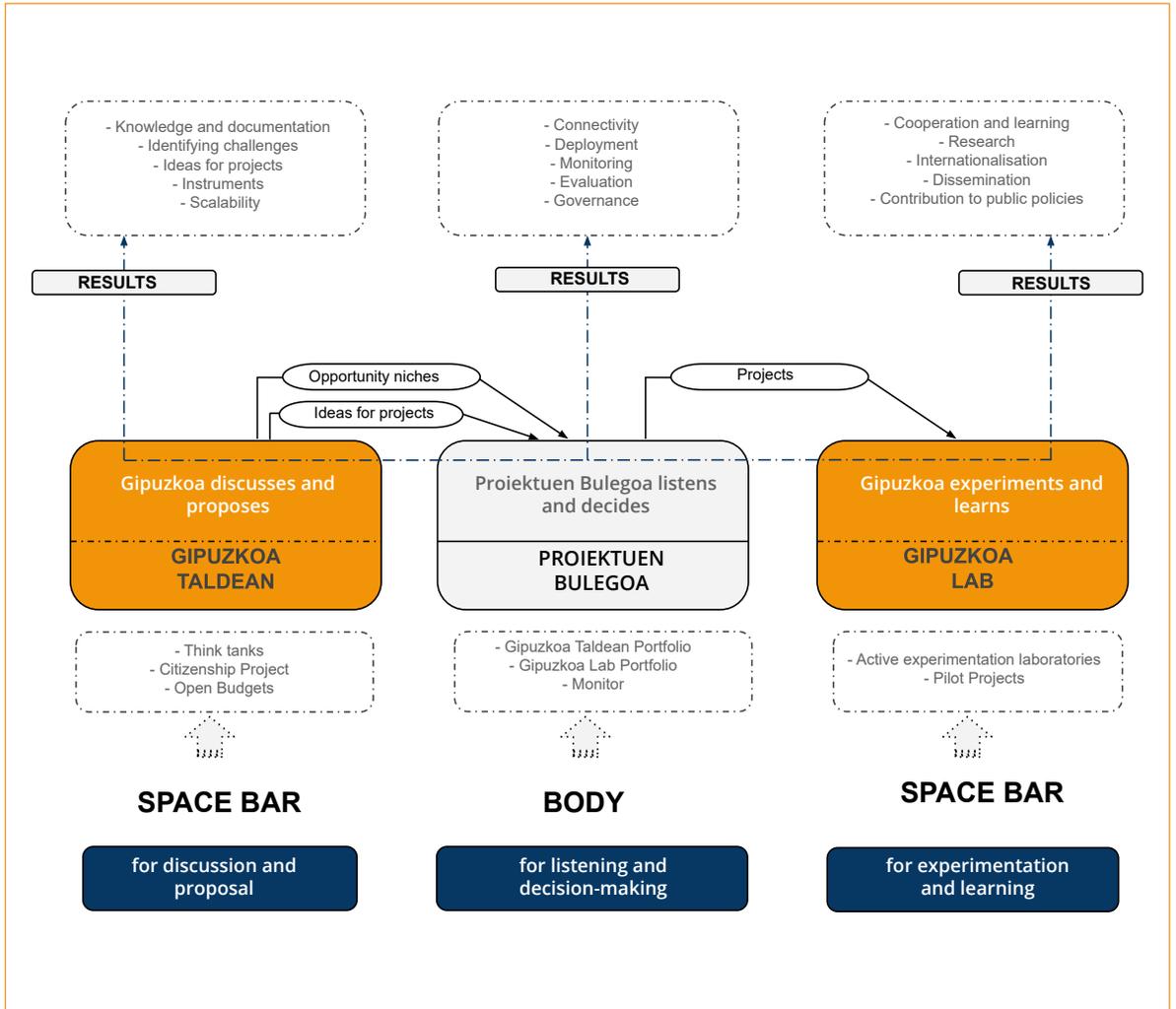
| GIPUZKOA LAB BY STRATEGIC AREAS | SA1 | SA2 | SA3 | SA4 |
|---------------------------------|-----|-----|-----|-----|
| Ideas for projects              | 6   | 3   | 5   | 7   |
| Potential projects              | 2   | 0   | 1   | 3   |
| Projects in progress            | 1   | 1   | 2   | 3   |
| Completed projects              | 1   | 1   | 0   | 2   |

| GIPUZKOA TALDEAN BY STRATEGIC AREAS | SA1 | SA2 | SA3 | SA4 |
|-------------------------------------|-----|-----|-----|-----|
| <b>PROPONENTS</b>                   |     |     |     |     |
| Administration                      | 2   | 0   | 0   | 0   |
| Society                             | 7   | 3   | 4   | 2   |
| Social Organisation                 | 8   | 9   | 7   | 5   |
| Private Entity                      | 2   | 1   | 5   | 3   |
| <b>TYPE</b>                         |     |     |     |     |
| Think tanks                         | 3   | 1   | 6   | 0   |
| Project                             | 1   | 3   | 2   | 9   |

| PARTICIPATION BY STRATEGIC AREAS                                    | SA1 | SA2 | SA3 | SA4 |
|---|-----|-----|-----|-----|
| No. of universities   | 4   | 1   | 2   | 3   |
| No. of participants in Gipuzkoa Taldean and Gipuzkoa Lab activities | 50  | 200 | 35  | 80  |
| No. of external actors  | 2   | 1   | 5   | 2   |
| No. of international actors   | 2   | 3   | 2   | 8   |
| Departments involved  | 3   | 2   | 1   | 4   |

## GRAPH II

### Areas and Liaison Body of Etorbizuna Eraikiz Dynamics



# CHAPTER 2

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## THE ETORKIZUNA ERAIKIZ SUPPORT PROCESSES

The Etorkizuna Eraikiz model takes shape and makes sense through its practical activities. The Etorkizuna Eraikiz support processes are relatively stable tasks and actions that accompany the implementation of its practices. These support processes are necessary and indispensable for the model to work properly. These are regular and specialist actions using different tools.

Therefore, a support process is a set of related, structured tasks and actions that meet the objective of supporting the practical activities carried out by Gipuzkoa Taldean and Gipuzkoa Lab. A set of tools is available to carry out these tasks and actions, the content of which is specifically designed with the proposed purpose in mind.

The three support processes that accompany Etorkizuna Eraikiz's practical activity are: management, socialisation and communication.

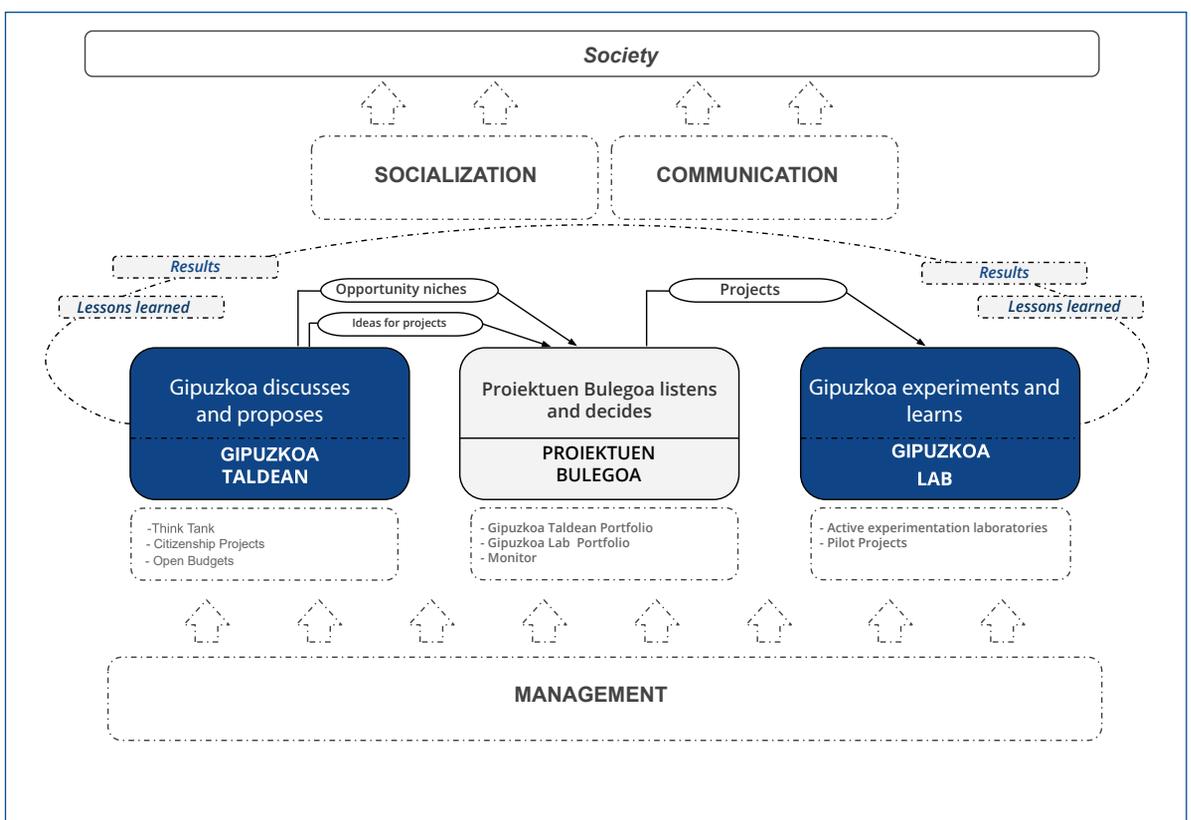
Although these are three different processes, they are fully interrelated and coordinated.

The Management Process deals with facilitating, monitoring and evaluating Gipuzkoa Taldean and Gipuzkoa Lab, the areas in which Etorkizuna Eraikiz is implemented, paying special attention to developing pilot projects.

The Socialisation Process specifically alludes to the tasks of knowledge transfer and dissemination, in order to share the initiatives, experiences and learning produced by Etorkizuna Eraikiz.

The Communication Process promotes the large-scale dissemination of Etorkizuna Eraikiz's activities through different telematic and face-to-face channels.

**GRAPH III**  
**Etorkizuna Eraikiz Support Processes**  
**Dynamics**



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## 2.1. MANAGEMENT

### Who is responsible for the management of Etorkezuna Eraikiz?

The Etorkezuna Eraikiz Management Process is the responsibility of Proiektuen Bulegoa, the body of Etorkezuna Eraikiz that deals with connectivity and monitoring the activities carried out by Gipuzkoa Taldean and Gipuzkoa Lab.

To this end, it has the support of the Directorate General for Strategy, a body of Gipuzkoa Provincial Council which is responsible for technical and administrative assistance, advice and collaboration in the activities carried out by Gipuzkoa Taldean and Gipuzkoa Lab.

The management tasks that are carried out in the areas in which Etorkezuna Eraikizuna is deployed (Gipuzkoa Taldean and Gipuzkoa Lab) are not intended to interfere with carrying out the activities but to facilitate them; they do not try to control them but to provide them with the assistance they require; they do not try to influence how they are carried out but rather to contribute to monitoring them.

### What are the management tasks?

Facilitation, assistance and monitoring are the basic tasks of the Eraikizuna Etorkezuna Management Process that are carried out by Gipuzkoa Taldean and Gipuzkoa Lab.

The Gipuzkoa Taldean management tasks are carried out through the Management Portfolio (Proposal, Evaluation and Results Protocols), which facilitates the monitoring of think-tanks, citizenship projects and open budget protocols, which are the three mechanisms for deliberating and proposing ideas.

The Gipuzkoa Lab management tasks are also carried out through the Management Portfolio (Proposal, Assessment and Results Protocols) which, in this case, facilitate the monitoring of the pilot projects, which are the mechanism for experimenting with and producing results that can be applied to public policies.

The tools of the Management Portfolio (the Protocols) are the "assets of the portfolio" (see Glossary), which are essential for permanently having an overview of the activities carried out by Gipuzkoa Taldean and Gipuzkoa Lab.

In any event, given the importance of pilot projects in the Etorkezuna Eraikiz model, the section below explains their characterisation and structuring in detail.

### PILOT PROJECTS: CHARACTERISATION AND STRUCTURING

#### When are they put into operation?

A pilot project is set in motion at the proposal of Proiektuen Bulegoa, which is the body responsible for transforming ideas and proposals articulated by Gipuzkoa Taldean into pilot projects developed by Gipuzkoa Lab.

#### Why are they set in motion?

If the activity carried out by Gipuzkoa Taldean focuses mainly on the "what", Gipuzkoa Lab focuses on the "how". For this reason, Proiektuen Bulegoa supports a pilot project when an activity is proposed that is designed to create applicable models and solutions that have an impact on the public policies of Gipuzkoa Provincial Council.

Proiektuen Bulegoa uses the Monitor, which is the tool that provides basic, relevant information for listening and decision-making, when taking the decision to set up a pilot project.

#### What are pilot projects?

A pilot project is an initiative that:

- > Is in line with one or more of Etorkezuna Eraikiz's strategic areas.
- > Is aimed at responding to one or more challenges.
- > Is developed by a cross-disciplinary partnership made up of different actors from inside the region, and others from outside the region who carry out the comparison function.
- > Is geared to practical experimentation as a transformation mechanism.
- > Practical experimentation has a triangular approach as it is based on three cross-disciplinary lines: research, internationalisation and dissemination.

This triangular approach creates knowledge and learning and needs to be translated into actionable results.

The results are proposals that are geared towards implementation in public policies.

### **Who is responsible for developing pilot projects?**

A pilot project is developed by a partnership in which four types of actors must always be represented, made up as follows:

- > A university, which is responsible for the research task to provide the necessary knowledge to, firstly, guide experimentation and, secondly, systematise the results obtained from such experimentation.
- > An international actor or network, whose role is to ensure that comparisons are made with experiences in other places where similar problems have been tackled and solutions have been adopted that are benchmarks for improving knowledge, learning, and public policies.
- > One or several organisations in the network of actors in the region, who are responsible for revitalising the active experimentation process, by promoting participation channels and collaborating in the dissemination task.
- > Gipuzkoa Provincial Council, which plays the role of Project Manager by means of one or more people, as well as being involved in the experimentation process, providing management and resources and guiding socialisation and communication actions.

### **What are the specific objectives of pilot projects?**

- > To ensure the involvement of different actors and approaches in the design of proposals for action.
- > To facilitate collaborative work based on equality and from symmetrical positions in an open area with no hierarchy.
- > To ensure that the results formulated as proposals for action produce information, knowledge, learning and public value.
- > To promote active experimentation as a systematic, stable procedure for contributing to the design and implementation of public policies.
- > To promote the adoption of changes in

the operating and functional culture of Gipuzkoa Provincial Council.

- > To seek to spread a collaborative culture among actors in the region.

### **What is the life cycle of a pilot project?**

The life cycle of a pilot project varies depending on its complexity and the number and variety of its goals.

In any event, the minimum life cycle of an pilot project is one year and the maximum is three.

### **How is a pilot project structured?**

A pilot project is made up of five phases:

#### Phase 1 - Strategic Planning

Basic tasks:

- Forming the partnership.
- Identification of the target audience(s).
- Design of the research.
- Design of the experimentation.
- Design of the internationalisation strategy.
- Time planning.

#### Phase 2 - Deployment

- Implementation of the research and experimentation designs.
- Development of the internationalisation strategy.

#### Phase 3 - Prototyping

- Selection and classification of the knowledge assets created in the experimentation process.
- Formulation of knowledge assets into products or proposals that are geared towards implementation in public policies.

#### Phase 4 - Results

- Structuring of the results.
- Organisation of the knowledge repository.
- Description and organisation of learning.
- Summary of evaluation actions.
- Preparation of the report on the overall results.

Phase 5 - Dissemination

Socialisation and communication activities.

The planning and activities to be carried out in the first four phases of the project are the responsibility of the partnership set up for this purpose under the coordination of the Project Manager.

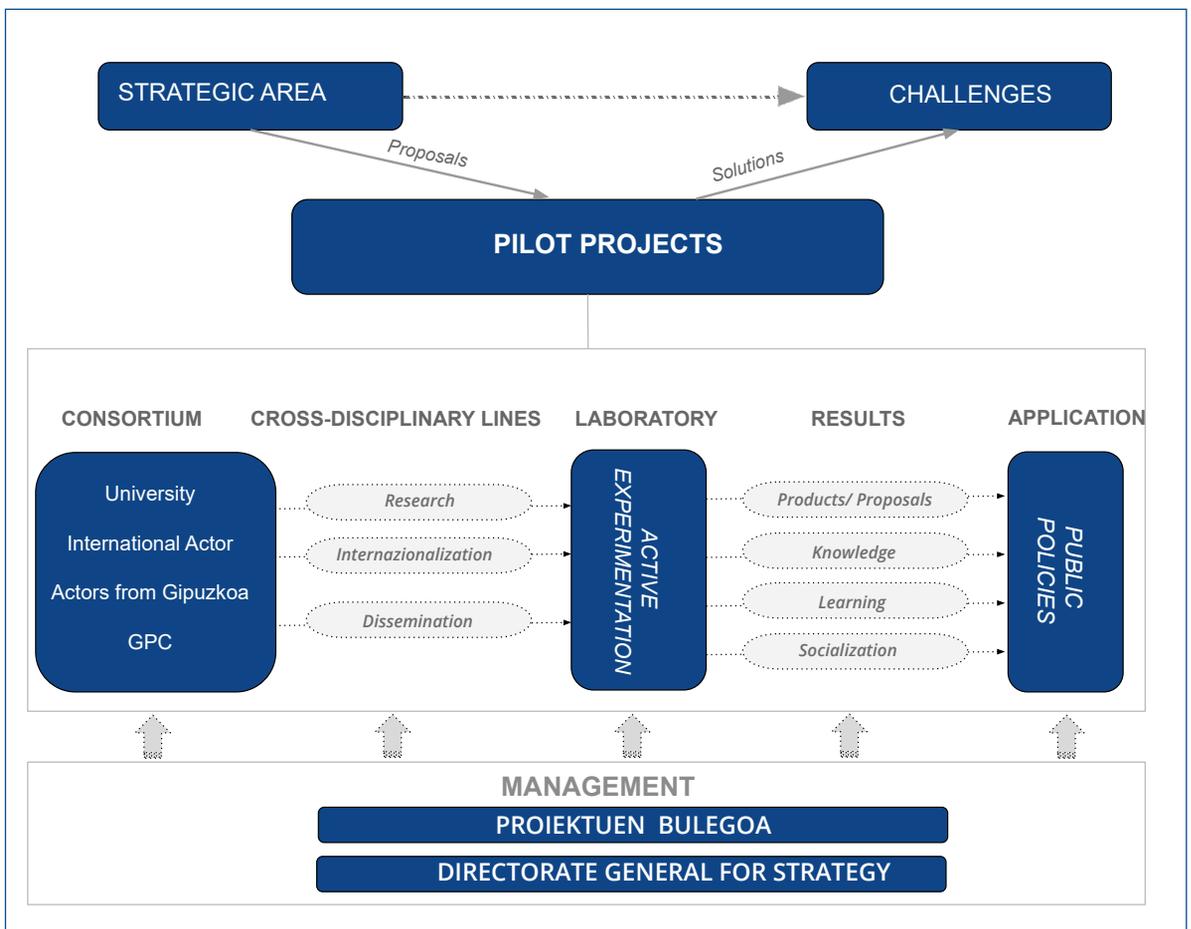
The initiative to propose the socialisation and communication activities to be carried out in phase 5 is the responsibility of the Directorate General for Strategy, so that they can compare it with the partnership.

Both the Directorate General for Strategy and the members of the partnership are involved in implementing the socialisation and communication activities.

**Who is responsible for supervising and monitoring a project?**

The supervision and monitoring of a pilot project is carried out by Proiektuen Bulegoa with the support of the Directorate General for Strategy.

**GRAPH IV**  
Pilot Projects  
Dynamics



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## 2.2. SOCIALISATION

### Who is responsible for the socialisation of Etorbizuna Eraikiz?

The management and implementation of the socialisation process of Etorbizuna Eraikiz is the responsibility of the Directorate General for Strategy and its supervision is the responsibility of Zuzendaritza Batzordea, a body of Gipuzkoa Provincial Council whose functions include promoting, managing and monitoring the socialisation and communication activities of Etorbizuna Eraikiz.

The Etorbizuna Eraikiz socialisation process is fundamentally fuelled by the results and learning created by Gipuzkoa Taldean and Gipuzkoa Lab.

### Who are the target audience of the Etorbizuna Eraikiz socialisation process?

The Etorbizuna Eraikiz socialisation process involves three fields of action and three different target groups:

- > External socialisation aimed at the whole of society in Gipuzkoa and especially its network of actors.
- > Internal socialisation aimed at the political and technical staff of Gipuzkoa Provincial Council.
- > Academic and specialised socialisation: the main target groups are universities, governments of public institutions, specialist public agencies and international public policy and governance networks.

### What are the specific objectives of the socialisation process?

The objectives of the internal and external socialisation processes are presented together because they are similar, although there are some differences depending on the target audience. Essentially, there are three objectives:

- > The appropriation of the open and collaborative governance model for Gipuzkoa.

In order to achieve this objective, it is necessary, on the one hand, for people and the network of actors in the region to know and understand the model and identify with it (external socialisation) and, on the other, for the political

and technical staff of Gipuzkoa Provincial Council to know and understand the model, to identify with it and not perceive it as a threat to their ordinary activity (internal socialisation).

- > Collaboration in carrying out the activities of Etorbizuna Eraikiz.

In order to achieve this objective, it is essential, on the one hand, for people and the network of actors in the region to actively take part in the activities carried out by Gipuzkoa Taldean and Gipuzkoa Lab and, on the other, for the political and technical staff of Gipuzkoa Provincial Council to be willing to actively take part in the activities carried out by Gipuzkoa Taldean and Gipuzkoa Lab, understand what their role is and how they should play it.

- > Dissemination and comparison of the activities of Gipuzkoa Taldean and Gipuzkoa Lab.

In order to achieve this objective, it is essential to consult the Results Protocols included in the Etorbizuna Eraikiz Portfolio, which take the knowledge and learning created into account. On the one hand, it is a question of sharing this information with people and the network of actors in the region and, on the other, of also doing so with the political and technical staff of Gipuzkoa Provincial Council, particularly ensuring that the Interdepartmental Committee functions correctly.

### What are the support tools for developing the socialisation process?

There are basically three support tools:

- > The Annual External Socialisation Plan

It is drawn up by the Directorate General for Strategy and must include the actions to be carried out, the methodology designed and the materials to be used to share the Etorbizuna Eraikiz model with the people and network of actors in the region.

- > The Annual Internal Socialisation Plan

It is drawn up by the Directorate General for Strategy and must include the actions to be carried out, the methodology designed and the materials to be used to share the Etorbizuna Eraikiz model with the political and technical staff of Gipuzkoa Provincial Council.

### > The Annual Academic and Specialised Socialisation Plan

It is prepared by Zuzendaritza Batzordea with advice from the university.

In addition to the specific objectives of the socialisation process, the objectives of the academic and specialised socialisation are to disseminate and share the Etorbizuna Eraikiz model essentially in four areas: universities, the governments of public institutions, specialist public agencies and international public policy and governance networks.

The generic materials used are: scientific articles in specialist journals, chapters in books, books, presentations and communications at specialist congresses; lectures, scientific projects, master classes, digital and face-to-face presentations, etc.

The activities that are carried out on a regular basis are: sending scientific articles to specialist journals, taking part in congresses and academic conferences, presenting research projects in international competitive calls, organising and taking part in seminars and summer courses, taking part in international networks, taking part in master's courses related to public policies and governance, and visits to and presentations at specialist centres.

Academic and specialised socialisation contributes to formulating the Etorbizuna Eraikiz model and to generating a specialist knowledge repository on open and collaborative governance. It also contributes to producing exchanges and alliances with other specialist actors, to disseminating the Etorbizuna Eraikiz model internationally and to participating in international public policy and governance networks.

### **What content is shared in external and internal socialisation activities?**

The aim of the content is to facilitate the dynamics of socialisation which are focused on the three specific set objectives. Each objective has content that can obviously be supplemented by other auxiliary content. The three basic content types are:

### > The Etorbizuna Eraikiz narrative

This is the narrative way of explaining the Etorbizuna Eraikiz model, the changes it proposes, the difficulties it faces and the strategy for dealing with them. Narrative is a particularly effective way of sharing meaning and discussing the vision of what you want to achieve.

Working on the narrative is possibly the best option for facilitating the appropriation of Gipuzkoa's open and collaborative governance model, the first objective of the socialisation process.

### > The Etorbizuna Eraikiz guide

This should contain an exhaustive presentation on and explanation about the Eraikizuna model. Working with the guide is an effective way for the people, the network of actors in the region and the political and technical staff of Gipuzkoa Provincial Council to understand their role and task in relation to the Gipuzkoa Taldean and Gipuzkoa Lab areas. Collaboration is the second objective of the socialisation plan.

### > Etorbizuna Eraikiz Management Portfolio

This contains the assets of the activities carried out by Gipuzkoa Taldean and Gipuzkoa Lab and, therefore, the up-to-date information on the status of these activities. Sharing the portfolio is an effective way of approaching the dissemination and comparing the ongoing activities in Gipuzkoa Taldean and Gipuzkoa Lab, the third objective of the socialisation plan.

### **What types of activities do the external and internal socialisation activities include?**

The basic activities that the Annual Socialisation Plans include are:

### > Training

This is aimed at explaining, analysing and sharing the Etorbizuna Eraikiz guide and narrative. Training activities should be aimed at both the political and technical staff of Gipuzkoa Provincial Council (internal socialisation) and the people and network of actors in the region (external socialisation).

Stable working groups need to be set up to carry out these training activities and will meet during the period of time determined by the Annual Socialisation Plans.

Depending on their composition, the working groups will be of four types:

- Groups made up of actors in the region.
- Groups made up of people from the region.
- Groups made up of political staff from Gipuzkoa Provincial Council.
- Groups made up of technical staff from Gipuzkoa Provincial Council.

The specific planning (composition, duration, timetable, dynamics, etc.) of these training activities is the responsibility of the Directorate General for Strategy, as part of the implementation of the Annual Socialisation Plan.

#### > Workshops

Their aim is to make known and share the assets of the Etorkezuna Eraikiz Management Portfolio (Gipuzkoa Taldean and Gipuzkoa Lab). Workshops have different aims (presenting a project, the results from a think tank, a citizenship project, the results of open budgets, etc.), depending on the evolution of the Portfolio itself.

Workshops may be aimed at internal staff (internal socialisation) or external staff (external socialisation), or a mixture of both. Occasional working groups will be constituted to carry out the workshops.

The specific planning (participants, timetable, dynamics, etc.) of these workshops is the responsibility of the Directorate General for Strategy, as part of the implementation of the Annual Socialisation Plan.

#### > Other activities

These are different formats (lectures, discussions, presentations, etc.) especially aimed at non-organised citizens.

The aim of these formats is to transfer knowledge and learning and to facilitate dialogue and reflection on various topics included in the public agenda of Etorkezuna Eraikiz, which by their nature and content arouse public interest.

These activities are discontinuous and their specific planning (participants, timetable, dynamics, etc.) is the responsibility of the Directorate General for Strategy, as part of the implementation of the Annual Socialisation Plan.

### **Where do ordinary external and internal socialisation activities take place?**

In order to carry out ordinary socialisation process activities, there is a physical area (Etorkezuna Eraikiz Gunea) in which both internal and external socialisation activities can be carried out, and a structure (inter-departmental committee) whose tasks include facilitating the internal socialisation process.

#### > Etorkezuna Eraikiz Gunea

This is a laboratory located on the ground floor of the Gipuzkoa Provincial Council building, which has a surface area of around 200 square metres and is divided into three areas: a meeting room, a graphic and visual exhibition area of the Etorkezuna Eraikiz model and a multi-purpose room with a capacity for around sixty people that has all the equipment needed to carry out the various activities (meetings, workshops, presentations, lectures).

The laboratory has wall panels, video walls, tablets and brochures with information about Etorkezuna Eraikiz. It is a laboratory designed to accommodate many of the activities that are carried out by Etorkezuna Eraikiz, including those related to the socialisation process.

It is a stable laboratory open to citizens in which a good number of the proposals and activities contained in the external and internal socialisation plans are deployed.

The criteria for managing Gunea are the responsibility of the management committee and the coordination, supervision and management fall to the Office of Corporate Identity and Institutional Relations.

#### > Inter-departmental Committee

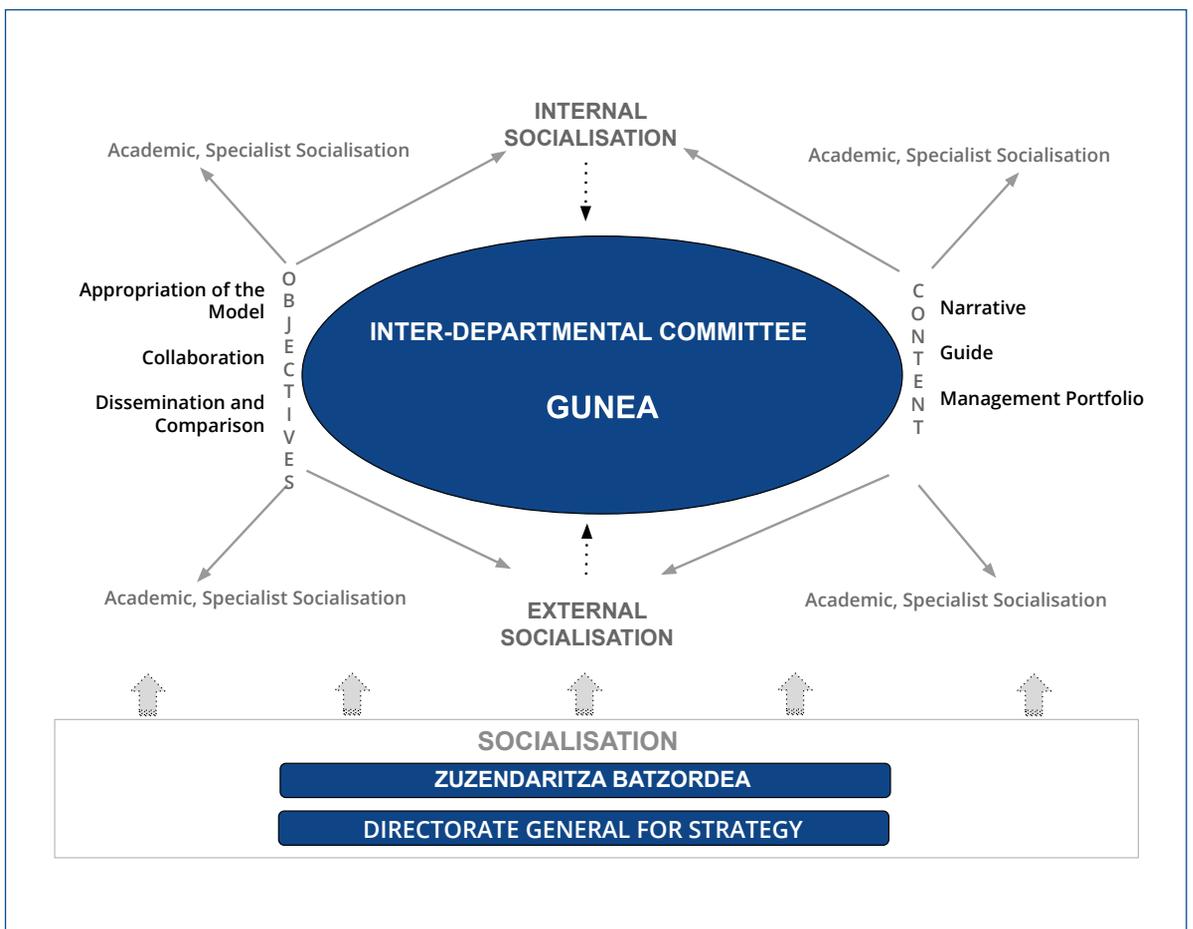
It is a committee whose main mission is to monitor public policies, promoting coordination and cooperation and the integration of cross-cutting policies. It is understood as a body in which information is distributed and shared

among political and technical personnel.

Starting from its main mission, the inter-departmental committee can also facilitate the fit, dissemination and appropriation of the Etorkezuna Eraikiz model within the departments of Gipuzkoa Provincial Council.

It is a stable and fundamental structure for transforming the organisational culture of Gipuzkoa Provincial Council and also for familiarising the technical and political staff with the Etorkezuna Eraikiz model.

**GRAPH V**  
**Socialisation of Etorkezuna Eraikiz**  
**Dynamics**



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## 2.3. COMMUNICATION

### Who is responsible for the communication of Etorkizuna Eraikiz?

The management and implementation of the communication process of Etorkizuna Eraikiz is the responsibility of the Directorate General for Strategy its supervision falls to Zuzendaritza Batzordea and its implementation to the Directorate General for Strategy, a body of Gipuzkoa Provincial Council whose functions include promoting, managing and monitoring the socialisation and communication activities of Etorkizuna Eraikiz.

The Etorkizuna Eraikiz communication process is fundamentally fuelled by the results and learning created by Gipuzkoa Taldean and Gipuzkoa Lab.

### Who are the target audience of the Etorkizuna Eraikiz communication process?

The target audience of the Etorkizuna Eraikiz communication can be classified into three groups:

- > Gipuzkoan society in general, people, public institutions and the network of actors in the region.
- > Both internal and external participants in the activities of Etorkizuna Eraikiz.
- > The international community, primarily public institutions, agencies and networks interested in open and collaborative governance, universities and specialist actors.

### What are the specific objectives of the communication process?

Although the objectives of the communication process and the communication channels used vary depending on the type of target audience, there are basically three objectives:

- > To disseminate the Etorkizuna Eraikiz model, its design, activities and results on a large scale.

- > To provide up-to-date information on different media on the Etorkizuna Eraikiz development indicators.

- > To make available a repository of information and knowledge on different areas of the public agenda of Gipuzkoa to society in general.

### What is the support tool for developing the communication process?

The Annual Communication Plan is a basic support tool. It is prepared by the Directorate General for Strategy and must include the objectives, content, channels and media that will be used to promote the large-scale dissemination of Etorkizuna Eraikiz.

### What are the ordinary channels of the communication process?

Two types of ordinary channels are used:

- > Physical channel

This is the traditional communication channel whose media are visible in different physical areas in the region. Examples of media for this type of channel are screens, posters, brochures, etc.

The preferred physical place for communicating Etorkizuna Eraikiz is Etorkizuna Eraikiz Gunea, which is a physical area that provides information about the model in different media: wall panels, video walls, tablets and brochures.

At the same time, wall panels or video screens are also used in different parts of the region.

- > Virtual channel

This is the communication channel that materialises via the Internet. These days this is a key channel that also uses different media (websites, blogs, newsletters, etc.).

Depending on the type of target audience, different types of media can be used:

### Universal target audiences

"Indirect communication" media are chosen, i.e. they do not have a specific target but are aimed at all potential targets. The media for this type of communication are:

- > Websites.
- > Social Networks.
- > Blogs.

The specific objectives of the Etorbizuna Eraikiz communication process are generally fulfilled by means of these three media.

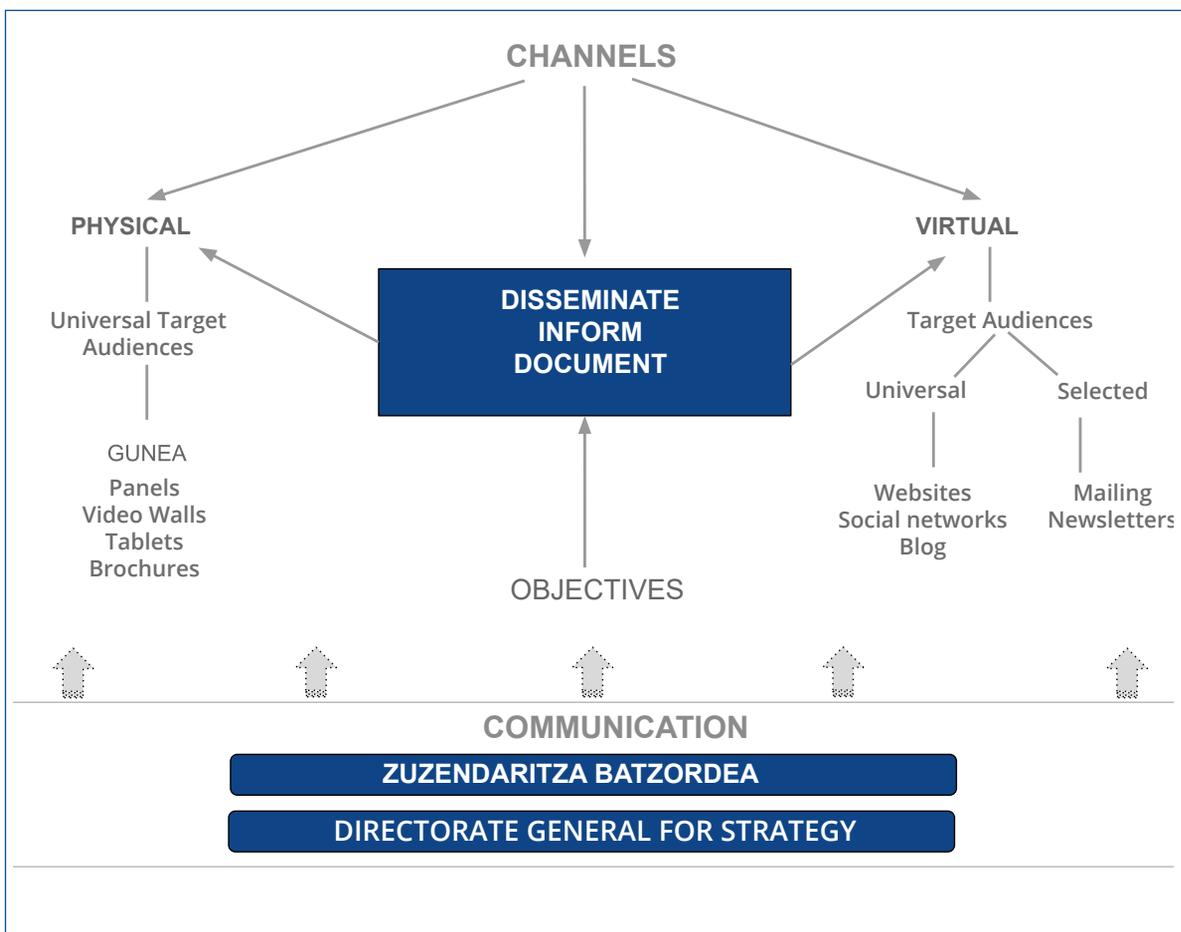
### Selected target audiences

It is a focused, selective communication, a "direct communication", the potential target audience of which is more limited to the region of Gipuzkoa.

It is a communication primarily aimed at public institutions, the network of actors in the region and participants in both the internal and external activities of Etorbizuna Eraikiz. The ordinary media for this type of communication are:

- > Mailing
- > Newsletters

**GRAPH VI**  
**Communication of Etorbizuna Eraikiz**  
**Dynamics**



# CHAPTER 3

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## THE GIPUZKOA PROVINCIAL COUNCIL STRUCTURE FOR MANAGING AND MONITORING ETORKIZUNA ERAIKIZ

The objective of the government of Gipuzkoa Provincial Council to spearhead the development of the Etorkizuna Eraikiz model requires a structure capable of responding to the challenges posed by the implementation and extension of the model.

In order to spearhead the development of Etorkizuna Eraikiz it is necessary, on the one hand, to define and distribute a set of tasks and responsibilities and, on the other, to create a set of support structures and tools to ensure proper compliance with the model. Specifically:

- > The strategic management and guidance that sets out the objectives to be achieved by implementing the model and provides the necessary resources to that end.
- > The executive management and coordination for developing a model that has a systemic approach to all support processes (management, socialisation and communication).
- > The operational management that is responsible for implementing and monitoring all of the support processes (management, socialisation and communication).
- > The cross-disciplinary structures that promote and disseminate the model among the people and departments that make up

Gipuzkoa Provincial Council.

- > Specialist structures that channel and respond in the medium term to the major strategic challenges facing the region.

The tools or instruments required for monitoring and decision-making.

The Gipuzkoa Provincial Council structure for managing and monitoring Etorkizuna Eraikiz must be of service when putting it into practice. Designing a governance model is important but ultimately it is putting it into practice that validates the designs or not and produces results or not.

The Gipuzkoa Provincial Council structure for managing and monitoring Etorkizuna Eraikiz is designed to support putting it into practice, not to replace it.

The Gipuzkoa Provincial Council structure for managing and monitoring Etorkizuna Eraikiz has three components: collective bodies, cross-disciplinary structures and support tools.

## 3.1. Collective Bodies

### Governing Board of Gipuzkoa Provincial Council

#### Mission

This is the highest management, strategic guidance and decision-making body for implementing Etorbizuna Eraikiz within Gipuzkoa Provincial Council.

#### Composition

The Governing Board is made up of all the representatives of Gipuzkoa Provincial Council.

#### Functions in relation to Etorbizuna Eraikiz

With regard to developing the Etorbizuna Eraikiz model, the following are the responsibility of the Governing Board:

- > Management and strategic guidance.
- > Determining strategic areas.
- > Setting the annual budget.
- > Overseeing the activities carried out.

### Zuzendaritza Batzordea

#### Mission

This is the executive body in charge of designing and planning the Etorbizuna Eraikiz Action Plans and monitoring them.

#### Composition

Zuzendaritza Batzordea will be made up as follows:

- Chairman
- Adviser to the Representative for Strategy of GPC.
- Board members
- Representative for the Department of Strategic Projects
- Representative for the Environment and Hydraulic Works
- Representative for Culture, Cooperation, Youth and Sports
- Director General for Strategy
- Director General for International Cooperation
- Adviser to the Representative for the

#### Department of Strategic Projects

- Director General for Citizen Participation
- The Head of Services of the Directorate General for Strategy
- Technical Secretariat
- Depending on the issues to be dealt with in the agenda, other Provincial Representatives and/or members of the technical staff of the Directorate General for Strategy may also attend.

#### Functions

With regard to developing the Etorbizuna Eraikiz model, the following are the responsibility of Zuzendaritza Batzordea:

- > Complying with the strategic objectives set by the Governing Board.
- > Promoting and stimulating the implementation of Etorbizuna Eraikiz.
- > Approving and monitoring the Annual Management Plan.
- > Approving and monitoring the Annual Socialisation Plan.
- > Approving and monitoring the Annual Communication Plan.
- > Preparing, approving and monitoring the Annual Academic and Specialised Socialisation Plan.
- > Defining, controlling and monitoring the distribution and implementation of expenditure.
- > Monitoring the balanced scorecard and portfolio of the support processes (management, socialisation and communication).
- > Managing and supervising Etorbizuna Eraikiz Gunea.
- > Setting up collaboration agreements on topics of interest for open and collaborative governance with other organisations in the region and international actors and networks.

## Directorate General for Strategy

### Mission

The Directorate General is responsible for all operations, implementing and monitoring all of the support processes (management, socialisation and communication).

### Functions

With regard to developing the Etorkizuna Eraikiz model, the following are the responsibility of the Directorate General:

- > Carrying out the strategic objectives set and the activities planned.
- > The technical and administrative assistance for fulfilling the objectives and implementing the planning envisaged.
- > Preparing and implementing the Annual Management Plan.
- > Preparing and implementing the Annual Socialisation Plan.
- > Preparing and implementing the Annual Communication Plan.
- > Preparing the dissemination proposal (socialisation and communication) for the pilot projects.
- > Technical and administrative assistance, advice and collaboration in carrying out the activities of Gipuzkoa Taldean and Gipuzkoa Lab.
- > Promoting, managing and monitoring the Etorkizuna Eraikiz socialisation and communication activities.
- > Technical assistance to Zuzendaritza Batzordea for managing Etorkizuna Eraikiz Gunea.
- > Creating a knowledge repository and documentation on implementing the Etorkizuna Eraikiz model.
- > Attending Zuzendaritza Batzordea sessions.
- > Convening, preparing and drawing up the agenda for the Zuzendaritza Batzordea sessions.
- > Chairmanship of Proiektuen Bulegoa.
- > Convening, preparing and drawing up the agenda for the Proiektuen Bulegoa sessions.
- > Chairmanship of the Inter-departmental Committee
- > Convening, preparing and drawing up the agenda for the Inter-departmental Committee sessions.

## Department of Strategic Projects

### Mission

It was created to promote the feasibility and success of the reference centres associated to Etorkizuna Eraikiz and Elkarrekin.

### Composition

A total of five reference centers have been created, each of which will be provided with a minimum workforce that will include a director or director and technical staff.

- > Adinberri Foundation
- > Ziur Foundation
- > Mubil Foundation
- > LABe
- > 2deo

### Functions

- > Managing the reference centres and Elkarrekin.
- > Exploring new social and economic projects of a strategic nature for Gipuzkoa.
- > Designing and proposing pilot projects related to the corresponding field for potential development at Gipuzkoa Lab.
- > Cooperating with the Directorate for Strategy in implementing and monitoring all of the support processes (management, socialisation and communication) in the area corresponding to each reference centre and Elkarrekin.
- > Participating in Proiektuen Bulegoa and Zuzendaritza Batzordea.

### **Reference centres not integrated into the Department of Strategic Projects**

There are projects initially included in the rationale of Etorkizuna Eraikiz, the development of which is the responsibility of departments other than the Department of Strategic Projects, in accordance with the coalition government pact. In these cases, such as the NaturKlima climate change foundation or the renovation of the Koldo Mitxelena Cultural Centre (and pilot projects such as Gipuzkoa Coopera or others that may be incorporated), it is understood that the departments promoting them will carry out the same functions as the Department of Strategic Projects in their field of expertise.

## 3.2. Cross-disciplinary Structures

### Inter-departmental Committee

#### Mission

In addition to its general mission, which consists of monitoring public policies, fostering coordination and cooperation and promoting the integration of cross-disciplinary policies, the inter-departmental committee can facilitate the fit, dissemination and appropriation of the Etorkizuna Eraikiz model within the departments of Gipuzkoa Provincial Council.

#### Composition

- Chairman
- Director General for Strategy.
- Board members
- A manager from each department in Gipuzkoa Provincial Council appointed at the proposal of the corresponding Provincial Representative.
- Two members of the technical staff from each department in Gipuzkoa Provincial Council, who will attend on a rotating basis, depending on the subjects to be dealt with, after being convened by the General Directorate of Etorkizuna Eraikiz.
- Head of Services of the Directorate General for Strategy, who will act as Technical Secretary.

#### Functions

In addition to its other functions, with regard to developing the Etorkizuna Eraikiz model, the following are the responsibility of the inter-departmental committee:

- > Actively promoting the dissemination of the Etorkizuna Eraikiz model among the staff of Gipuzkoa Provincial Council.
- > Contributing to getting the staff of Gipuzkoa Provincial Council to understand their role in developing the Etorkizuna Eraikiz model.
- > Collaborating in developing and monitoring the activities of Gipuzkoa Taldean and Gipuzkoa Lab.
- > Collaborating in promoting and disseminating the socialisation activities.
- > Strengthening the participation and collaboration relationships of the different departments of Gipuzkoa Provincial Council.
- > Supporting coordination between the different departments of Gipuzkoa Provincial Council that are involved in the same pilot project.
- > Proposing activities and lines of improvement in order to manage and disseminate the Etorkizuna Eraikiz model internally.
- > Promoting and supporting cross-disciplinary initiatives.

### 3.3. Support tools

The two support tools for managing and monitoring Etorkizuna Eraikiz and decision-making are the portfolio and the balanced scorecard.

#### The Portfolio

##### What is it?

This is the portfolio of activities carried out by Etorkizuna Eraikiz. It constitutes the medium through which the Etorkizuna Eraikiz model takes shape.

The assets of the Etorkizuna Eraikiz Portfolio are:

- > The Gipuzkoa Taldean portfolio, which includes the protocols and the tracking monitor.
- > The Gipuzkoa Lab portfolio, which includes the protocols and the tracking monitor
- > The socialisation portfolio, which includes the Socialisation Plan and the tracking monitor.
- > The communication portfolio, which includes Communication Plan and the tracking monitor.

The protocols are the records of the portfolio's assets, describing the activities that have been completed or are in progress (think tanks, projects, training on socialisation, newsletters sent, etc.) and the different specific features of these activities (participants, target audiences, content, results, etc.).

##### What is it for?

The Etorkizuna Eraikiz Portfolio is a monitoring tool that is managed in an integral way and that provides up-to-date information on the implementation status of the model by analysing its different assets.

The Etorkizuna Eraikiz Portfolio contributes to facilitating decision-making with regard to each support process, as it makes it possible to analyse whether the assets respond and are in line with the strategic framework.

#### Etorkizuna Eraikiz Balanced Scorecard

##### What is it?

It is a comprehensive overview of the state of development of the Etorkizuna Eraikiz model. It is made up of a set of indicators that are obtained from the assets in the portfolio.

The balanced scorecard makes it possible to filter the assets in the portfolio based on the indicators that are most relevant for managing, monitoring and decision-making.

##### What is it for?

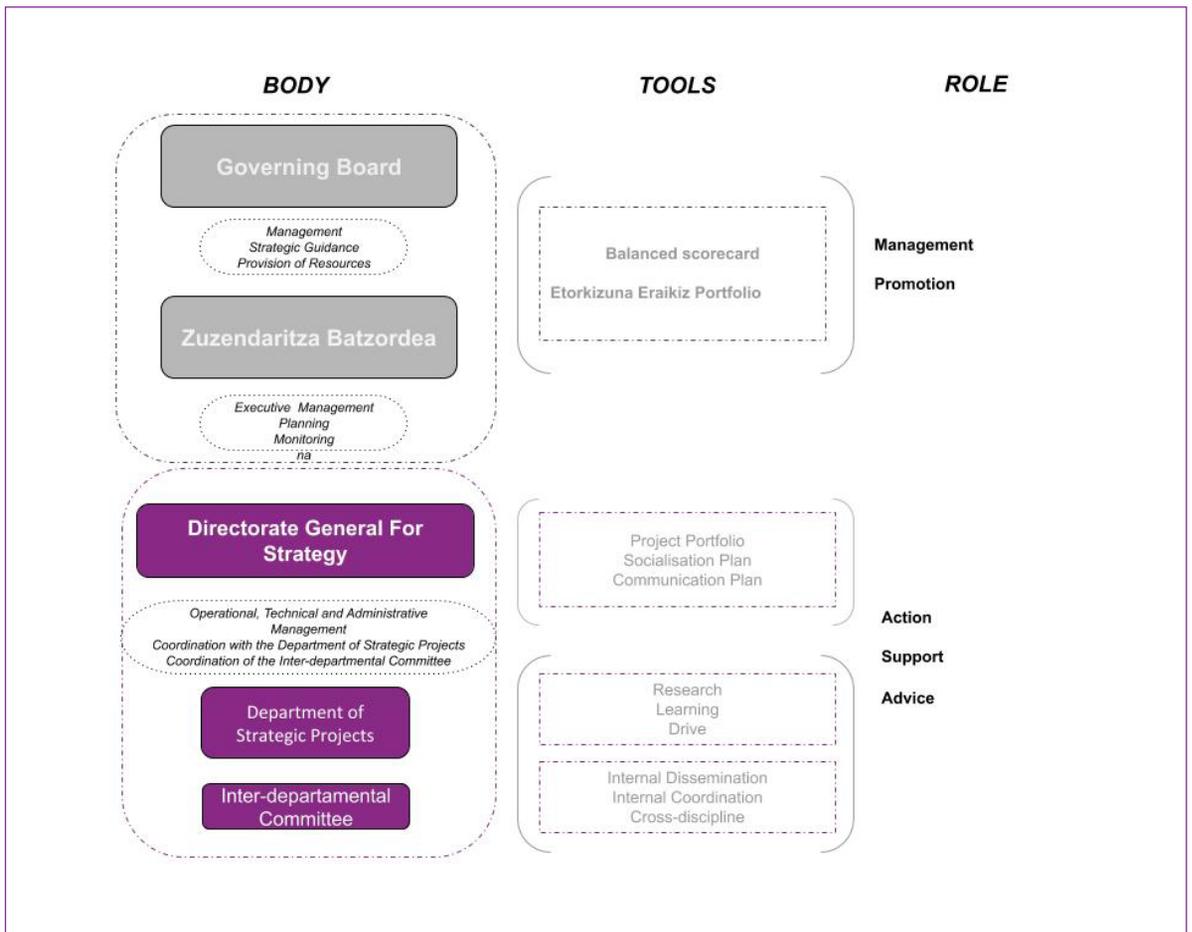
It is a key tool for checking and analysing the suitability of the development of the Etorkizuna Eraikiz model to the defined strategic framework.

It makes it possible to correct, reorient, balance or measure the activities that are being carried out by Etorkizuna Eraikiz.

**GRAPH VII**

**STRUCTURE OF GPC**

**Managing and Monitoring Etorkezuna Eraikiz**



# **ETORKIZUNA ERAIKIZ**

## **Initiative and Model**

### **Comprehensive view**

# GLOSSARY

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## GLOSSARY

- > **Annual Report on the Open Budgets initiatives:** This is a report that includes all the activity during the deployment for carrying out the Annual Open Budget Plan.
  - > **Balanced Scorecard:** it is a comprehensive overview of the state of development of the Etorbizuna Eraikiz model. It is made up of a set of indicators that are obtained from the assets in the portfolio.
  - > **Citizenship Project:** proposals that are basic projects related to areas of strategic reflection similar to those raised in the think tank. They are proposed through annual calls promoted by the Directorate General of Etorbizuna Eraikiz.
  - > **Citizenship Project Evaluation Protocol:** this is a mechanism for validating a citizenship project.
  - > **Citizenship Project Preparation Protocol:** this is a mechanism for the potential approval and implementation of a citizenship project.
  - > **Citizenship Project Results Protocol:** this is a mechanism that structures information on the results from a citizenship project
  - > **Communication:** one of the three Etorbizuna Eraikiz support processes that ensures the large-scale dissemination of the Etorbizuna Eraikiz activity through different telematic and face-to-face instruments.
  - > **Department of Strategic Projects:** mainly deals with managing the Etorbizuna Eraikiz strategic projects.
  - > **Etorbizuna Eraikiz:** a model based on the institutional commitment made by Gipuzkoa Provincial Council to making the participation and cooperation of different social actors in the strategic design and preparation of the public agenda possible and operational.
  - > **Etorbizuna Eraikiz Cross-disciplinary Lines:** cross-disciplinary lines that are actively present as reference frameworks and shared perspectives of the deliberation and experimentation practices carried out by Gipuzkoa Taldean and Gipuzkoa Lab.
- They are fundamental to producing the information, knowledge and learning that help to build approaches and concrete solutions to the challenges facing the region. There are three: research, internationalisation and dissemination.
- > **Etorbizuna Eraikiz Gunea:** stable laboratory open to the public, located on the ground floor of the Gipuzkoa Provincial Council building. It is designed to accommodate many of the activities that are carried out by Etorbizuna Eraikiz.
  - > **Etorbizuna Eraikiz Support Processes:** regular and specialist actions that, through the use of various tools, contribute to organising, systematising and supporting the different activities of Etorbizuna Eraikiz. The support processes are: management, socialisation and communication.
  - > **General Directorate for Strategy:** a body of Gipuzkoa Provincial Council responsible for all operations, technical and administrative assistance and advice with regard to all processes (management, socialisation and communication) and also for controlling, coordinating and monitoring the strategic centres.
  - > **Gipuzkoa Lab:** an Etorbizuna Eraikiz area for experimentation and learning, in which consortia made up of different actors develop pilot projects. It promotes exchange and collaboration between the network of actors in the region through consortia that develop pilot projects. This is the laboratory for advanced experiments involving the future.
  - > **Gipuzkoa Taldean:** an Etorbizuna Eraikiz area for deliberating and making proposals. It promotes and facilitates citizen participation through working groups and developing citizen proposals. Deliberation on the challenges facing the region and proposals for ideas and initiatives.
  - > **Governing Board of Gipuzkoa Provincial Council:** this is the highest management, strategic guidance and decision-making body for implementing Etorbizuna Eraikiz within Gipuzkoa Provincial Council.

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## GLOSSARY

- > **Inter-departmental committee:** a structure that, in addition to other missions, is responsible for facilitating the fit, dissemination and appropriation of the Etorikizuna Eraikiz model within the departments of Gipuzkoa Provincial Council. Management: one of the three Etorikizuna Eraikiz support processes that deals with facilitating, monitoring and evaluating the activities carried out by Gipuzkoa Taldean and Gipuzkoa Lab, paying special attention to developing pilot projects.
- > **Monitor:** a tool that provides essential, relevant information on listening and decision-making. It is one of the management portfolio assets (Gipuzkoa Taldean, Gipuzkoa Lab), socialisation and communication portfolios.
- > **Open and collaborative governance:** is a specific response that comes from one of the places where politics is done (government) and is based fundamentally on establishing new forms of communication and collaboration between governments and civil society.
- > **Open Budgets:** These are initiatives for citizens to directly express their concerns, wishes, priorities, recommendations and suggestions for each budget year coinciding with the preparation of the GPC's budgets.
- > **Partnership:** a group constituted specifically for pilot projects. The partnership always ensures the cross-disciplinary approach of the model: research, internationalisation and dissemination. It is made up of a university in the region, an international leader, an organisation in the region and a technical team from Gipuzkoa Provincial Council. The make-up of these consortia and their practice is inspired by cross-disciplinary lines (research, internationalisation, dissemination) that characterise Etorikizuna Eraikiz.
- > **Pilot Project:** this is aimed at responding to one or more challenges facing the region. It is developed by an inter-disciplinary consortium that is always made up of a university, an international agency, an actor from the region and staff from Gipuzkoa Provincial Council.
- > **Pilot Project Evaluation Protocol:** this is a mechanism for validating a pilot project.
- > **Pilot Project Proposal Protocol:** this is a mechanism for the potential approval and implementation of a pilot project.
- > **Pilot Project Results Protocol:** this is a mechanism that structures information on the results from a pilot project.
- > **Portfolio:** Etorikizuna Eraikiz portfolio of realised, ongoing and future assets.
- > **Portfolio assets:** these are the management (Gipuzkoa Taldean, Gipuzkoa Lab), socialisation and communication portfolios. They include the protocols, monitoring records and monitors.
- > **Proiektuen Bulegoa:** the listening and decision-making body of Etorikizuna Eraikiz. This is the liaison body that is responsible for ensuring connectivity and the relational rationale between Gipuzkoa Taldean and Gipuzkoa Lab.
- > **Protocols:** records of the portfolio's assets, describing the activities that have been completed or are in progress (think tanks, Open Budgets, projects, training on socialisation, newsletters sent, etc.) and the different specific features of these activities (participants, target audiences, content, results, etc.).
- > **Protocol for creating public areas:** this is a mechanism for organising face-to-face activities in the different municipalities.
- > **Protocol for analysing and selecting proposals:** this is a mechanism for analysing and selecting proposals put forward by citizens for consideration in the draft budget.
- > **Socialisation:** one of the three Etorikizuna Eraikiz support processes which have to tackle the task of knowledge transfer and dissemination, in order to share the initiatives, experiences and learning produced by Etorikizuna Eraikiz.

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## GLOSSARY

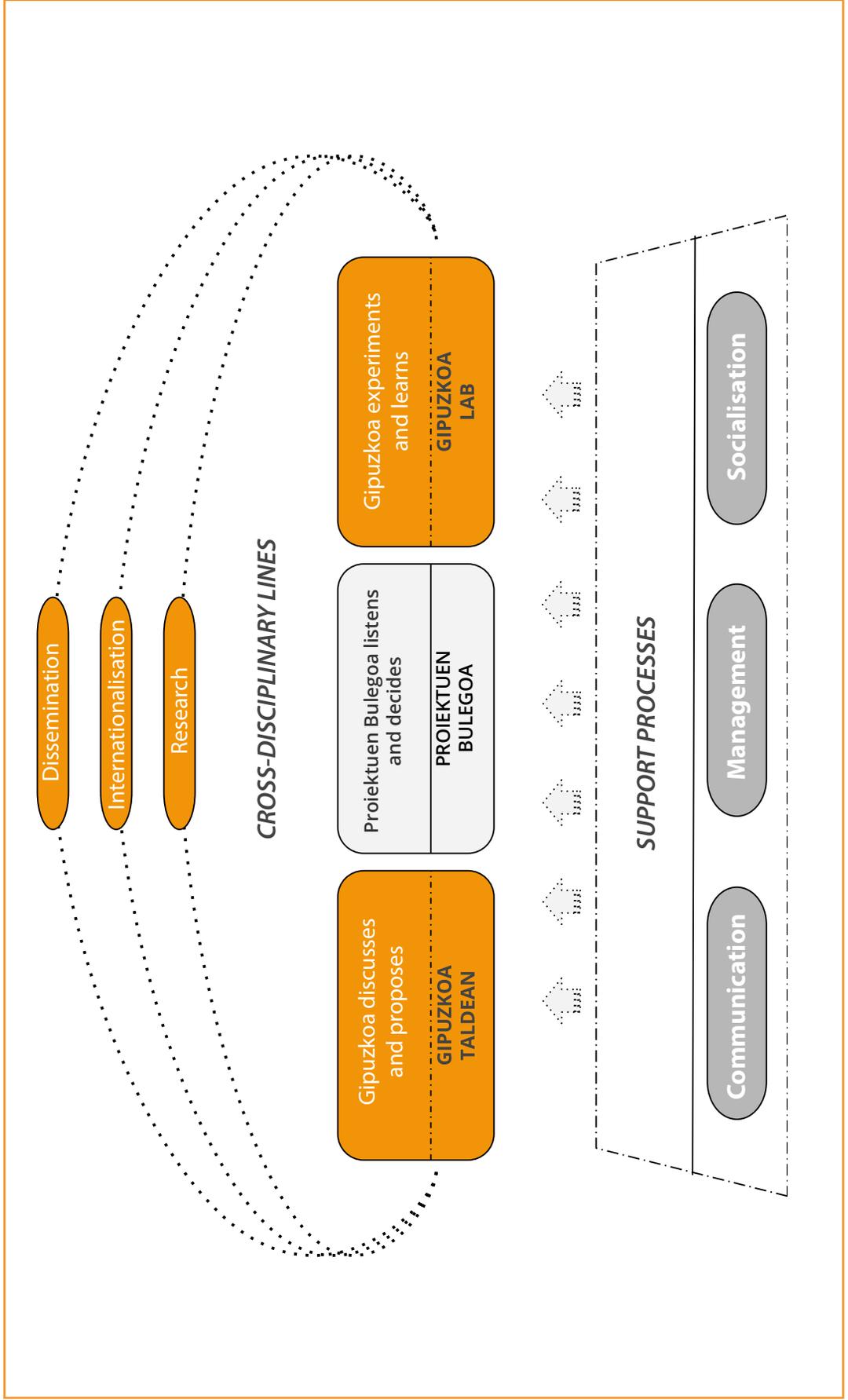
- > **Think tank:** these are different reflection groups that are constituted and meet to exchange ideas and identify and propose initiatives and challenges for the future of Gipuzkoa.
- > **Think Tank Evaluation Protocol:** this is a mechanism for validating a think tank.
- > **Think Tank Proposal Protocol:** this is a mechanism for the potential approval and implementation of a think tank.
- > **Think Tank Results Protocol:** this is a mechanism that structures information on the results from a think tank.
- > **Zuzendaritza Batzordea:** this is the executive body in charge of designing and planning the Etorbizuna Eraikiz Action Plans and monitoring them.

# COMPENDIUM OF GRAPHS

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## GRÁFICO I

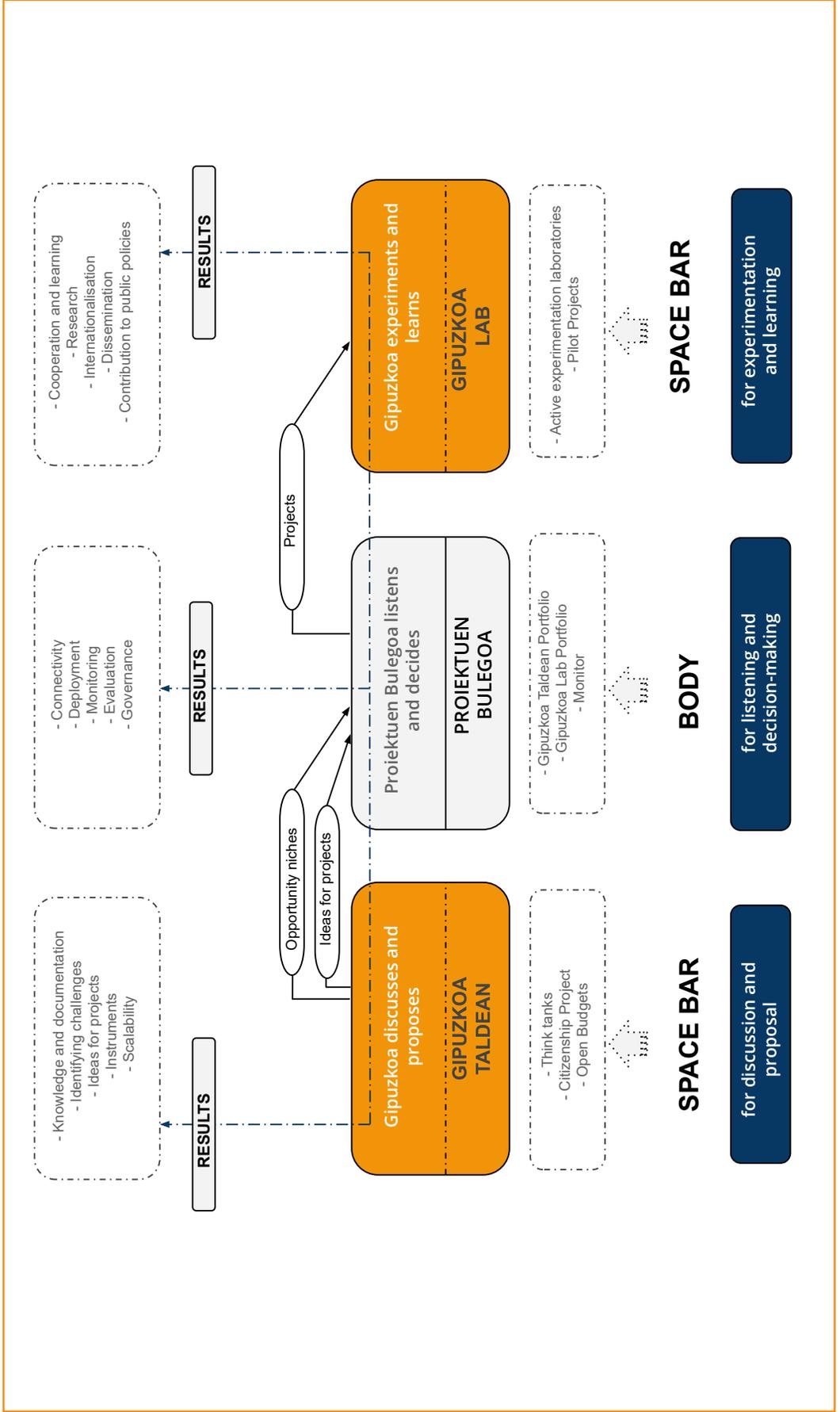
### Componentes del Modelo Etorbizuna Eraikiz



**GRÁFICO II**

**Espacios y órgano de Enlace de Etorbizuna Eraikiz**

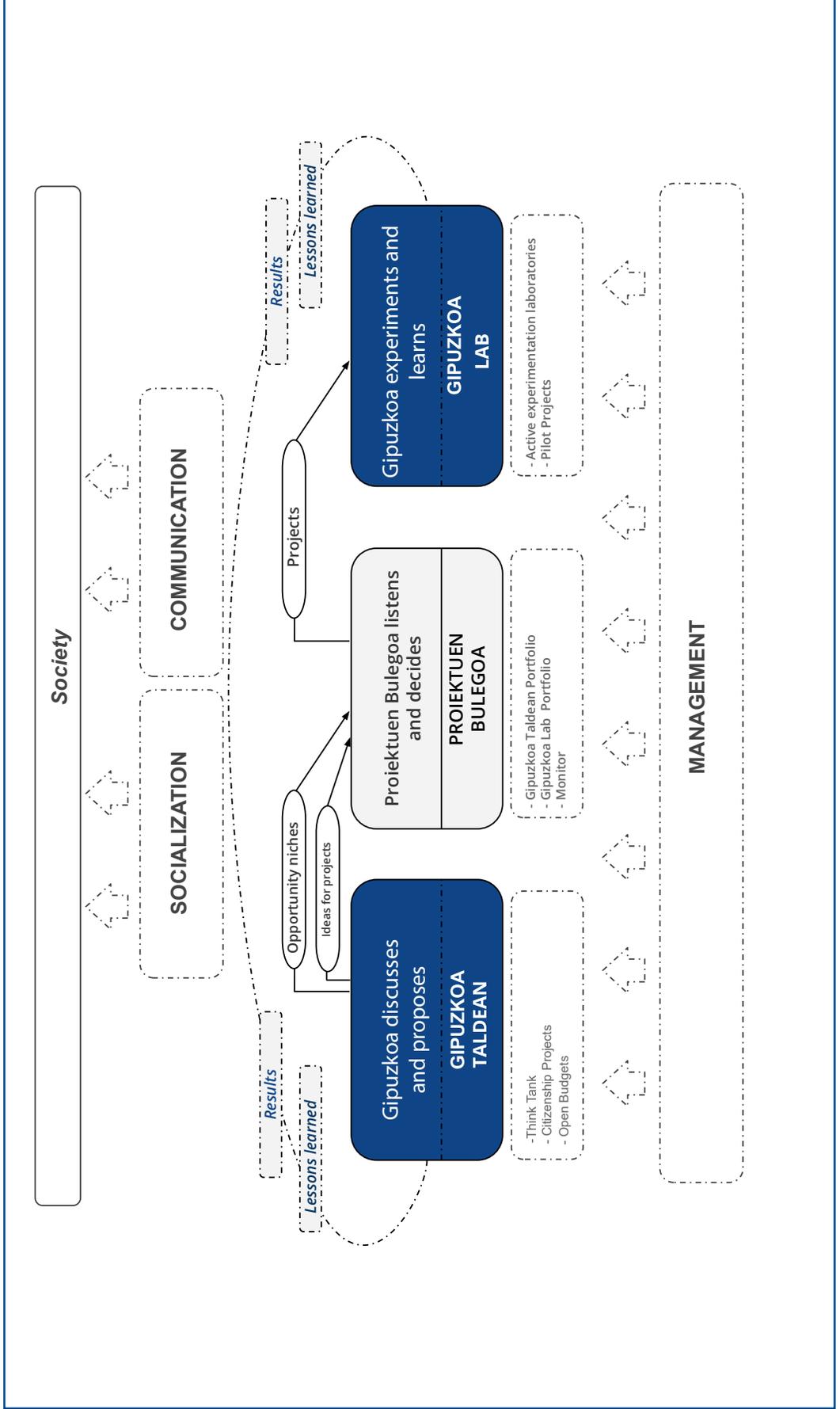
**Dinámicas**



### GRÁFICO III

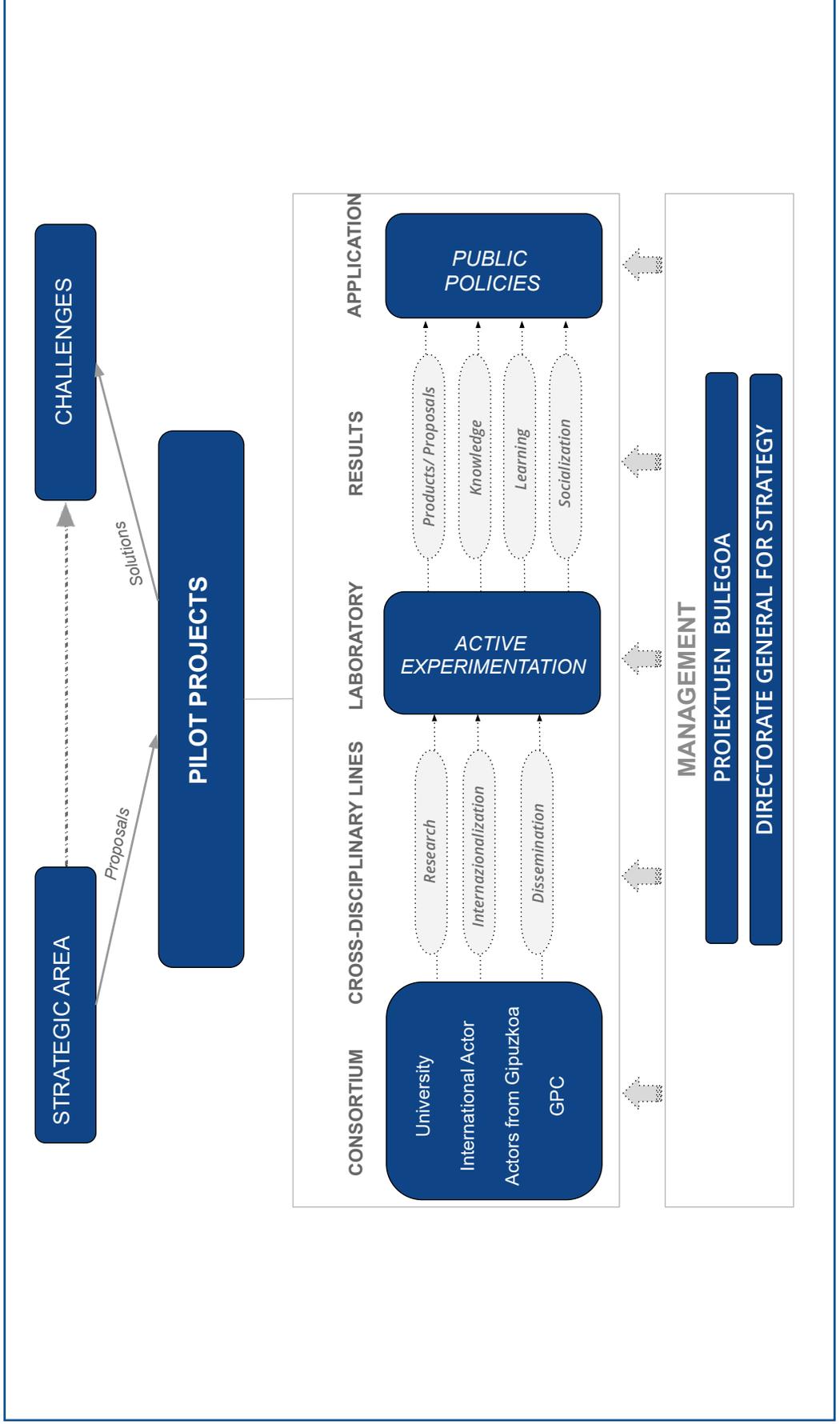
#### Procesos de Soporte de Etorbizuna Eraikiz

#### Dinámicas



## GRÁFICO IV

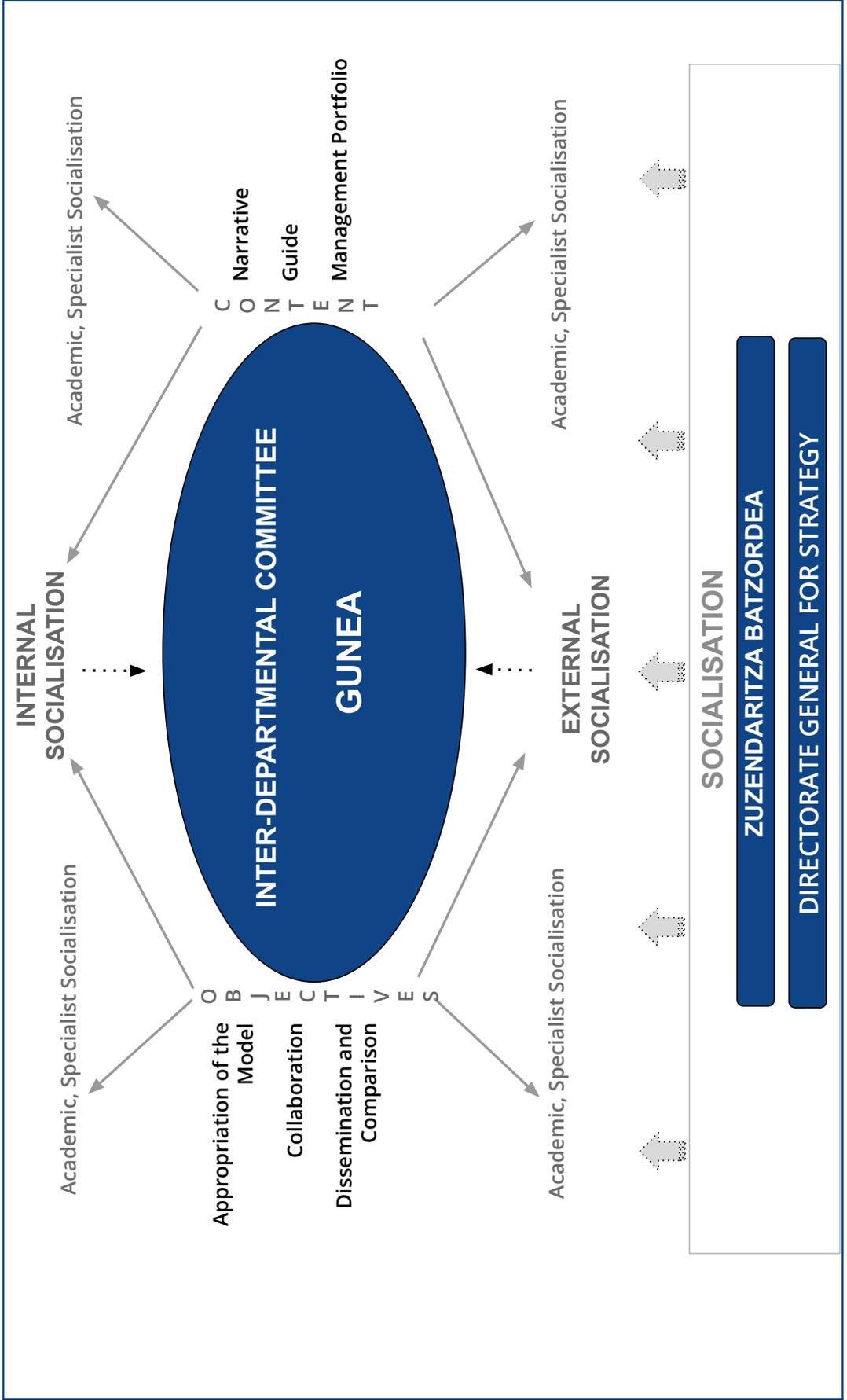
Proyectos Experimentales  
Dinámicas



# GRÁFICO V

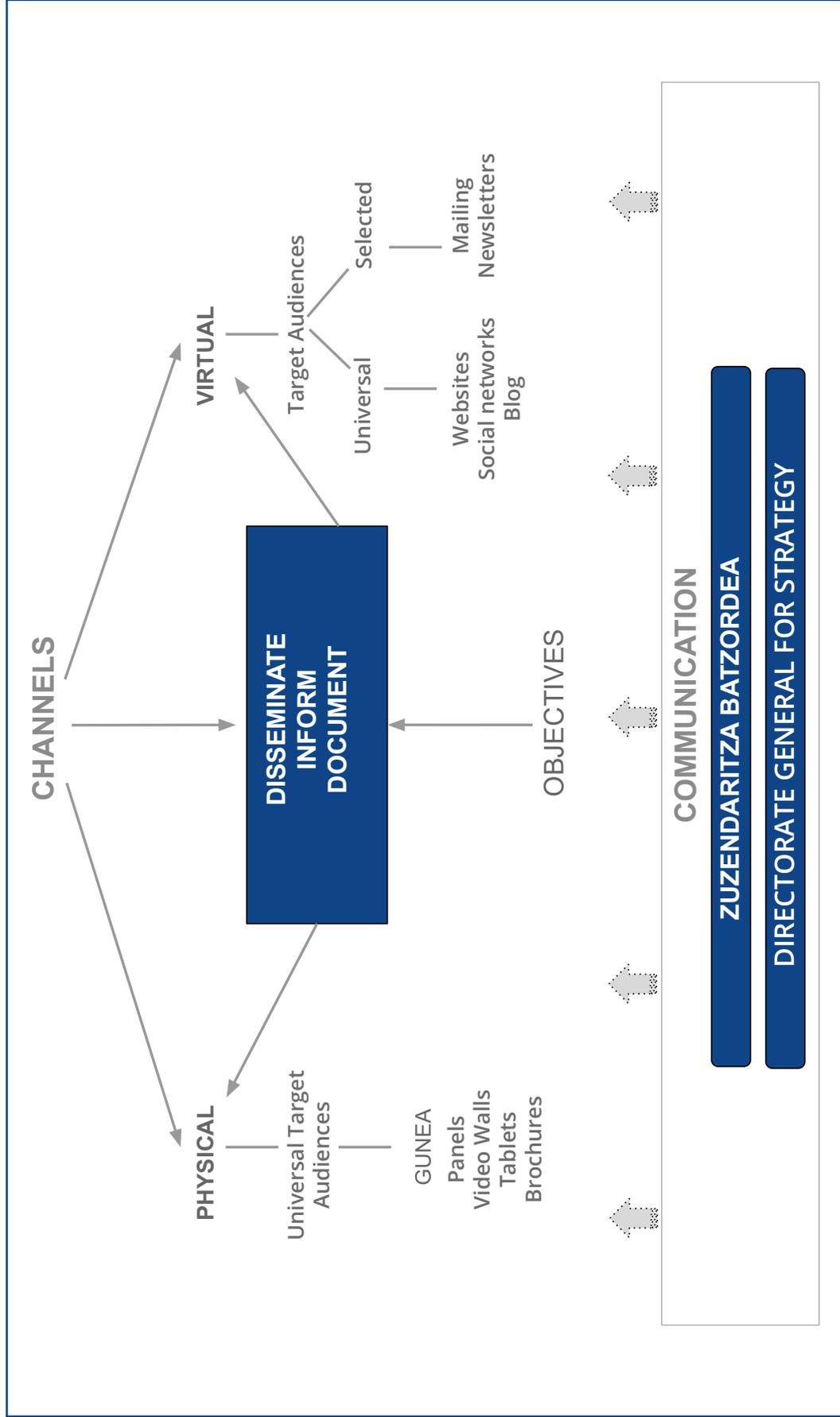
Socialización de Etorbizuna Eraikiz

Dinámicas



# GRÁFICO VI

Comunicación de Etorbizuna Eraikiz  
Dinámicas



**GRÁFICO VII**

**ESTRUCTURA DE LA DFG/GFA**

**Gestión y Seguimiento de Etorbizuna Eraikiz**

