



ETORKIZUNA  
**ERAIKIZ**  
think tank

**NEW POLITICAL CULTURE**  
**REPORT OF THE 15th MEETING**

24/11/2021

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## SPACE FOR DELIBERATION ON THE NEW POLITICAL CULTURE

24 November 2021, 5 pm to 7 pm

### 1. Programme

Theme	Person responsible
Welcome	Miren Larrea, Orkestra - Basque Institute of Competitiveness
Presentation	Stéphane Vincent, La 27e Région
Group dynamic	Miren Larrea, Orkestra - Basque Institute of Competitiveness
End of session	Miren Larrea, Orkestra - Basque Institute of Competitiveness

### 2. In attendance:

1. Xabier Barandiaran. **Provincial Government of Gipuzkoa**
2. Ander Arzelus. **Provincial Government of Gipuzkoa**
3. Sebastián Zurutuza. **Provincial Government of Gipuzkoa**
4. Ion Muñoa. **Provincial Government of Gipuzkoa**
5. Mikel Pagola. **Provincial Government of Gipuzkoa**
6. Itziar Eizagirre. **Provincial Government of Gipuzkoa**
7. Julen Cocho. **Provincial Government of Gipuzkoa**
8. Asier Lakidain. **Synergies**
9. Mikel Irizar. **Eusko Ikaskuntza**
10. Naiara Goia. **Aranzazu Laboratory of Social Innovation**
11. Gorka Espiau. **Agirre Lehendakaria Center**
12. Miren Larrea. **Orkestra - Basque Competitiveness Institute**
13. Eva Sánchez. **Orkestra - Basque Competitiveness Institute**
14. Mikel Gaztañaga. **Orkestra - Basque Competitiveness Institute**

### 3. Welcome

The session was opened by the Orkestra facilitator. *‘Good morning to you all. Thank you for coming. Today's presentation will be in English, so we will have a simultaneous interpretation service. Today's session was to have been introduced by the Deputy (Provincial Minister) for Governance, but she was unable to be here, so I will be taking her place. However, she has asked for the session to be recorded. She plans to work on the issue we are going to discuss, so when it comes to making proposals, we will act as if she were here’.* The Orkestra facilitator said there was a new member in the Think Tank. He will be the researcher for Etorkizuna Eraikiz.

The Etorkizuna Eraikiz researcher then introduced himself. *‘My field of knowledge is political science. I will be working on research in the Etorkizuna Eraikiz project’.*

The Orkestra facilitator again took the floor. *‘Thank you for that introduction. Don't worry, you will gradually integrate into the project. But, as I was saying, we have a new member in this deliberation group. As I said before, I will be presenting the session today. We will start with an introduction to the session. Then, we will explain the process that ECO6 and I carry out between sessions. Today's presentation will be by Stéphane Vincent. We can see him on the small screen. Stéphane is sitting in on the session. There is an interpretation service so he can follow what we are saying. Following on from the presentation, we will discuss the topic in the groups. Finally, we will have a plenary session at which Stéphane Vincent will answer any questions that may have arisen during the session.*

*‘In your evaluations of the last session, you said you liked María José Canel's 20-minute summary. It was an exercise in which she summed up the contributions made and put the session itself into context within the process. So, we were wondering: is this something that we do? It is true that we do provide a synthesis or framework in the working documents. However, we suspect that the participants don't read the working documents. We think it is good for you to have an idea of the process that goes on*

*between one session and the next. So one of the things we have decided is that at the beginning of the sessions we will summarise the working document. As you'll see, your input —your ideas and proposals— are included. We are not going to do that summary today. Indeed, the last working document contains María José Canel's final summary with the ideas she presented, so we would just be repeating it. From now on, however, we will take a bit of time to present that summary at the beginning of the session.*

*'I would like someone to explain to me where we are in the process, what stage we are at. We have made a change to the methodology. The current methodology centres on action. We are creating or building the conditions for action. The aim of today's session is to lay the groundwork for action. Remember that three actions have been identified for this group'.*

ECO6 then took the floor. *'Today we have with us Stéphane Vincent, founder and director of La 27e Région. So, Stéphane, welcome and thank you for being here today. Although he will later be explaining what La 27e Région is, I would like to give an introduction. La 27e Région defines itself as a laboratory of public transformation. It is an independent association that offers a cross-disciplinary, reflexive and experimental space, whose aim is to identify desirable futures for the civil service. Working with public authorities, they test out new services, tools, methodologies and forms of organisation. They have been working now for 10 years. For their experiments, they use cross-disciplinary teams: designers, social scientists, etc. I forgot to mention, it is a French organisation. In some ways, it could be seen as a counterpart to the Arantzazu Lab. The two organisations share a lot of synergies. For example, when we were setting out, we received guidance from them. As Stéphane says, it's time we started building links between laboratories, organisations and groups in Southern Europe. Because we always look to the countries in the north (Scandinavia, Canada, etc.), but it's time we valued what is being done here and started creating links between organisations here. In other words, to begin to position ourselves without inferiority complexes.*

ECO6 said that the work of La 27e Région is twofold; *'on the one hand, it carries out action research programmes for designing public policies and it presents new*

*methodologies for implementation. At the same time, it is a space for initiative, for promoting networking or knowledge exchanges between public sectors. So, why is this organisation of interest to us? Why did we invite Stéphane here today? Why do we think it might be of interest to this think tank? On the one hand, we believe that it is directly related to the topics and the contents being dealt with in this think tank. On the other hand, they have a 10-year track record. And their experience is directly related to our projects. For example, it is closely related to the project that the Deputy of Governance is going to carry out. It could also be said to be closely related to the mapping exercise that Arantzazu Lab is going to conduct, and to the third project. In addition, we are working on these projects through action research. So in La 27e Région, they have addressed these three types of action. For all of these reasons, we believe that this programme is of interest to us. We want to know how they incorporate action research into their programmes’.*

*ECO6 said that La 27e Région is building transformational capacities within governments. ‘Since it was first launched, it has asked a series of questions: What is a new political culture? How should capabilities be developed? These have been the driving questions of this organisation. As we can see, the questions being asked in the Deputy for Governance’s project are similar. Over all these years, this organisation has been aware that, if a new political culture is to be implemented, it is also necessary to influence governance models. Both inward and outward. To meet this challenge, they have launched a specific programme: it is a programme for addressing the relationship between government and citizens. And this is linked to our second action. In addition, they have seen that the leadership, potential or qualities of politicians must be renewed and brought up to date. In other words, they must adapt.*

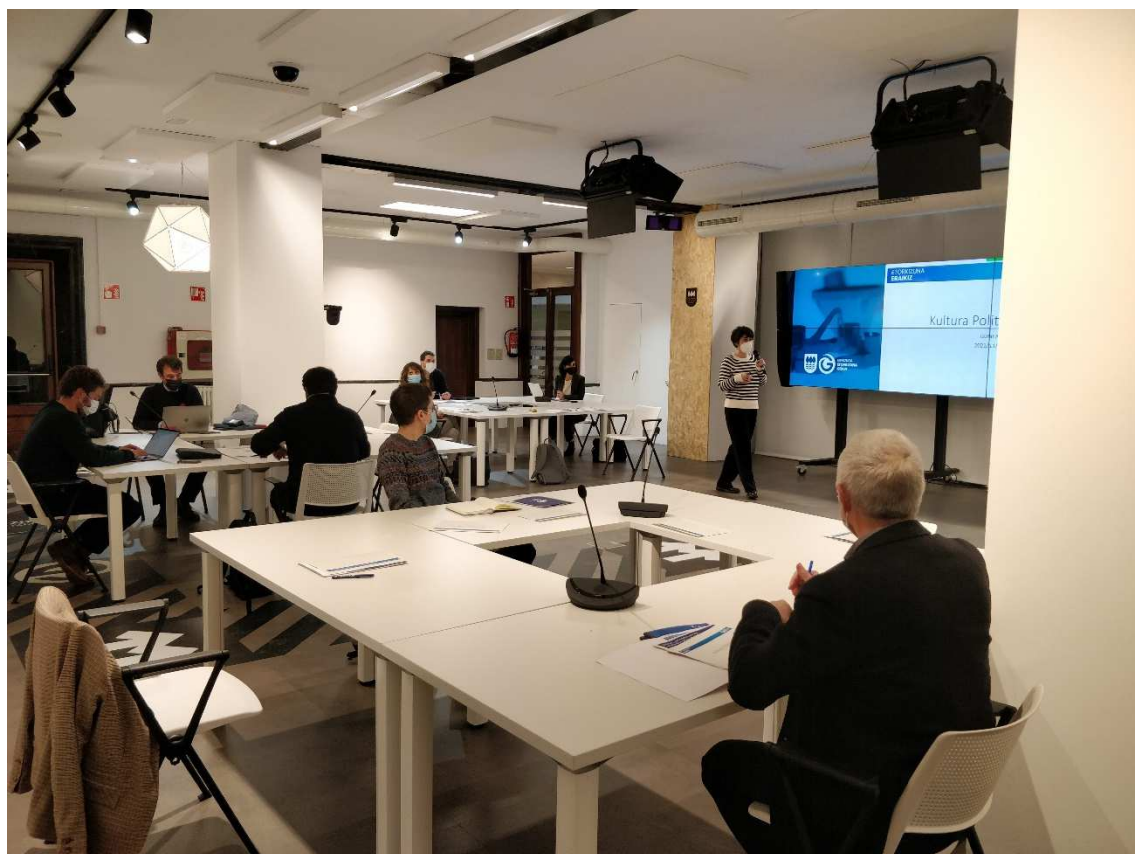
*‘For all of these reasons, we believe that what La 27e Région is doing perfectly aligned with what we are doing here. So, we thought it would be interesting to hear a presentation on this organisation. Moreover, they have been travelling down the path we are about to embark on for a long time. We believe that we have much to learn, both in the project for transforming the administration and in rethinking a governance model with society. Moreover, they conduct their activities through action research. So, we*

*believe this is of great interest to us. Indeed, before this deliberative meeting, when we were preparing this session, we explained to Stéphane where we are with our process and the lines of work we are working on. The aim was to adapt their presentation to our situation. We asked him 3 specific questions. The questions were: 1- How can we bring together services, groups or departments that have been working with their backs turned to each other? 2- What challenges have you encountered in developing collaborative governance between public institutions and civil society? 3- How do you combine your action in the field of research with the knowledge of external experts and project participants? In the presentation, Stéphane Vincent will try to answer these questions. So, we think the presentation will be interesting. I think that's all I have to say'.*

The Orkestra Facilitator then took the floor. *'I will briefly describe the three projects that have been mentioned. I think we have given you the context for these questions, which show what our doubts are, but, just in case, here's a reminder. In first place, there is the project oriented towards change in government. This means introducing a process of change within the Provincial Government. Sometimes there has been talk of training and on other occasions a different sort of process has been suggested. We should not forget that we are laying the foundations of the process. In other words, there are still many things to be decided on. This deliberation group should assist in making these decisions. There have been some reflections on this project. For example, what links could this project have with other projects from the Provincial Government? We have therefore decided to have someone from the Provincial Government at each table, so that the others also understand the process. We should try to take interesting ideas from Stéphane's presentation and see how they relate to this project from the Provincial Government'.*

ECO6 then took the floor. *'Much of the presentation will focus on transformation of the administration. It will therefore explore the first project, the Deputy for Governance's project, in greater detail. We will offer more details in the presentation. Some ideas on the other projects will also be provided, but they will be more general. I would like to remind you that the second project, Arantzazu Lab, will be a dynamic project. A brief explanation: it will not be a static mapping exercise, but a map that will change over*

*time. In other words, it will be dynamic. We have done some preliminary mapping, establishing a series of priorities. We will be working with the Lehendakari Agirre Center in this process. We also link it to a job Globernance did with Udal Etorkizuna Eraikiz. I will present the details of this project at the next session of the Think Tank in January’.*



The Orkestra Facilitator then took the floor. *I want to explain the third project. Today we will also be talking about action research. An action study requires that those of us who participate in the deliberation become owners of the problem. We are taking part in this deliberation because we form part of the political ecosystem. The objective of this think tank is to influence the political ecosystem, i.e. to transform it. So all this makes sense from an action research point of view. The different players who are here today have to address the problem and be willing to make transformations in ourselves as participants in the ecosystem. So, with today's presentation we should not only be thinking about the first and second projects. As ecosystem actors, we have to think about how we should change. Today's dynamic will be to link Stéphane's presentation to the three projects. We have handed out a table in which we want you to enter any ideas you think of during*

*the presentation. Then, when you get into groups, you will have a chance to share your written ideas. The aim is to spark debate. Then later, in the plenary session, we will share the ideas that have come up in the groups’.*

*She said that ‘from now on we will summarise the process at the beginning of each session. We realised that this was necessary, because it can be too easy sometimes to lose the thread of the process. We work on this issue between deliberation meetings, so we understand the process — or, at least, it's not too hard for us to follow. You, however, are more likely to get lost between one session and the next. So, we thought we should give you a summary at the beginning of the session, so that you can better understand the process’.*

*ECO6 then took the floor. ‘These summaries are great, but I think today we've made it a bit too long; I think we've gone over time’.*


*However, the Orkestra facilitator said ‘I think it is important to take some time. In María José Canel's session, it was clear that the participants were happy for her to take about 20 minutes to explain the process. It's essential to get an overview of the process. We often explain things too hurriedly. I don't think it's a problem if we take 20 minutes over it. Besides, it what the participants say they need. I don't know if you have any questions. If not, let's get on with the presentation. Thank you’.*


#### 4. Stéphane Vincent's presentation on La 27e Région

*Stéphane Vincent took the floor and began his presentation. ‘Good afternoon everyone and thank you so much for this kind invitation. I would prefer to be there with you in person, but I can't, so I'm going to give an online presentation lasting about 30 minutes. My name is Stéphane Vincent and I am the co-founder and CEO of a non-profit organisation called La 27e Région. I like to compare our work with this picture in the first slide (Slide 1; Appendix A). Little by little, walking, we build governance and we change public policies. It is not an easy walk, there are obstacles, but it is our choice and we are*

*working on it. On our journey we have developed a number of tools, which I will explain in the presentation. The presentation will consist of three parts. In the first section, I will talk about our organisation: who we are, where we come from, what we do, etc. In this section I will say a few things about action research. In addition, I will study two cases. The first case is called 'Lieux Communs' - common spaces. The second is 'La Transfo'. These are two interesting cases. We work on the two areas I mentioned before: internal and external change.*

## Webinars, participatory surveys, collaborative action-research programs : building vehicles for the exploration of public transformation





Stéphane Vincent,  
CEO, co-founder

New Political Culture and Collaborative Governance,  
Province of Gipuzkoa, 24th Nov.

*'I will start with an introduction. As I said, La 27e Région is a non-profit organisation. It was launched in 2008 with the participation of the Association of French Regions. It is a project that some of us had been thinking about at the time. Before I launched this project, I was a civil servant. I have also worked as a consultant. We said to the Association of French Regions: 'There is a lack of a social laboratory. It is true that there were plenty of think tanks, but we felt that what was missing was what we called a 'think-and-do tank'. It is a laboratory of social and public transformation. The organisation is cross-disciplinary and consists of 10 people. That was a commitment we*

*made, because our financial backers didn't want the team to become too big. However, we have a community of practices made up of 150 people, specialists in urban planning, the humanities, communication and design. The organisation has a budget of one million euro. Our organisation has a variety of members: they include several local councils, several territories and several cities. To become a member, you have to pay €5,000 a year. However, it is also possible to be an individual member. In that case you pay €40 per year.*

*'In terms of the vision of our organisation, we champion a concrete utopia: to change the dominant political cultures in the public sector. That is our vision. We initially proposed a framework for this change. Here are some ideas. The first thing to keep in mind is that in France - although Macron has brought in some changes - the civil service culture is very elitist. So our idea is to question that excellence: instead of prioritising excellence, we could prioritise creativity, for example. We propose a new culture: instead of prioritising needs, answers, 'monoculture', expert opinion, control and planning, this new culture prioritises practice, criticality, working with cross-disciplinary approaches, working with users and citizens, a systemic vision, trust, and trial and error.*

*'We are promoting a new political culture. We want to bring about some changes in the administration and that is what we are working for. We are currently working with several ideas: how to change the innovation system, the presence of the patriarchy, etc. In other words, to sum up, we want to foster a new political culture and to this end we are promoting some changes in the administration. Although I have not mentioned all of them, I have touched on the most important ones. Now, how do we do this? As I said, let's take it one step at a time. We view change as a journey. As a long journey, I should say. Moreover, it is often unclear where this journey is taking you. In other words, it is not a controlled journey.*

## A concrete utopia : changing the dominant cultures in the public sector



*'I will now explain the different steps we have taken since our launch. From 2008 to 2014 we reflected on and experimented with innovation methods. We have been using the methods developed here at different levels. We worked with experts in urban planning, sociology or design while developing this methodology with different municipalities and governments. We were not working alone in this task. Many governments liked what we were doing and from 2014, they asked if they could develop our methodology and our work for themselves. In other words, they said they wanted to create a La 27e Région in their own governments. They wanted to incorporate innovation and empowerment into their governments. We didn't think they would be able to develop it. We worked with 13 municipalities and governments at this stage. From 2019 on, our organisation took a different direction: towards new governance or governance innovation. We realised that it is not enough just to empower the civil servants; we need to change the power relations. The first thing that had to be done was to analyse these power relations: Is the government hierarchical? Does it listen to the citizens? Is it based on horizontality? These questions must be answered.*

*'We have therefore taken different routes. Three routes, in all: 2008-2014, 2014-2019, 2019-2021. This time we don't know where we're headed. How did we change course? How did we decide on the change in course? It is a 3-step process. I will take one example, that of governance innovation. We started in 2017 with a webinar on governance innovation. In these webinars we gauge people's interest. I mean, is there enough interest in the topic? If there is an interest, we take the next step. We then carried out a participatory survey. In this case we conducted two surveys, within the Erasmus + programme. This was in 2018. We visited seven European cities: some cities in the UK, Amsterdam, Athens, etc. At these meetings, we were looking for inspiring governance projects. In most cases, these were government/citizen projects. And, if the participants in these projects are interested, we go one step further: we open a collaborative process based on action research. This is what happened in 2020. We don't always follow the order I've set out here. Often we do the survey first and then the webinar, or we do it in another order but, more or less, this is the normal order of the process. The important thing is to create interaction between the people involved in the project.*

*'I will show you part of the webinar we did in 2018 (Appendix a; Slide 12). Just so that you can see it. As for the participatory surveys (Appendix a); Slide 13), we gather information and try to create different coalitions. We did the work with different civil servants. I will just mention some of the projects we have carried out: 'Sonar: under the surface of public innovation', 'Enacting the commons', 'Embedded lawyers' and 'Neighbourhood solidarities'. And, as we were saying, when we want to go further, we set up action-research programmes. You could say this is our forte. I will explain how it works. We never work with just one government. We try to put 3 to 10 different authorities to work on the processes, and establish different roles. There is an independent part. In this case, that was us, La 27e Région. We are the neutral party. We are not consultants and we try to act independently. And then we have a group of highly qualified professionals and some volunteer civil servants. We call these civil servants the 'ambassadors'. They are very important. It is dangerous to try to perform the process without civil servants. The process normally lasts one year, although it can be extended to four years. The budget can be anything from €100,000 to €3.6 million. The research protocol focuses on sociology, ethnography, design, urban planning and other*

*disciplines. Our goal is to work with disciplines that are unusual in government. And finally, we focus more on documentation than on communication. I mean, we don't look too much at marketing and that sort of thing. So, we publish or upload various documents to the Internet: videos, brochures, summaries, etc. People don't pay for these contents, they are free of charge'.*

Stéphane Vincent then gave several examples of what he had described. *'I will now list some of these projects. For example, 'Territories en Residences'. This is a project that was conducted between 2008 and 2016, on the challenges surrounding public policies. We co-designed it with several stakeholders. One of the aims, for example, was to improve health services. Another project was 'La Transfo', which ran from 2014 to 2016 and from 2016 to 2020. In this project we had the City of Paris, the government of Occitanie and other authorities. The other project is 'Les Eclaireurs', which ran from 2016 to 2019. It was meant to help find desirable futures in the administrative field. We have also carried out projects such as '(Dé)formations', 'Public Reflexes and Public Capacities' and 'Lieux Communs'. These addressed a variety of issues: the resilience of small local and regional governments during the pandemic, training of politicians, etc.*

*'To conclude, I will explain two cases: Lieux Communs and La Transfo. The first is a programme to improve and promote public/private and government/citizen relations. I don't know if you are familiar with the theory of Nobel Prize winner Elinor Ostrom, who analyses the attitude of local governments towards citizens. Our thesis is as follows: citizens, ordinary people, change public services in Europe. As I said before, we visited several European cities: Barcelona, Amsterdam, Wigan, Brussels, Athens, etc. On these trips we realised that each government's attitude to and relationship with the citizens was different. In the city of Ghent, for example, the government's relationship with citizens and other stakeholders in the territory is very interesting. They have developed something new. In Amsterdam, on the other hand, the relationship between the town hall and the social partners is different: we call it a doughnut strategy. In short, we realised that in each city the relationship between the government and the citizens and other social agents was very different.*

*'After visiting several cities, we returned to France with lots of ideas. We wanted to work on government/citizen relations. We realised that many spaces and services could be improved if the relationship between government and citizens improved. We thought that it was also possible to create new spaces by improving the relationship between government and citizens. We realised that it was necessary to promote a new form of governance. We also stressed that experimentation was required. We conducted one of these experiments in the city of Sevrans, where there was a housing problem. It was essential to improve relations between private and public stakeholders. We decided to propose a new form of governance, to go beyond public-private relations. We believed that it was necessary to develop a shared sense of responsibility. The programme was very interesting. However, it was a very complex process. Governance is a very complex and difficult topic. So before we start talking about governance, we try to identify the problem and work on it. It is more efficient to start with the problem. However, we are still at an experimental phase.'*

*'There is another programme, La Transfo, which ran from 2016 to 2020. This programme is geared towards change within governments. Several governments asked us to develop in-house laboratories of ideas for them. However, you have to be careful with this. According to a European Commission report, half of the think tanks that are created within governments don't work. The reason lies in centralisation, vertical governance and other features like that. So we realised that we had to design a new protocol to avoid that kind of failure. The process of creating a think tank usually takes one year. We have carried out several processes: in Paris, Occitanie, etc. The process was very similar in all of them. The first thing we did was to ask for a volunteer from amongst the civil servants. I will run through some of the lessons we learned in these processes.'*

*'First of all, the team has to be diverse. This group of civil servants to be trained cannot be homogeneous. In other words, you should have the same number of men and women, people who have been in the job for a long time and new recruits... It is helpful to have different profiles. The goal is to represent diversity. In addition, these staff must be really interested in this process of change. They will be working on this twice a month for a year. People change in these processes. It is very interesting. People in power or on the*

*management team, for example, change a lot. A lot of changes occur within the process. There are people who leave their jobs, or go to another job. And also, many people drop out of the process right at the beginning. So, there is also diversity in the way the process develops.*

*'Teams have to be cross-disciplinary. The different disciplines have to work together, because that is how you learn. We also saw the importance of design and the importance of experimentation and the 'learning by doing' formula'. When we start developing an action, we do not know what we are going to end up with. So, the protocol of action and the type of contract established from the start is very important. Another very important feature for us is the funding: we try to have different sources of financing. Indeed, when there is only one source of funding, that source (person, organisation, etc.) can end up monopolising the entire process. However, it does not have to come from two completely different sources. For example, funding may be sourced from two or three departments within the same organisation. And some stakeholders may push for quick, self-interested answers because they have a different political culture and find it difficult to understand the results in a different way. Quite often, the stakeholders don't know what kind of work we do. They don't know whether we are a consultancy firm or a research team. So that can cause some confusion.*

*'In the processes we have dealt with issues such as the energy transition, combatting uncivil behaviour, citizen participation, etc. What we learned is that you have to focus on the specific case. Each case is different and each case should be treated differently. We learn as we go. In addition, the support of the ecosystem is very important. But how do you achieve that? Let me set out some ideas on how to achieve it. Networks and relationships between think tanks are very important. I think it is good and healthy to compete to some extent with other innovation labs. Networks are very important. At the same time, I would like to stress the importance of looking for double agents in governments and administrations. What do I mean by a 'double agent'? In addition to a civil servant or politician, a double agent is a person who wants to participate in innovation. It can be very important to identify these people. Summing up, it is essential to create networks, the right people and relationships. But, we cannot focus only on the*

*specific cases and the practice. It is also very important to consider the future of the think tank. And in these reflections it may be helpful to involve agents who have a stake in the future.*



*‘Finally, I want to present another element that we have learned in the processes, which is related to the timing of the processes. A lot of civil servants often do not have enough time. And, if they do have time to spare, then you need to be careful, because they may not be the right person for the task! So it is important to take this into account. It is very important to negotiate the time properly. You have to hold negotiations with the civil servants about the timing. Another related issue is that this is often a lengthy process. So you have to take care over the amount of time and effort that is invested throughout the process. In our case, for example, by the time we got to the final stretch, many of the civil servants were tired. That might be a risk. So it's something you have to take into account.*

*To conclude, I'd just like to say that there is a lot more information on our website. You'll find a variety of documents in different languages. Well, that's it. That concludes my presentation. I know I've gone on a bit, but I hope you found it useful. If you have any*

*questions or anything you're not sure of, please feel free to ask. Thank you for the chance to give this presentation. Thank you'.*

*ECO6 then took the floor. 'Thank you Stéphane Vincent for your presentation. It was very interesting. We're now going to get into groups and try to apply what you have said to our case. At the end, in the full session, we'll talk about what we discussed in the groups and we'd like you to make some contributions. Thank you'.*

*The Orkestra Facilitator then took the floor. You will now have 40 to 45 minutes to talk in the groups. We handed out a table earlier. Share what you have written on it with the other members of your group and then choose a spokesperson. We will be gathering up the sheets with your ideas at the end of the session — the individual sheets and the ones you have written as a group. Thank you'.*

## 5. Group dynamic

### **First group:**

*The spokesperson for the first group was ECO3. 'Our team was a bit chaotic. One member left just at the beginning of Stéphane's presentation. And the Etorkizuna Eraikiz researcher has just arrived in from London and he's new to the project. So, we had to explain it to him. As regards the presentation, we all agreed that we thought it was very good. We think it set out some very interesting ideas. Stéphane explained a table showing the difference between the old and the new political culture. We think that table is of key importance. We identified a lot with what was said in the presentation. He mentioned some interesting ideas: instead of planning, he talked about trial-and-error methodology; instead of experts, he talked about activists; he talked about the system,*

*rather than silos; he mentioned the importance of questioning, rather than solid answers. All of these ideas are in our project. That's more or less what we are doing.*

*'The explanation was very systematic. We have only been talking or working on these issues for a few years. In contrast, Stéphane's project has many years of experience. He also talked about double agents. We found this concept very interesting. I consider myself to be a double agent. We thought it was interesting that he prioritised trust over control. This is an idea that we have often discussed here. But how does that trust arise? Etorikizuna Eraikiz is a project created by the Provincial Government of Gipuzkoa, so it has credibility. The project has tried to avoid a 4-year logic (the logic of the term of office). In other words, it is a project with a long-term approach. In short, Etorikizuna Eraikiz is a territorial project. The Provincial Government of Gipuzkoa has gained this legitimacy. So, there is a level of trust in the foundations of the project.*

*'We also really liked another idea that was discussed: that the process changes people and vice versa. We also talked about the double agents he mentioned. We relate this to the work of the facilitators. Indeed, they facilitate processes between the different interests. And we found that very interesting'.*

Stéphane Vincent took the floor. *'The double agent is a concept we often use, and we have used it from the beginning. And when we talk about social innovation, we believe that innovation already exists. In other words, we think it is out there. From our experience, we would say that in any organisation, even the most bureaucratic ones, there are people looking for innovation and a new culture. These people may not be very talkative. They don't have to speak explicitly about the idea. Often it is enough just for them to have these ideas in their head. These people are often just waiting for the initiative to come. Sometimes, though, they need a shove. Several studies have been carried out in Canada on this subject, which indicate that in most cases, this first seed for innovation is out there. But these people should not be selected from outside; ideally a series of initiatives should be launched involving people who want to innovate. We think that those who want to innovate in organisations are usually waiting for a sign.*

*'The desire for change can be seen especially in the younger generations. The new generations see work and citizenship in the round. There is a change in perception. Moreover, I don't think you have to do your head in looking for people who want to innovate. Many will not want to innovate and those who do are often waiting for a sign. Most organisations are full of people who are innovative, but they don't show it. So if the initiatives get off the ground, it will spark those people's desire to innovate'. A few weeks ago a survey was published in France which said that 80% of civil servants think the work they do is nonsense. In other words, they believe they are doing work that makes no sense. This report was based on the opinions of some 5,000 civil servants from different parts of France, so it gives a good overview. So that's why the report is important. With regard to what I was saying, that means that 80 percent of them are likely to be willing to implement lots of innovations. They are probably looking for a new political culture'.*

The Orkestra Facilitator then took the floor. *'I would like to ask the spokespersons to explain their contribution very briefly. We don't have much time. You can just give 3 main ideas. I will also ask Stéphane to make any comments he has in the plenary. Otherwise, we won't have time'.*

## **Second group:**

The spokesperson for the second group was ECO12. *'The first thing we have to say is that we really liked the presentation. Moreover, we identify a lot with the ideas and the spirit he set out. We believe that what has been discussed in the presentation is closely related to the work we do in the Etorkizuna Eraikiz ecosystem. The first idea we discussed is as follows: the establishment of a new political culture is a very profound change. It is important to bear in mind that this is a process and not just a specific action. We need to be creative. Another important idea we mentioned is the need to generate commitment. And finally, in the methodological area, we liked the idea of communication instead of documentation, the idea of corporate communication. We think this is an interesting contribution. Another topic we discussed in the group concerned the outputs we generate in the process. How do we measure them? Do those results reflect the impact? Those were the issues we raised in the group. Thank you'.*

## Third group:

The spokesperson for the third group was ECO14. *Our group also came up with some interesting ideas. In the presentation, Stéphane talked about ‘ambassadors’. At Etorkizuna Eraikiz, we talk more about the figure of the facilitator. And the presentation mentioned the importance of diversity in the teams. We mentioned the benefits of a cross-disciplinary approach. We also discussed the table that was shown in the presentation. This table compares several elements: in the old culture, excellence was rewarded; in the new culture, this is replaced by questioning. The presentation also said that most of today's problems are complex. A critical attitude to complexity, in other words, asking questions, can be more effective than having people of excellence in different disciplines.*

*‘We discussed shared responsibility. We think it could be a very interesting concept. Another idea that came up was how to relate to society. There was a strong emphasis on this issue in the presentation and we also believe it is very important. And finally, we discussed the need to have an umbrella connecting and encompassing all Etorkizuna Eraikiz projects. In other words, it is necessary to try to find for links and synergies between the different projects, and we think that Etorkizuna Eraikiz might be the place to provide those links’.*

## Fourth group:

The spokesperson for the fourth group was ECO13. *‘One of the ideas that was discussed in our group was related to the surveys Stéphane showed in the presentation. It was mentioned that these questionnaires were integrated into the process. At the Provincial Government, we often wonder: What do people working or involved in the Provincial Government think about Etorkizuna Eraikiz? It would be interesting to consult them on this. That way we would know what people working at the Provincial Government think. I don't know exactly which department could perform this work —the Strategy department, maybe— but it would be interesting to work with the information taken*

*from those questionnaires. At the same time, we believe that those surveys might be of great interest in the mapping exercise.*

*‘The presentation also talked about collaborative governance. Stéphane mentioned that this collaborative governance has been applied to several projects at a European level. There was also mention of the need to draw up reports. Here, we mentioned in the group that the role of the Etorkizuna Eraikiz researcher might be important’.*

The Orkestra facilitator handed over to Stéphane Vincent, saying that the spokespersons had made several contributions. The aim of the plenary session was for Stéphane Vincent to give his reflections on these ideas. The programme would end with Stéphane Vincent's contributions.

## 6. Evaluation and conclusion

*Stéphane Vincent took the floor. ‘All your interventions were very interesting. To finish up, I would like to give you some advice. When working with civil servants, it is a good idea to start with concepts such as innovation. Indeed, if you don't do it that way, it can cause some upsets. So, I suggest you use this type of concept. In conclusion, I would like to say that my aim here was not to give advice, because we are also very interested in what is being done in Gipuzkoa. Indeed, I have published an article in a journal about your project, where I talk about the strategies of Gipuzkoa and the Basque Country. So we too are interested in the projects being carried out in Gipuzkoa. We would like to share your experience in our territory. So the interest is mutual. So I will end on that note. Thank you for inviting me. It has been a pleasure’.*

The head of Strategy and Research took the floor. *‘Thank you Stéphane. Although I missed half the session, everything you said was very interesting. I think your presentation was very detailed. For Etorkizuna Eraikiz, and also for the different agents participating in this programme, it will be very interesting to stay in contact with your*

*organisation. We look forward to holding the next session in person. Thanks too to all of you who participated in today's session. Thanks again, Stéphane, and see you next time!*

## 7. Appendices

### a. Presentation used during the session

Webinars, participatory surveys,  
collaborative action-research  
programs : building vehicles for the  
exploration of public transformation



Stéphane Vincent,  
CEO, co-founder

New Political Culture and Collaborative Governance,  
Province of Gipuzkoa, 24th Nov.

La 27e Région : presentation  
and main vision

Our journey in the land of  
public transformation :  
stages and vehicles

Two cases :  
Lieux Communs,  
La Transfo

## La 27<sup>e</sup> Région : presentation and main vision

Our journey in the land of  
public transformation :  
stages and vehicles

Two cases :  
Lieux Communs,  
La Transfo

### LA 27<sup>E</sup> REGION IN A FEW WORDS

Non-profit association  
launched in 2008

A laboratory for public transformation  
and social innovation

A cross-disciplinary team of 10 people  
and a community of practices  
composed with 150 professionals

Budget around 1M€/Year

40 corporate members (local  
governments, public administrations  
and State services), 60 individual  
members

Main activities : field research,  
knowledge sharing, new narratives for  
the public sector, facilitation of  
community of practices



A concrete utopia : changing the  
dominant cultures in the public sector



La 27e Région : presentation  
and main vision

Our journey in the land of  
public transformation :  
stages and vehicles

Two cases :  
Lieux Communs,  
La Transfo

Our journey in the land of public transformation : Step by step, in the long run



Our journey in the land of public transformation : Step by step, in the long run



## Our journey in the land of public transformation : Step by step, in the long run



## Our journey in the land of public transformation : Step by step, in the long run



How we take a new direction :  
a 3-stages process

Example of  
« governance  
innovation »

3. collaborative actions  
research program

2. participatory  
surveys

Lieux Communs  
in 2020

1. webinar(s)

Enacting  
the commons  
in 2018

First webinar  
in 2017

Webinars : a practical way to give  
the flavor of a new topic



Webinar « New governance in North UK » (June 2018)

## Participatory surveys : collecting data while building future coalitions

### « Sonar » (2018)

- Exploring the controversies about public innovation
- Budget 20 K€

### « Enacting the commons » (2018-2019)

- Exploring new kind of governance all over Europe
- Budget 120 K€ (Erasmus+)

### « Embedded lawyers » (2020)

- Law creativity for urban commons
- Budget 100 K€

### « Neighborhood solidarities » (2021-2022)

- Exploring solidarity practices in the neighborhood
- Budget 50 K€

## Collaborative action-research programs, our main vehicles for public transformation exploration

### Main principles :

- Based on contracts gathering 3 to 10 local authorities
- Different roles : a third-party (la 27e Région), innovation professional teams (the residents), group of volunteer civil servants (ambassadors), local governments, co-founders...
- Average length/budget : 1 to 4 years / 100K€ to 3,6M€
- A protocol of research primarily based on ethnography, sociology, service design (+ other disciplines : urbanism, political sciences, arts, forum theater, etc)
- Documentation rather than communication : blogging activities, playbooks, videos...

## Collaborative action-research programs, our main vehicles for public transformation exploration

### « Territoires en Residences » (2008-2016)

- Immersive weeks and co-design on public challenges
- e.g : improving health services in the village of Pionsat
- 20 residencies, total budget 1,3 M€

### « La Transfo » (2014-2016, 2016-2020)

- Empowering governments with transformation capacities
- Examples : City of Paris, Regional government of Occitania...
- Two editions, 13 local governments, total budget 3,6 M€

### « Les Eclaireurs / The Frontliners » (2016-2019)

- Imagining desirable futures for bureaucratic rituals
- Topics : assessment, procurement, planification, management
- 5 Eclaireurs, total budget 200 k€

## Collaborative action-research programs, our vehicles for public transformation exploration

### « (Dé)formations » (2021-2022)

- politicians training for new ways of governing (400 K€)

### « Public Reflexes » (2020) and « Public Capacities » (2022)

- Exploring innovation practices within local government during pandemics
- Budget : 200 K€

### « Lieux Communs » (2021-2023)

- Promoting open governance and testing « public-commons partnership »
- Total budget 400 K€

27e Région : presentation and  
main vision

Our journey in the land of  
public transformation :  
stages and vehicles

Two cases :  
Lieux Communs,  
La Transfo

## Case 1: Lieux Communs, a program for promoting and testing « public-commons partnership » (2020-2023)



« Enacting the  
commons »,  
a collaborative  
survey to explore  
how commons  
transform public  
services in Europe  
(Erasmus +)



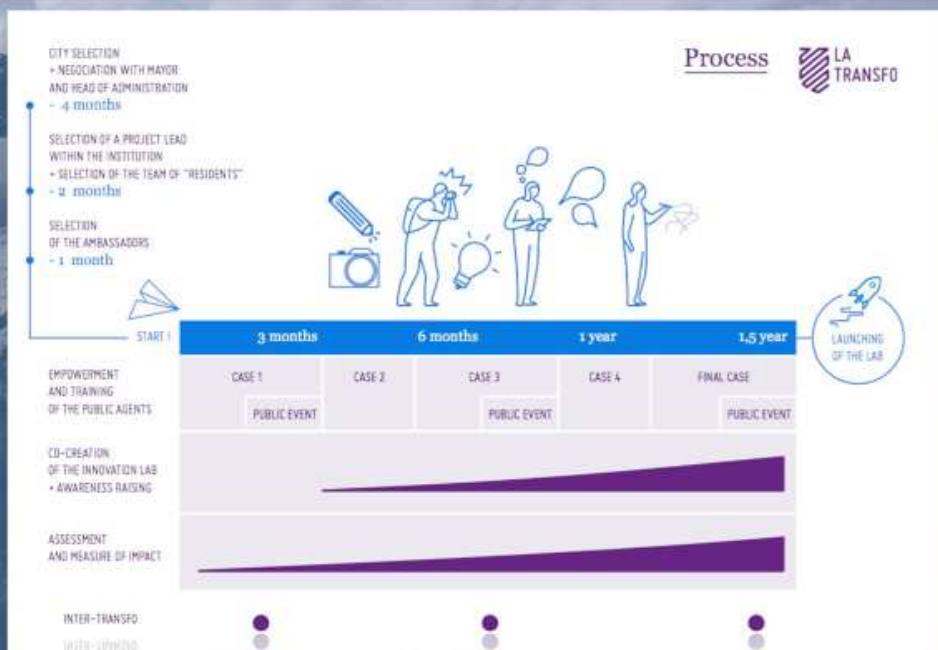
## Case 1: Lieux Communs, a program for promoting and testing « public-commons partnership » (2020-2023)



## Case 1: Lieux Communs, a program for promoting and testing « public-commons partnership » (2020-2023)



## Case 2 : La Transfo, a protocol for creating innovation laboratories within local governments (2016-2020)



## La Transfo / Principle 1 : Involve and train heterogeneous groups of civil servants



#volunteers  
#action-training  
#collective intelligence

### What we learned :

- An influence of La Transfo on carriers
- A good diversity (but less male and C category)
- Not one, but 2 or 3 circles of volunteers
- The strength of the collective
- Confusion about the goal : is it training or project driven ?
- Is 20 ambassadors enough ?

## La Transfo / Principle 2 : Adopting a multi-disciplinary approach

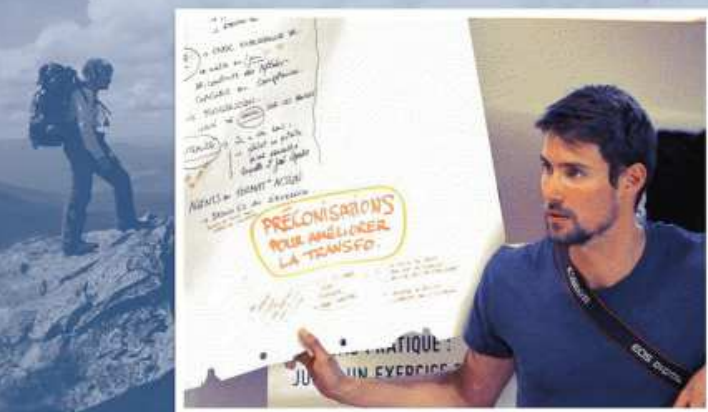


#design  
#social sciences  
#alternative practices  
#coaching  
#participatory urbanism  
#adult education  
urban policies

What we learned :

- An approach dominated by design
- A high level of reflexivity is required
- Non-design activities should be deepened
- In the future : worth creating a pool of rare expertises (educational ingeneering, neurosciences, community organizing, etc)

## La Transfo / Principle 3 : Experimental and « learning by doing » framework



#co-responsibility  
#autonomy  
#protection

What we learned :

- The protocol is respected when the governance is strong (contracts, co-financing, trans-city framework, la 27e Région as third party, etc)
- A (too) strong pressure to get results
- The need to create more qualitative conversation in first hand
- Is the leader civil servant the future head of the lab ?
- In the future : a lab for officials ?

## La Transfo / Principle 4 : Work on concrete cases



#Mobilisation  
#Impacts  
#Commitment  
#Enthusiasm  
#Skills transfer  
#Political support  
#External partnership  
#Testing lab management

What we learned :

- An infinity of topics : improving energetic renovation (Lille), reducing uncivilities (Mulhouse), re-framing self service biking (Metz), school subscription system (Strasbourg), etc
- Practical cases are POC for the future lab
- Strong conditions for the success of projets

## La Transfo / Principle 5 : Find support from the ecosystem



#internal « double-agents »  
#external ecosystem

What we learned :

- The rising of regional networks between labs (Region Grand Est, Occitania), and even cross-government labs (Grenoble)
- A soft competition with other innovation teams (e.g open data)
- Some people have key roles in creating connexions
- The length of La Transfo is not enough to create strong cooperations
- For the future : involving internal and/or external innovators, putting the basis of « R&D ecosystems »

## La Transfo / Principle 6 : Projection in the future lab



#Testing the lab governance  
#dedicated sessions  
#strategic choices

### What we learned :

- An iterative process which aims at developing legitimacy
- The importance to involve future users and partners in the making of the lab
- A frequent output : the lab's user journey
- The risk of a brutal return to real world of governance
- Would need strong involvement of officials (and maybe citizens)

## La Transfo / Principle 7 : Find the best rythm



#acupuncture-based  
#agility

### What we learned :

- 20 civil servants engaged in 14 session on 18 months (2-3 days each)
- Cases sessions / Learning sessions / Lab sessions (+ adjustments)
- Learning new methods : (very) good
- Mobilisation : good but progressively decreasing
- Lab co-creation : arrives too early for the administration
- Very demanding in terms of logistics and groundwork

More insights on

<https://transfoondesource.la27eregion.fr/english.html>

LA TRANSFO • CODE SOURCE

SOURCE CODE ABOUT FAQ OUR COUSINS

Welcome to the La Transfo Code Source website - this program is about testing and co-creating an innovation lab within a public administration.

**AN EXPERIMENTAL FRAMEWORK  
A MULTI-DISCIPLINARY APPROACH  
PACE PROGRAM ROLLOUT  
INVOLVE AND TRAIN THE PUBLIC AGENTS  
WORK ON THE BASIS OF CONCRETE CASES  
FIND SUPPORT FROM THE ECOSYSTEM  
ANTICIPATING FOR THE FUTURE LAB**

Thanks for your attention !

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LA 27e  
RÉGION

## b. Working Document No. 16

### THINK TANK

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

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

(24 November 2021)

##### **Introduction**

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

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

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

After listening to the presentation by the speaker, Stéphane Vincent, the members of the group shared the lessons they thought were of most interest for the three projects proposed in this phase. These three projects are set out in Working Document No. 14 and are entitled:

- Provincial Government internal transformation process
- Territorial mapping process
- Influence of the think tank on the territory

The following sections describe the contributions received for each of these projects, which will be summarised at the end.

#### **LESSONS FOR INTERNAL TRANSFORMATION OF THE PROVINCIAL GOVERNMENT OF GIPUZKOA**

##### a) DEFINITION OF APPROPRIATE GROUPS/SPACES (17)

The most frequently mentioned item in the contributions was the need to establish appropriate groups or spaces and also to work on how to attract people to these

spaces and how to get them involved. There has been discussion on finding volunteers and the role of 'ambassador' civil servants, as well as the need to overcome a silo mentality when working.

- It is necessary to create the right administrative structures/teams: What is the equivalent in our case of the laboratory Stéphane mentioned?
- Simulate in 1.5 years the process of having a laboratory within government (train and involve a diverse group, volunteers / training in actions / cross-disciplinary approach)
- Design a team within the Provincial Government that will not only work on a current project, but will be in charge of transformation of the administration
- What is an in-house laboratory? What is its relationship with the think tank?
  
- Search, training and involvement of volunteers
- Special work needs to be done on human resources and staffing
- Technical staff, civil servants involved in the process.
- There must be real availability of agents from within the organisation
- Trust
- Development of trust in the context of teams
  
- I found the idea of the ambassador civil servant interesting; it is a reference point
- The work of ambassadors, knowledge needed for interaction
  
- It is important to overcome the silo mentality. It is necessary to have a system that does this, a systemic vision
- Complementing multiple disciplines
- Teams need diversity
- Overcoming the logic of silos and taking on board the single system
- Engaging future users

## b) WORKING METHODOLOGY (10)

There were also numerous contributions on the working method. As well as experimentation and reflexivity, the importance of learning from action and experience was also emphasised, with reference to action research as well. The importance of documenting the process was also mentioned.

- Experimentation as a path
- Spirit of experimentation
- Working on reflexivity, linking theory and practice
- Questioning is important

- It was proposed that the Ekintza research programme should be developed (in programmes of use to a minimum of 3 and a maximum of 10 local bodies)
- Through action research, we carry out the process,
- From planning to experimental thinking, trial and error
- From an idea of excellence to practice
- Learning by doing
- Prioritising documentation of the process over communicating the work carried out

## c) ROLE/DEVELOPMENT OF THE ECOSYSTEM (9)

Despite the internal transformation in the Provincial Government, there was also a lot of mention of the importance of the ecosystem, and it was proposed that internal and external ecosystems should collaborate. In particular, the academic sector and local governments were mentioned as possible agents. The importance of double agents, or agents acting in two areas of the ecosystem, and the possibility of enhancing it through the webinar, was also mentioned.

- Cooperation between internal and external ecosystems
- Territory, overview
- Right environment (support from the ecosystem)
- Integration into the ecosystem in order to avoid isolation
- It is necessary to work with different agents
- Collaboration with different agents: academic sector...
- Possibility of local government being a partner in the laboratories
- Webinars can be organised to recruit allies
- Role of double agents, a tool for working together on public service and democratic innovation

## d) TIMING / PROCESS DEADLINES (8)

Another lesson that was mentioned a lot involvement the management of deadlines and the timing of transformation processes. The most common remark was about the importance of understanding that these processes are long-term.

- Profound cultural change is long-term and scaled up; it is important to be clear about that
- It is a long road and it has to be travelled as a team
- Time management: Are these processes too long? What are the difficulties in this area?

- Methodological innovation takes a long time
- Adequate time management to work on time involvement
- Contextualising the action to be carried out in long-term schemes
- Need for the time required by trial and error. How to approach the process in times of crisis?
- Sustainability

## e) TRANSFORMATION / RESULTS (6)

Along with long-term commitments, there was also discussion of the need to understand transformation properly and that we need new theories of transformation and should look for transformation beyond excellence. There was also mention of the excessive pressure to achieve results and the importance of managing participants' expectations.

- The need for transformation must be well understood
- We need new theories of transformation
- Incorporate new theories of change
- Work on transformation beyond excellence, asking questions about everything we do, questioning
- Too much pressure to obtain results
- The 'La Transfo' experience: What about the expectations of the participants? Frustration often arises from 'participating for nothing'

## f) POWER AND HIERARCHIES (4)

The participants also commented on the importance of taking power and hierarchies into account.

- Might the hierarchies be different here and in France?
- For innovation in governance, as well as empowering employees, a transformation is needed in the sphere of power
- It is not enough to empower civil servants; we also have to empower and change power
- Shifting power and the way it is/is not shared

## g) TRAINING AND TRANSMISSION OF KNOWLEDGE IN THE PROVINCIAL GOVERNMENT (4)

The Provincial Government emphasises the importance of carrying out training processes and sharing existing knowledge.

- The transmission needs to be worked on. If there is in-house knowledge (for example, there was mention of Sebas and Ander's knowledge and their laboratory), how can it be incorporated into the process? It must be managed
- The territorial development laboratory already conducted studies on the issues mentioned above, can we learn from them?
- Training for politicians should be encouraged
- Training of politicians in new governance models

## h) IMPORTANCE OF SPECIFIC PROJECTS (3)

There was discussion of the importance of working on specific topics and projects.

- It needs to be manifested in specific projects, but you have to see the broader picture, to activate many projects, not just one
- Work on specific cases by establishing cross-cutting team processes
- Address specific issues

## i) PUBLIC BODIES/GOVERNMENT (3)

Studies directly related to the institution and public administration were also shared.

- Creating requirements, internal legislation, procedures for government.
- Proposal for empowering public institutions from the perspective of social innovation
- Flexible adaptation of legislation on bureaucratic rituals (vs. legal certainty)

## j) USE OF SITUATIONAL AWARENESS TESTS (3)

There was also interest in the surveys conducted as part of the project presented.

- A general survey could be conducted at the Provincial Government: What is Etorikizuna Eraikiz, how do members of the Provincial Government see it?
- Collect information questionnaires on governance models to facilitate intervention for learning purposes
- Conduct surveys of all members of the Provincial Government

## LESSONS OF INTEREST FOR COLLABORATING IN THE MAPPING PROJECT

### a) ECOSYSTEM REVOLUTION AND DEVELOPMENT OF ECOSYSTEM COLLABORATION

In the mapping exercise, there was a strong stress on the importance of working on participation, shared responsibility, governance and joining forces. Some difficulties also came to light when considering governance as the axis of this process. Finally, the importance of different agents was highlighted, with reference to the double agents

and the municipalities, and reflections were shared on 'ownership' of the process and 'building [a sense of] the country'.

- Creating partnerships
- Co-responsibility
- Shared responsibility is interesting
- Solid governance
- A map is important for accumulating forces
- Fractioning the ecosystem will make our work easier
  
- They don't see governance as a problem; take a different approach.
- This example helps relate the problems to the issue of governance and to understand how to approach it
- Community practice to design new governance models
  
- Double agents + ecosystem
- What is the role of the municipalities in this relationship?
- Ownership of the process corresponds to financing of the process, not just mapping by Etorkizuna Eraikiz
- Find the link with civil society, look for new links in what we call *herrigintza* (building the country), to normalise this concept.

## b) METHODOLOGY

There was also input on how the mapping process could be developed, looking at the steps proposed in the presentation and the dynamic approach. The importance of documentation and systematisation was also emphasised, and cross-disciplinarity was mentioned, with special reference to the roles of civil servants, ArantzazuLab and La 27e Région itself. In this context, there was also mention of the importance of working on a case-by-case basis.

- The steps in the process can be a source of learning
- Some of the methods and work processes proposed [are interesting]
- Innovation in governance: 3-step process (data collection, webinar, participatory surveys, collaborative action research programmes)
- Having an evolutionary approach to define the approach of the project, a process approach
- Don't work with static snapshots, but with dynamic ones
- We cannot seek to go directly from a situation of non-collaboration to one of collaboration; transformation must be scaled up

- Work on the role of documentation and storytelling, find new forms of communication
- Focus on systematisation (excluding marketing) to restore trust and credibility
- It will be important to pool cross-disciplinary profiles in this process
- Viewing Arantzazulab as a neutral agent can reinforce the process
- Willingness to get involved and renewal of staff members
- Develop collaboration with La 27e Région to learn from their reports
- Could we have La 27e Région in our ecosystem? (international cooperation)
- It is necessary to go to specific cases and map from them
- Working on concrete projects increases the chances of solid results
- Use of diverse techniques and qualitative methodologies to access citizens' narratives and motivations
- The challenge: to work on individual commitment
- Work on trust and credibility to enact the transformation in-house as well

## LESSONS OF INTEREST FOR REINFORCING THE ROLE OF EACH PARTICIPANT IN THE ECOSYSTEM AND THE INSTITUTIONS OF EACH PARTICIPANT

### RESULTS

It is a good idea to clarify the results we expect from this process. One proposed result is to create an Etorkizuna Eraikiz network.

- Results = test. What are results? How do we measure them?
- To create a Etorkizuna Eraikiz network, acting as an umbrella

### PARTICIPANTS AND COMMUNITY NATURE

Reference was made to the recruitment of new people, with mention of cross-disciplinarity and key people, as well as the need to extend the role of the centres currently involved. In doing so, individual commitment and the collective level will be important.

- Interdisciplinary profiles
- Maybe attract other profiles to the groups
- General idea: to incorporate key people based on their ability to connect, interest, motivation, position...
- Where do we create the community character?

- Further work on the connection between the think tank and the research/experimentation centres: ALC, ArantzazuLab, Badalab, Sinnergias, Orkestra, Deusto, MU, UPV, etc. What is our role in the ecosystem?
- The main challenge is to work on individual commitment
- The collective is fundamental to our work

## METHODOLOGY

It was explained that developing the methodology is a long-term process, and we wondered whether we can also take time for it. The importance of experimentation was mentioned. We also reflected on documentation, questioning its relationship with communication. The emphasis was on connections, on working on training and, once again, on working with concrete projects.

- They spent the time from 2008 to 2014 fine-tuning the methodology. Can we do something like this too?
- Taking into account the element of time
- From planning to trial-and-error
- Neutral place for experimentation
- Experimentation and logic of change with (civil service) personnel and collective intelligence
- Documenting vs. communicating
- Documentation, blogs, manuals
- Increase connections, links
- Training and skill-building
- Generate capacities to retrieve concrete results from concrete projects

## SUMMARY

The above proposals were summarised in the form of questions to the participant in the deliberation group who was in charge of facilitating each project, with the idea that these questions will be answered throughout the sessions.

When preparing the summary, we compared the input from this session with that of the previous session (see Working Document No. 15), because there were some repetitions.

To the person responsible for facilitating the internal transformation of the Provincial Government of Gipuzkoa:

- a) What is the **stable structure/space/collectivity** that will address the internal transformation within the Provincial Government (in the long term)?
- b) What is the **diversity** like in this space? (political/technical personnel, people from different fields, from inside/outside Provincial Government)
- c) Have you thought about the role of the **ambassador civil servant**?
- d) What is the **specific project** that you are going to bring to the deliberation in the short term?
- e) What are the **specific results** you expect from this project?
- f) How and when can the following results be incorporated into **internal legislation/procedures**?
- g) What role do you see for us in this project as agents of the **ecosystem** of the deliberative process?

To the person responsible for facilitating the mapping project:

- a) Beyond drawing up the map, how are **partnerships, co-responsibility (beyond funding ownership, solid governance)** going to emerge?
- b) What **concrete steps** (dynamic approach) will be taken for development of the project?
- c) How will **documentation, systematisation and story-telling** be addressed?
- d) What is **the role of the municipalities** in this project?
- e) Have you thought about the **role of the double agent**?
- f) Will this project extend to **civil society**? How?

To the reflection team and the person responsible for facilitating reinforcement in this area:

- a) What do we mean by the **result** of this process?
- b) How are we going to create the group with **different disciplines, with key people**?
- c) What is the role of ALC, ArantzazuLab, Badalab, Sinnergia, Orkestra, Deusto, MU and UPV in the ecosystem?
- d) How are we going to work on **individual commitment** and reconciling the **collective dimension**?
- e) How can we improve **documentation and communication** of our work (blogs, manuals)?
- f) What **concrete targets** do we set for our work to 2023?

## c. Session programme

# THINK TANK

SPACE FOR DELIBERATION ON THE NEW POLITICAL CULTURE

24 November 2021

## THE CHALLENGE TO BE ADDRESSED IN THE PROGRAMME

After presenting three areas of action at the beginning of this new phase, in the previous session we spoke to María José Canel and Anne Murphy to lay the groundwork for the first area, the project to develop collaborative governance in the Provincial Government. For this purpose, we are working on the studies that have been carried out in the Ekinez Ikasi project.

This time we will also continue learning from the experience; i.e. the guest, Stéphane Vincent, is also an expert and has experience. Based on his experiences in La 27e Région, he will help us to work on the actions corresponding to the three projects.

## AGENDA FOR THE SESSION

- Introduction
- Dissemination of agreed actions
- Presentation of La 27e Région
- Group dynamic
- Close