ETORKIZUNA
ERAIKIZ
think tank

NEW POLITICAL CULTURE
REPORT OF THE 11th MEETING

19/05/2021

Contents

ETORKIZUNA ERAIKIZ think tank

SPACE FOR DELIBERATION ON THE NEW POLITICAL CULTURE

1. Programme

Theme	Person responsible
Introduction to the session and reflection on the process	Xabier Barandiaran, Provincial Government of Gipuzkoa
Presentation of the contents worked on by the group	Naiara Goia, Aranzazu Social Innovation Laboratory
Group dynamic	Naiara Goia, Aranzazu Social Innovation Laboratory
Evaluation of the session and next steps	Xabier Barandiaran, Provincial Government of Gipuzkoa

2. Members of the group

In attendance:

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

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

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

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

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

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

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

8. Mikel Pagola. **Provincial Government of Gipuzkoa.**

9. Asier Lakidain. **Sinnergiak**

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

11. Andoni Eizagirre. **Mondragon Unibertsitatea**.

12. Mikel Irizar. **Eusko Ikaskuntza**.

13. Ander Errasti. **Institut d'Estudis de l'Autogovern.**

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

15. Eva Sánchez. **Orkestra**.

16. Naia Begiristain. **Orkestra.**

3. Introduction and presentation of the workshop

ECO12 welcomed the group, thanked them for attending, and handed over to the Head of Strategy and Research.

The Head of Strategy and Research explained that ECO6 would be presenting the dynamics developed in the group. He added that in the next meeting they would be conducting a group assessment, because *"a year has passed, and we need to reflect on the process."* In this reflection process, he said, *"we will need to examine how the group assesses the process."* He said he feels positive.

The Head of Strategy and Research said that *"the process will be evaluated and examined in the coordination group."* Although *"there is generally a positive feeling"*, some improvements will be proposed. He said that these improvements were in the following areas:

- Dissemination
- Logistics and organisation
- Application of the methodology
- The Think Tank as a political subject

The Head of Strategy and Research said that *"the improvements proposed will be explained at the next meeting, in June, with a view to next year's process".* He them handed the floor to ECO6.

4. Presentation of the contents discussed by the group

ECO6 greeted them and thanked them for attending. She said that in this meeting *"we will be setting out the central theme of our subgroup: the participation of citizens and civil society in the public agenda."* She added that in the absence of the Orkestra Driver, she would be in charge of driving the session. She added that if anyone wanted to make any comments or contributions, they should feel free. Nonetheless, *"there will be specific spaces for dialogue and for exchanging ideas."*

ECO6 summarised what they were going to discuss in this session. *"We want to present the central theme and the development of the group's work." "The lessons learned during the process will also be presented."* At the end of the session, *"there will be space for reflection and participation by the participants."* She added that *"time will also be given to evaluations."*

"Several elements have been worked on related to the construction of a New Political Culture", she said. Nonetheless, she said, *"there have been some elements or themes that have not been addressed, such as those related to certain of the Provincial Government's public policies."*

ECO6 said that *"the central theme, or axis, on which we are working is that of citizen participation".* She also stressed *"the importance of understanding the context from which these reflections arise".* "*There is a political disaffection"*, she said, *"on the part of citizens. (...) The objective must be to create the tools and spaces necessary to enable relations between politics and citizenship." "More work is required on collaborative governance"*, she concluded.

ECO6 then presented some experimental projects where the theory of the new political culture and collaborative governance has been put into practice. The first is Badalab, the linguistic innovation laboratory. And the second is Arantzazu Lab, the Social Innovation Lab. The aim has been *"to move to action through experimentation. This experimentation has led to the creation of knowledge."* Nonetheless, *"these were not*

new experiments but were already planned beforehand." She stressed that "although they are not processes that were started from scratch, they are processes that have been enriched during the process". According to ECO6, "the process has strengthened the projects." That is why "we can speak of added value."

ECO6 reaffirmed that "the central theme has been to go further with collaborative governance." She added that "at the base of projects lies the complexity. That is why it is necessary to rethink the model of governance." After concluding the presentation, she handed over to ECO1.

ECO1 posed a hypothesis: "no one knows how to respond to complex challenges alone." According to ECO1, "that is why we must create dynamics of experimentation, to learn from what we do in the process". He said that "there are elements for managing complexity." Certain questions have been raised which, he noted, "are the keys to the process".

- "How to study the challenge in greater depth? How should one view all the agents within it?"
- "What are the qualitative and quantitative elements?"
- "How should the information be interpreted?"
- "How to move from the information phase to the phase of knowledge co-creation?"

ECO1 said that "it is therefore not a linear process, but a circular, interactive one." The points and questions that have been raised are "very important for the process." ECO1 concluded his talk and thanked the participants.

ECO6 then took the floor. She added that "now, to explain the application ECO1 proposed, we will hear a presentation of the first project, the Badalab project." ECO6 handed the floor over to ECO3.

ECO3 said that *"Badalab's space is public and social governance. This is why there needs to be a well-defined underlying ideological axis."* ECO3 explained that *"Badalab was created 5 years ago. However, following the raising of an essential issue for the project (differentiation), it has taken two years two years to build."* He added that *"Badalab's trajectory has intersected with the Think Tank project. And the Think Tank has given it the opportunity for experimentation. That has been very important, as it has given it the boost and the courage it was previously lacking."* According to ECO3, at Badalab *"they are interested in horizontal governance, with as little hierarchy as possible."*

He said that *"the focus group is very important for Badalab"*. He also stressed that *"it is very important that the deliberation is open and participatory, since horizontality can mean greater participation and involvement."* According to ECO3, *"the importance lies more in the methodology than in the content. That's why it is necessary to work on the ways of doing things."* He also stressed that *"the deliberation must go beyond mere theory. The theory and its execution have to be aligned if motivation is to be boosted."* He added that "*the governance that has been mentioned has to be brought into legal decisions."*

ECO3 insisted that *"the Think Tank and the deliberation group have been key for Badalab to explore new terrain". "Being in the Think Tank has given it that new character"*, he said. *"It has been very motivating"*. He also wanted to add a contribution to the Think Tank in the form of a question: *"How can this practice-based knowledge be transferred to other projects?"*. To conclude, ECO3 mentioned that *"our contribution in the latest Think Tank publication will be good."*

ECO6 then took the floor. After ECO3's presentation of Badalab, ECO6 said she would now present the Arantzazu Lab project. The aim of the Arantzazu Lab, she said, *is to "promote the participation and empowerment of citizens in the public agenda. We have tried to promote a way of doing things in the project: the citizens' assembly." "These are projects in which randomly selected citizens participate. These processes show that any citizen is capable of making decisions, if they have the right information and resources."*

Nonetheless, she said, *"these processes are not strictly new; they have existed since the 1970s."*

She said that *"currently there is a tendency to strengthen the involvement of citizens' assemblies and the general public."* In this type of process, *"the public administration needs to be involved, since they tend to be complex processes. These are processes that make consensus difficult, and in which the goals are usually long-term."* According to ECO6, *"the objective of the process and the type of conflict to be addressed must be clearly defined."*

"The reason why citizens are elected at random is that we want to have a representative cross-section of society." (…) *"Depending on the type of challenge, the selection and subsequent organisation of the citizenship varies."* This process *"has very well-defined steps: the choice of the citizens, the learning process, the time for deliberation, etc."* She said that *"the process is currently being designed." "In the process there have been many things that have been inspiring, and that have helped us to learn. Collaborative work has also been strengthened."* At the same time, *"there have been concepts that have enriched the process."* According to ECO6, *"this type of process shows that collaborative governance is only possible by empowering citizens."* Nonetheless, *"this type of process is not possible only with good will; it also requires resources and structures to ensure that it endures over time."* ECO6 concluded her presentation and asked if anyone had any questions.

She said *"It is very important to share these reflections with the other participants. This should not be an information session, where we just come to explain things to the participants. That is why we invite you to reflect and participate."* She said that *"we want to work on two questions with the participants. This will require the participants to get into small groups."*

5. Group dynamic

The questions posed by ECO6 were as follows:

1. *"How does a reflection or an experience like ours affect the participants, the citizen organisations and the administration?"*

2. *"How can the momentum, doubts and dynamics that arise in the process hinder, enrich or facilitate bold governance?"*

She said that *"We have set aside a period of 25 minutes for the group reflection, in which the members of the groups will have a chance to debate and reflect."* After the discussion time *"each spokesperson will have to explain the most important points raised."*

The group spokespersons set out some of the ideas raised on the questions posed:

- DF8:

"In answer to the first question, I think it has brought legitimacy to continuing with an innovative process. However, it has also generated a number of doubts. In terms of conceptualisation, we have gone back to the 1960s. Several doubts have arisen in this regard. That's why it is necessary to counter those ideas."

"As for the second question, it might be dangerous to get stuck at a discussion level, without venturing any further. One option could be to move on to management, in other words, to experience. The Head of Strategy and Research expressed doubts about the methodology, as he believes it does not guarantee results. Nonetheless, it can build a new culture, and can also create spaces and opportunities for learning. And all this involves a large-scale deconstruction of the administration. There has to be a profound change from the administration. You have to see what kind of difficulties arise when you implement these kinds of profound changes in very important and central issues."

"One of the things on which there has been consensus is the issue of complexity. And today we do not know how we should respond to this complexity. On the other hand, there is a tendency to apply disruptive behaviour. Administrations that are ageing and

unable to respond to these challenges need to open up to new perspectives. In that sense, it takes a bit of courage to be open to new practices and perspectives."

- ECO12:

"This group's contribution may be that it enables a practical application of what is being addressed here. We thought that there are groups that create theoretical knowledge, while others create more practice-oriented knowledge. And that is where our added value lies. We are affecting different parts, and they all form a whole. We also have to be aware that we can learn from the things that don't go so well. This can be a model that fits with our group structure, and that can be very fruitful."

- ECO9:

"It is helpful to investigate how the processes of deliberation and governance are set in motion."

- DFG1:

"ECO3 has been a reference for us, and today's reflection has been very interesting. There are two parts to the New Political Culture. On the one hand, it has to have an impact on the change in the administration. But, on the other hand, it also has to push the actors involved in the process. And Badalab is the result of this evolution. We have also had critical interpretations of the process. A number of processes and experiences have emerged from the Think Tank from which we can learn a lot. In addition, there are other experiences within Etorkizuna Eraikiz that are not linked to the Think Tank. We must also make use of these experiences."

"We must seek parity between public and private administration. Moreover, what ECO3 proposes is not only that it should be more democratic, but also that it can be a tool to foster interaction between civil society and players. The involvement of civil society is very important. There are many open government experiences that could be of great

interest for us. That might take us in the direction ECO6 indicated. The processes that have been explained have been put in place by the administration. And that is why it can be said to have been an open, participatory and wide-ranging process."

ECO6 took the floor to thank everyone for their contributions. She explained that *"we are going to use the next half hour to work on the second section."* She said that *"our group members would like to share some reflections and questions that have arisen during the process."* We need to consider *"how to translate such a process into practice."* This is a question *"of vital importance, but one that is very difficult to answer. Many of the questions that have been raised do not have an answer, and that is why we bring them here. We will now go on to pose a number of questions."*

1. *"What is the ecosystem of the Provincial Government's public policies?"*

2. *"What has been done to translate the Think Tank into practice? Is that what was expected?" Is that the change we need to follow in a deliberative process? Should we be learning from practice and experience? Do we need to explore other knowledge in more depth? What conditions need to be met if we want to have an impact on reality? What kind of results do we expect? In what time scales? How is the impact of the results measured? Are we influencing the construction of a new political culture?"*

3. *Do we need a profound conceptualisation? Because if not, how do we reconcile it with complexity? By learning from action? We would like to encourage a reflection on these questions. This may be useful for the second deliberative process. We will give you 5 minutes to consider these questions. Then, we are going to stay in the large group, and we are going to share it amongst us all. Does that seem like a good idea?"*

After 5 minutes, the participants returned to share their reflections.

ECO3 said that *"we have to be aware that we are changing the political culture."* *"Traditional political culture has a very well-established mindset. That is why it is necessary to emphasise the importance of insistence. That's one idea I take from here.*

There is a tendency to think that you can change society and politics with just a new idea. But that's not the case. Change will come with great insistence. It is necessary to combine the awareness of the need to change things with the will to change them. And above all we need to accept that it is a long-term process. We need a new political culture to grow as a community, and we need to raise awareness for that. That is why awareness and insistence are essential."

The Head of Strategy and Research said that *"the questions that have been raised are very powerful. We need a lot of self-criticism during the process, and we need to accept that we are going to be in a state of permanent crisis. A political culture that has been built over 300 years cannot be changed from one day to the next."* On the other hand, *"this process has a virtue that is not common in others. It has brought together different stakeholders from the ecosystem (social stakeholders, public administration, etc.) and a climate of trust has been created that can be considered very important. I think that's the basis on which we can build something further down the line. It has often happened that a base of this kind has been said to exist, but then in reality we have seen that the relationships were actually based on instrumental aspects. The relationships we are building, in contrast, are based on another type of logic. And that has a lot of value."*

The Head of Strategy and Research said that *"the processes that are being worked on here are having an impact on the ecosystem. There is no doubt about it. However, when we talk about impacting the ecosystem, do we have to settle for that? We have to gradually understand the process and grow along the way. In my opinion we have to delve deeper into the processes. In addition, we need to work towards greater integration of all. It is necessary to reflect on the processes and content. And the reality is that we get together once a month and we have a few minutes of reflection. That is why there could be said to be a very wide gap between what we say and what we do. We have to grow little by little. The relationships between the different participants also need to be strengthened. Although it has been a year since the process began, it is only the start. We must be aware of this. We have to make critical readings of the process and improve little by little."*

DFG3 said that in his opinion *"the approach taken by the Orkestra Driver at the beginning of the process was the right one"*, where *"different forms of knowledge have to be combined: expert, experiential and methodological knowledge. Those three forms of knowledge are very important."* On the other hand, *"putting what we have been discussing into practice is very difficult."* DFG3 added that in his opinion *"making four groups has generated a bit of scattering of ideas."* *"We must be aware that we have chosen the path towards a new political culture."*

ECO10 said that he *"agreed with the Head of Strategy and Research. The most important thing is that we have a common goal. I think what the Think Tank was when it started and what it is now are very different things. The Think Tank process has been a learning process. And that's the most important thing. We have co-created knowledge by working together. We have set out what we want to do. And that has enabled a collective understanding of what we are doing. That is why what the Head of Strategy and Research said about always being in crisis makes sense. I think we are creating the conditions to influence the ecosystem. This is just the beginning. But a foundation is being laid so that we can reach the collectively shared goal."*

DFG7 said that *"theorising is an important issue. In my opinion, it is necessary to insist on addressing some concepts in depth, as this allows us all to have a shared vision. It is essential that we all speak the same conceptual language. There are some concepts we need to work on."*

DFG1 said that *"the importance of action has been emphasised. But, in the time that has elapsed since the Think Tank process began, have we had any impact on the technical staff from the Provincial Government? It's an issue that should concern us all."*

DFG6 answered DF1's question, saying that *"we are already seeing changes in the Provincial Government of Gipuzkoa. I am sure that it is going to leave a mark on the Provincial Government. That does not mean that it is going to change overnight, but certain foundations have been laid that will allow us to continue taking steps."*

According to DFG8, *"We have to be constant if we want to see changes in these two years. I don't know exactly what we're going to achieve, but I think we're going to raise awareness. It will be difficult to see it in the next few years. But what we have done today will influence the future."*

DFG7 said that *"if we achieve a joint vision, it will be easier to create programmed, swifter planning."*

6. End of session

The Director of Strategy and Innovation concluded by saying *that "I think we have said everything that needed to be said, "for my part, anyway." "In these times our agendas are not hot, but boiling"*, he added.

ECO6 ended the session by thanking all the members of her group. She added that *"we have taken great care over the presentation."* She added that everyone would have to do the evaluation. She concluded by thanking all the participants and taking her leave of them.

7. Appendices

a. Presentation used during the session

ETORKIZUNA ERAIKIZ think tank

Deliberation Group on New Political Culture

"Collaborative governance. Engagement and participation of citizens and civil society"

19-05-2021

Gipuzkoako Foru Aldundia Diputación Foral de Gipuzkoa · ETORKIZUNA ORAIN Es futuro

⧗

| **1. Introduction** | 5 min |

2. Our axis: Citizen participation	
- Context and conceptualisation	
- Action: presentation of projects	25 min
- Lessons	

| **3. Group Dynamics** | 70 min |

| **4. Evaluation of the session & next steps** | 10 min |

Think Tank on the New Political Culture and Collaborative Governance

2

1.INTRODUCTION
Contribution of the session within the discussion group process

The aim of the think tank is to co-generate knowledge to influence the DFG's public policy ecosystem. Regarding the new political culture:

• Exactly what knowledge? (We developed the deliberative agenda on a shared basis)
• How exactly are we going to co-generate? (a session was held on forms of knowledge co-generation and the group redefined the process)
• Exactly what ecosystem? Who are the stakeholders in the ecosystem? (we did not work on it jointly)

• **What exactly is the impact? (we did not work on it jointly)**
  • Are we talking about new projects/activities or about transforming existing ones?
  • Who is responsible for the action? In the other groups it is the Provincial Government; in this group, it is the participants
  • How far can we require the transformation to extend?
    • How far can we go when the participant is a person and not an organisation?
    • What resources are we going to provide?
  • How soon can we expect to see results?

As part of the process facilitation activities, the group that has worked on participation of citizens and civil society was also invited to share what they have learned about these questions

Think Tank on the New Political Culture and Collaborative Governance   3

2. Our axis: Engagement and participation of citizens and civil society

Think Tank on the New Political Culture and Collaborative Governance   4

Gipuzkoako
Foru Aldundia
Diputación Foral
de Gipuzkoa · ETORKIZUNA ORAIN
Es futuro

2. Our axis: Engagement and participation of citizens and civil society

In building a new political culture…

➢ The crisis in liberal democracy. Two clear phenomena:
• **Citizen disaffection towards agents, institutions and the political system;**
• The weakness of political structures to represent and manage public policies.

> "**Collaborative governance** should aim to transform the relationship between administration, key players and citizens in order to cope with a new agenda"

Gipuzkoako
Foru Aldundia
Diputación Foral
de Gipuzkoa · ETORKIZUNA ORAIN
Es futuro

2. Our axis: Engagement and participation of citizens and civil society

Our approach:

- Two "experiments". Not new (already underway in our areas)

    - BADALAB Governance Model
    - "Citizens' Assemblies" (Arantzazu **Lab**)

> We are talking about strengthening collaboration between institutions and society within and between organisations

- Added value: This deliberative process has strengthened both processes: methodological support, conceptual support, support for perspective…

- Learning experiences. Experiential knowledge has been explained. The aim is to set out the lessons we are going to draw from the experimentation.

- Expectations? Expected results? What depth can we demand from the transformation? Resources? (We will reflect on this in the group dynamics)

2. Our axis: Engagement and participation of citizens and civil society

Framework:
**COMPLEXITY
EXPERIMENTATION PROCESS**
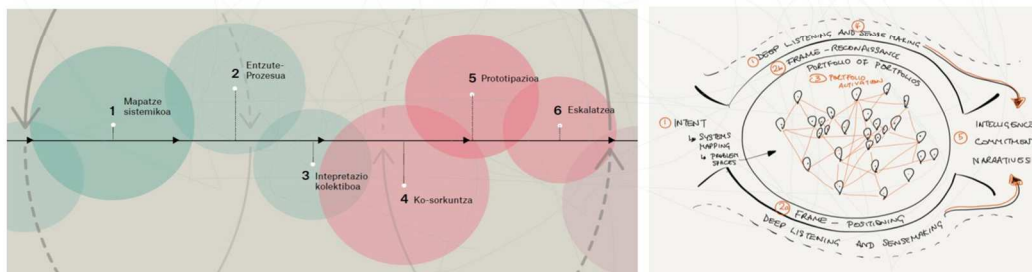
2. Our axis: Engagement and participation of citizens and civil society

1. BADALAB: public-social governance

• Social initiative + institutional capacity = local development

• Bold experimentation: Where are the limits?

• Collaborative governance > SHARED governance

• DELIBERATION: open, horizontal, developed, effectiive

• Legal structure > the most adaptable

ETORKIZUNA ORAIN
Es futuro

2. Our axis: Engagement and participation of citizens and civil society

1. BADALAB: public-social governance

Think Tank on the New Political Culture and Collaborative Governance

9

ETORKIZUNA ORAIN
Es futuro

2. Our axis: Engagement and participation of citizens and civil society

BADALAB: public-social governance
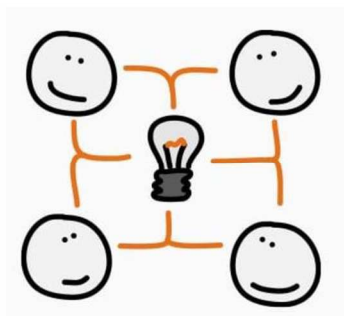
What have we learned???

Deliberation
- Inspiration
- Ambition

From practice
- Experience
- Trust

Think Tank on the New Political Culture and Collaborative Governance

10

2. Citizens' assemblies

Citizen participation processes with random sampling.
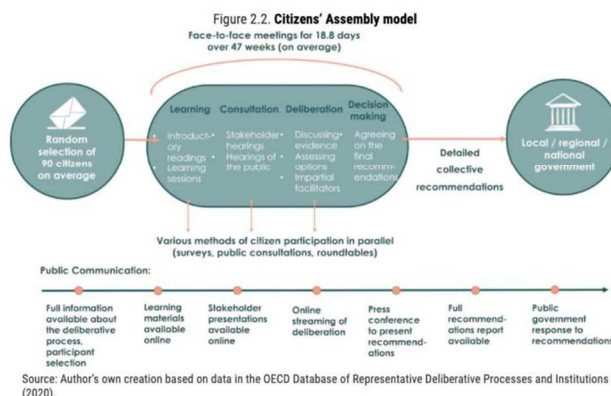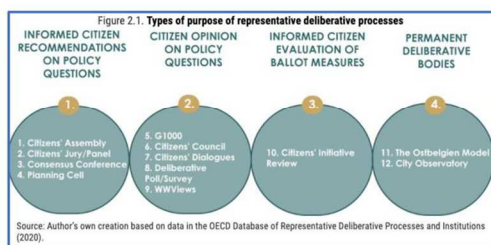### Principles of good practice

Good practice principles for deliberative processes for public decision making (OECD)

Source: Innovative Citizen Participation and New Democratic Institutions - Catching the Deliberative Wave, OECD

Citizen participation processes with random sampling.
Different models

Figure 2.1. **Types of purpose of representative deliberative processes**

Source: Author's own creation based on data in the OECD Database of Representative Deliberative Processes and Institutions (2020).

Figure 2.2. **Citizens' Assembly model**

Source: Author's own creation based on data in the OECD Database of Representative Deliberative Processes and Institutions (2020).

2. Our axis: Engagement and participation of citizens and civil society
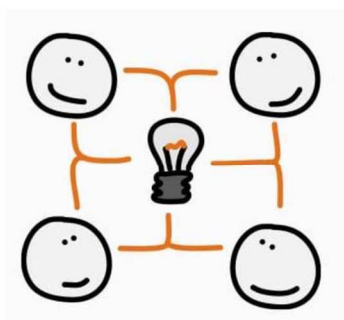

"Citizens' Assemblies"

What have we learned???

From deliberation:
- Collaborative governance
- Trust
- Participation (to scale), Portfolio - experimentation (systemic approach)

From practice
- Will of governments.
- Resources. Structures

Think Tank on the New Political Culture and Collaborative Governance

13

GROUP DYNAMICS

Group dynamics.
2 PARTS:

1. Reflection in the small group (on each axis)

How does our axis interrogate the other axes?

⏳ 35 min

2. Reflection in the large group

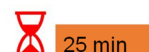How do we learn from action and how can we integrate it into this Think Tank?

⏳ 30 min

---

1. Reflection in the small group (on each axis)

Group dynamic
⏳ 25 min

QUESTION 1) How does an experience of reflection such as ours affect administrations and public institutions, public policies, the issues of other groups?

QUESTION 2) How can its activity, concerns, inertia, responsibility and legitimacy help, hinder, enrich, or facilitate bold governance?

Share in the large group

⏳ 2 min/ per group

Collect the key ideas discussed (3) to return to the large group:
1.
2.
3.

Group dynamic

⏳ 30 min

2. Reflection in the larger group
How do we learn from action and how can we integrate it into this Think Tank?

Possible ideas/questions to aid reflection:

o The think tank seeks to co-generate knowledge in order to influence the Provincial Government's public policy ecosystem.
  Are we creating the right conditions? Have we influenced our ecosystem? (*ecosystem?)

o What has been done to bring a think tank like this into action?

o Is our challenge as a deliberative group to learn from action and experience?

o What are the conditions for performing this action correctly? (Resources - personal, economic, time, deadlines, commitment of the organisation, people in charge, etc.)

o Expectationmanagement?

o Are we influencing the construction of a new political culture through this process/action?

o Within what time-frame (short/medium/long) can we expect results that will lead to the transformation of the new political culture, and how are we going to measure the results in the meantime?

o Relationship between reflection and action: To take action, do we need a firmly agreed conceptualisation of the issues? How can this be reconciled with complexity/experimentation?

Think Tank on the New Political Culture and Collaborative Governance

17

Deliberation Group on New Political Culture

ETORKIZUNA ERAIKIZ
think tank

Thank you!!!

⟫⟫ Evaluation of the Session & Next Steps

b. Working Document No. 12

THINK TANK

Deliberation process on the new political culture:

Working Document No. 12

ELABORATION OF THE CITIZEN PARTICIPATION - STUDIES OF THE BADALAB PROJECTS

AND CITIZENS' ASSEMBLIES

(19 May 2021)

Introduction

On 17 February 2021, following a debate on the working methodology, it was agreed to conduct a process of reflection on the input from the group members up to May. The third of these sessions was held on 19 May with the group on participation of citizens and civil society, together with the team that has worked on the public agenda.

The session was based on the work carried out by the members of the group in two experimental projects. One of these projects was developed in the Badalab language innovation laboratory focused on the make-up of its governance. The second, Arantzazu Lab, worked on the social innovation laboratory, focusing on citizen participation.

As a complement to the think-tank deliberation, the participants said that "the goal has been to move to action through experimentation, which has generated knowledge". They also stressed that these processes have not arisen as a consequence of the think tank; rather, they are processes that were already underway, but that the think tank has "enriched" and reinforced the processes. As a result, they said that the think tank has "added value" to them". This presentation of the participants shows the praxis (relationship between reflection and action) that has been sought in the first year of work at the Think Tank, since the objective was that the issues debated in the think tank should influence each participant's day-to-day work.

Badalab: experimentation in the construction of governance

In the case of Badalab, the experimentation has focused on building the most horizontal possible model of governance, which would limit hierarchy as much as possible.

Main studies on this subject:

a) This experimentation has been more important than the part concerned with the methodological learning contents, so it is important to influence means rather than content.
b) The discussions cannot remain merely in theory; theory and action have to go hand in hand if they want to work on motivation.
c) It is important to translate the governance analysed into legal decisions

In addition to these projects, Badalab's experience raises the question: How can what has been learned in practice be transferred to other projects? In response, "the input from the latest publication from the Think Tank will be helpful".

Arantzazu Lab: experimentation in citizen participation

The aim of Arantzazu Lab is citizen participation and empowerment *vis-à-vis* the public agenda. Within this framework, a special way of working has been devised: citizens' assemblies. Randomly selected citizens participate in these projects, demonstrating that any citizen is capable of making decisions, as long as the right information and resources are available.

Main studies on this subject:

a) The involvement of the public administration is essential in these processes
b) These are processes that make consensus-building difficult
c) They should be tackled with a long-term perspective
d) This type of process show that citizen empowerment is what makes collaborative governance possible.
e) Good intentions alone are not enough to promote these processes; resources and structures are needed to ensure that they endure over time.

Together with the previous session, the contents of this session allow us to work on what it means to learn from action. The previous studies appear simple and partial from the point of view of a conceptual framework and in some cases not interrelated. However, when these studies arise out of something that has been done in practice, the complexity that this action reveals means that it has been in some way managed. Consequently, reflecting on these studies allows us to take on new lessons covering a wide complexity. This will be the aim of the book to be published by the Think Tank on the new political culture.

In the same session, a space for reflection has opened up to set out the visions of the participants based on previous experiences. The contributions have been grouped into four sections:

Interaction between group members

In terms of how the actions of the team working on citizen participation affect other groups, the answers were as follows:

a) It legitimises the continuity of innovation.
b) In terms of conceptualisation, we've gone back to the 1960s.
c) In the deliberation process, some groups generate theoretical knowledge and others generate practice-oriented knowledge, and that is where our added value lies. We are focusing on different sections that are part of a whole. This can coincide with our group structure and be productive.

Capacity of the team to learn from conceptualisation and action

Some members of the group emphasised the importance and difficulties of learning by doing

a) It might be dangerous to go no further than simple discourse.
b) Putting words into practice is very difficult.

Some also stressed the importance of developing the theory.

a) Theorising is an important issue. There are some concepts that we have to work on in depth, because this is what allows for a shared vision. It is important that everyone speaks the same conceptual language.

Most highlighted the relationship between the two.

c) The government must be brave enough to open up to new practices and perspectives.
d) Reflecting on processes and contents. Once a month we meet and think for a few minutes, so there is a lot of distance between what we say and what we do. We need to grow slowly.
e) It is necessary to combine different types of knowledge: expert, experiential and methodological. All three are very important.
f) Importance of persistence. There is a conviction that our society and our politics can change with a new idea. But this is not true; transformation will come from great insistence. It is necessary to combine an awareness of transformation with a will to transform. And above all, it must be viewed as a long-term process.

Finally, there were contributions on the working methodology used

a) This methodology does not guarantee results, although it can build a new culture and create spaces and opportunities for learning.
b) There is now consensus on complexity, but we do not know how to manage it.
c) Having four groups leads to dispersed ideas.

The ecosystem of the Provincial Government's policies to impact the new political culture

The Think Tank's mission is to influence the DFG's policy ecosystem. In this session, the participants discussed their views of this ecosystem:

a) This process has brought together different types of players from the ecosystem (social, public administration, etc.) and a climate of trust has been created. This is important and could form the basis for building something further down the road.
b) It has often been said that there was a basis of trust, but it subsequently transpired that these were relationships based on an instrumental level. The relationships we are building have a different logic and that is very valuable
c) I think we are creating the conditions to influence the ecosystem; that is a good start.
d) During this time in the think tank, have we had an impact on the technical staff at the Provincial Government?

Expectations of results and vision for the future

Finally, addressing the different types of learning to impact the ecosystem, participants were also asked for their expectations with regard to the process:

a) The think tank has been a learning process and that is the most important thing. Together we have co-created knowledge and we have set out what we want to do. This has helped the group improve its ability to understand what we are doing.
b) We need to delve deeper into the processes and achieve a greater degree of integration among everyone.

c) We have to persevere if we want to see results over these two years.

d) I don't know exactly what we're going to achieve, but I think we're going to raise awareness. It will be difficult to see it in the next few years, but what we have done today will have an impact in the future.

c. Session programme

THINK TANK

SPACE FOR DELIBERATION ON THE NEW POLITICAL CULTURE
Roundtable meeting 19 May 2021

AGENDA

1.	Introduction
2.	Our axis: citizen participation • Context and conceptualisation • Action: presentation of projects • Studies
3.	Group Dynamic
4.	Evaluation of the session and next steps