

# ETORKIZUNA ERAIKIZ - STATUS 2021

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ANNEX I: EXPERIMENTAL PROJECTS

## 1. BACKGROUND

Etorkizuna Eraikiz is the Gipuzkoa Provincial Council's model to boost collaborative governance by creating, publicising and consolidating a number of procedures in a bid to transform policies and the public agenda, moving forward. The progress and extension of Etorkizuna Eraikiz chiefly require the procedures it proposes to transform policy and the public agenda to be understood, accepted, implemented and legitimised collectively.

When the 2021 Management Plan was drawn up, the Etorkizuna Eraikiz model had been consolidated extensively, thanks to work carried out in 2016. The milestones in this process were as follows:

- In 2016, as stipulated in the 2015-2019 Strategic Plan, a start was made on the design of the model, and simultaneously a number of experimental projects were implemented. A start was also made on the design of some of the reference centres, and steps were taken to establish them.
- In September 2017, halfway through the last legislature, a major qualitative and quantitative step was taken during an extraordinary meeting of the Governing Council at Albaola. With a focus on the main undertakings set out in the governance programme, an attempt was made to concentrate on the future with regard to the Etorkizuna Eraikiz model. The meeting enhanced the Etorkizuna Eraikiz portfolio by adding new experimental projects, strengthening the portfolio of reference centres and strategic projects, and involving the entire team in the Etorkizuna Eraikiz initiative.
- The new legislature (2019-2023) confirmed the focus on Etorkizuna Eraikiz: a) strategic priority by local government; b) strengthening the supporting structures of the various processes behind Etorkizuna Eraikiz; c) on 27 January 2020 the Governing Council approved the Etorkizuna Eraikiz model and the 2020 Etorkizuna Eraikiz Management Plan; d) in May 2020 the Governing Council appointed the members of the "Proiektuen Bulegoa"; e) the Etorkizuna Eraikiz portfolio is composed of a wide and diverse range of projects, which are beginning to produce visible results.

In this context, the 2021 Management Plan was drawn up to continue with the process to consolidate the model, to enable it to be maintained over time, with no conditions imposed by political cycles. The Plan also involved a qualitative change because it stipulated the importance of taking on board the systemic approach for the design and management of the Etorkizuna Eraikiz portfolio, which was set out in the formulation of the Plan's objectives.

## **2. STATUS OF THE 2021 ETORKIZUNA ERAIKIZ MANAGEMENT PLAN**

### **2.1.Objectives**

The Etorkizuna Eraikiz Management Plan is geared towards the Gipuzkoa Provincial Council's vision of "Gipuzkoa, the community of people with the lowest levels of inequality in Europe", and is based around the four criteria of the 2020-2023 Strategic Plan:

- a) Social cohesion and fighting inequality;
- b) Fostering a more inclusive and sustainable economic development;
- c) Transversal green digital initiatives;
- d) Introduction of collaborative governance.

Within this framework, the objectives established in the 2021 Management Plan were as follows:

- To transform Etorkizuna Eraikiz into an Open Innovation Platform (public and private agents) to drive, coordinate and assess the comprehensive systemic process to transform the territory towards a new sustainable model of economic, social and environmental competitiveness.
- Development and consolidation of collaborative governance.

### **2.2.Qualitative assessment**

On the basis of the 2021 objectives, an assessment has been carried out to identify the progress made and the main areas of improvement.

#### **2.2.1. Main progress made**

- The creation of ecosystems in relation to certain strategies is extremely important in the Etorkizuna Eraikiz model ("... Open Innovation Platform - public and private agents- ..."). In that regard, the ecosystems have become stronger in general, specifically in the following examples:
  - a) Etorkizuna Eraikiz Think Tank (the four deliberation groups) are setting themselves up as lighthouses or reference points to provide a more systemic comprehensive view of the portfolio.
  - b) The Reference Centre, each of which has its own trajectory, are becoming the mainstays to implement the strategies assigned to them.

- c) The process known as "Gipuzkoa Deep Demo" is providing added value for Etorikizuna Eraikiz by establishing connections among the portfolio projects (project mapping) and identifying areas of opportunity (reconnaissance), which will help define new prototypes and project. It also served as a lever to undertake work in two "missions". In other words, ecosystem functioning is being enhanced.
- Connections between experimental projects are being boosted in certain "areas", very often through the Think Tank deliberation groups, and in one case through the Reference Centre concerned. Examples:
    - a) The "Pasaia Herrilab" project is helping to bring together comprehensive interconnected experimentation of a number of projects: three experimental projects (Etxean Bizi, OK en Casa and Adinkide), other projects by Adinberri (Hurkoa, a Biodonostia fragility project) and the structures of the three interinstitutional levels (Basque Government-Osakidetza Health Service, the Gipuzkoa Provincial Council's Department of Social Policy and Adinberri and Pasaia Town Hall).
    - b) Connections and synergies of experimental projects targeting companies: "intraentrepreneurship", "ambidexterity", "equality and work/family balance at the company" and "work sense".
    - c) Connections between the Think Tank and experimental projects in connection with the fight against climate change.
    - d) Connections between the Think Tank and the experimental project for the "internal transformation of the Gipuzkoa Provincial Council", alongside the "Ekinez Ikasi" initiative.
  - The Gipuzkoa Deep Demo process is helping to add a clearer vision of transversal sustainability in the Etorikizuna Eraikiz portfolio. A path has also been taken to work in connection with two missions ("the new mobility" and "sustainable foodstuffs"), which will serve to bolster the systemic approach for the entire portfolio.
  - Collaborative governance is becoming a distinctive brand to identify Etorikizuna Eraikiz and, by extension, the Gipuzkoa Provincial Council. A few examples:
    - a) The deliberation group on "new political culture".
    - b) The progress made in connection with the Territorial Development Laboratory: Agreement signed between the Gipuzkoa Provincial Council and the District Development Agencies, the Elkarrekin Lanean governance model ...
    - c) New experimental project to assist with the internal transformation of the Gipuzkoa Provincial Council and the Ekinez Ikasi initiative.
    - d) Udal Etorikizuna Eraikiz.
    - e) Strengthening Arantzazulab as a reference centre in the area of governance.

### 2.2.2. Main areas of improvement

- The objective sought by Etorkizuna Eraikiz is an extensive ambition (assistance with sustainable, inclusive transformation of the territory), and this therefore requires a "shared" commitment from all citizens and the main social and economic agents. Although progress is being made in the right direction, there is much to be done:
  - a) Political leadership across the entire Gipuzkoa Provincial Council must be strengthened, with greater technical involvement.
  - b) Interaction with key agents in the Etorkizuna Eraikiz ecosystem (universities, other institutions etc.) must be deepened.
  - c) A greater connection with citizens must be achieved.
  
- Improvements must be made on the experimentation plane, introducing a more disruptive format in some cases, and applying the principles which must characterise experimental projects with greater precision:
  - a) Connection of experimental projects to international networks or experiences.
  - b) Participation by the University in all projects, with efficient alignment of its contribution to implementation of the projects.
  - c) Greater emphasis on publicising implementation of the projects.
  - d) Establishing partnerships to carry out projects that are as diverse as possible, with integrated, harmonious operation.
  
- Need to enhance the systemic approach:
  - a) Strengthening the catalytic role of Etorkizuna Eraikiz Think Tank and the Reference Centres.
  - b) Strengthening the interconnection of projects in order to multiply their impact.
  - c) Working on the basis of "missions".

### 2.2.3. Main challenges for the future

There are many aspects that must be addressed to continue to move forward along the path taken, but since this section is specifically intended to provide a general assessment, only two particularly important points will be mentioned:

- The need for the procedures tabled by Etorkizuna Eraikiz to transform policy and the public agenda to be **collectively understood, accepted, practised and legitimised**. Among other things, this requires clear political conviction and leadership.
- Concerning the contents of Etorkizuna Eraikiz, green digital initiatives must be introduced transversally in all projects, and simultaneously particular

importance must be given to the social transformation that must be carried through in relation to the challenges addressed by the various projects (a dimension that is usually forgotten because priority is given to technological transformation).

### **2.3. Governance of Etorkizuna Eraikiz**

When a global assessment of the work carried out has been conducted, before moving on to analyse the different "spaces" in Etorkizuna Eraikiz, this section briefly describes some of the structures behind its governance.

A description of the internal structures of the Gipuzkoa Provincial Council:

- The Governing Council, which essentially maps out the strategic orientation that must be met by the Etorkizuna Eraikiz portfolio. It also allocates resources and generally monitors developments.
- The Etorkizuna Eraikiz Management Committee, composed of members of the Office of the President of the Provincial Council, the Department of Economic Promotion, Tourism and the Rural Environment and the Department of the Environment and Waterworks. This exercises political control of the implementation of planning.
- The Strategy Department, which carries out coordination tasks and provides technical assistance.

Then we have Proiektuen Bulegoa, with an equal composition of representatives of the Gipuzkoa Provincial Council and the Etorkizuna Eraikiz ecosystem. This body connects the various spaces of Etorkizuna Eraikiz, and is ultimately responsible for planning, monitoring and assessment. In practice, its work must be nurtured because it plays a vital role, and its dynamism will be a guarantee of the maturity now being attained by Etorkizuna Eraikiz.

Finally, each "space", reference centre, project etc. has its own governance to carry out activity.

### **2.4. Analysis of Etorkizuna Eraikiz areas or "spaces"**

#### *2.4.1. Gipuzkoa Taldean* area or space

##### 2.4.1.1. Etorkizuna Eraikiz Think Tank

General description

Etorkizuna Eraikiz Think Tank is a space for the co-generation of knowledge to create awareness of Gipuzkoa's main challenges, understand them and define processes for improvement of the ecosystems related to the Gipuzkoa Provincial Council's policies, in order to address the challenges using the philosophy of collaborative governance.

The Think Tank is based on four deliberation groups: Future work, Green recovery, The futures of the welfare state, and New political culture. A broad representation of several Departments of the Gipuzkoa Provincial Council and over 60 agents in the territory deliberate and collaborate in these groups.

The Think Tank also encompasses activities in relation to research, the divulging of knowledge and methodological development, coordinated by the Think Tank's management team. This facilitates a learning experience between the four groups addressing interconnected challenges, and also between the groups and initiatives by Etorikizuna Eraikiz and the Gipuzkoa Provincial Council; and learning experiences and activities are also generated to involve society and the academic community in the construction of answers for the major questions to which the Think Tank wishes to make a contribution.

#### Assessment / General reflection

The mission attributed to the Think Tank (co-generation of knowledge targeting action, implementing expert knowledge, albeit based on the experience of the agents forming part of the ecosystems of public policies) is quite ambitious and complex, but steady progress is being made in that direction.

#### Main achievements

An in-depth learning process has been carried out, the four deliberation groups have been stabilised, and the section given over to publicising and research has been structured and implemented.

#### Main challenges

Although a number of important steps have been taken, work is still to be carried out on the following aspects: efficient incorporation of expert knowledge in courses of action, strengthening of publicising and socialisation, and broadening the results of research.

#### Main initiatives scheduled for 2022

Each deliberation group has set the objectives associated with the actions on which deliberations must be carried out, and their basis and initial results will emerge in 2022: system for monitoring and appraising social policies; collaborative governance in the Gipuzkoa Provincial Council, and mapping and analysis of governance processes in the territory; new projects to consolidate the green recovery agenda; and a methodology to work on the direction taken by future work and collaborative governance at the territorial level.

#### 2.4.1.2. Citizens' projects

##### General description

The scheme sets out to activate a dynamisation process among citizens in the territory for the social and economic transformation of Gipuzkoa, by assisting with a number of practical projects in specific areas, innovative projects that may be used as a benchmark and have a multiplier effect.

The areas for action to be taken that were identified in 2021 were as follows:

- Projects relating to the new models of cooperative public governance.
- Community territorial development projects.
- Projects focusing on participation by young people.
- Intergenerational cooperation projects.

#### Main achievements

Since 2016, six assistance schemes have been implemented, and 97 projects have been funded on a 3.5 million euro investment package for more than 200 agents (universities, associations, businesses, town halls, district development agencies, foundations etc.).

The impact of the projects was diverse, and in certain cases this served to escalate them by means of experimental projects, and in other case they were the embryo of a reference centre. This is in any case a source of learning that must be shared by the various beneficiaries, in order to establish synergies among the projects and to boost their impact by disseminating the prototypes through other resources<sup>1</sup>.

#### Main challenges

To establish a monitoring system to assist the projects and boost their impact.

#### Main initiatives scheduled for 2022

The assistance schemes will be continued with the aforementioned nuance, and a specific annex will be added to drive special projects to bolster the Udal Etorkizuna Eraikiz initiative.

#### 2.4.1.3. Open budgets

##### General description

The Open Budgets programme intends to facilitate and promote the participation of citizens in Gipuzkoa. To do this, they are given the option of tabling open proposals, which then become projects, and a vote is carried out to choose 5 or 6 of them.

Approximately 1 million euros are allocated each year to fund these projects.

##### Main achievements and challenges

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<sup>1</sup> The list of subsidised projects in 2021 is set out in the table of projects making up the Etorkizuna Eraikiz portfolio.

The last two schemes (2020 and 2021) were heavily compromised by the Covid virus. 1.2 million euros were initially supposed to be allocated in 2020, but only half that amount (600,000 euros) was allocated to fund 6 100,000-euro projects (one of them was eventually discontinued).

The process was quite distinctive in 2021, since the participation timeframe was much smaller, and conditions were quite restrictive. Participation, therefore, was significantly less, around 7,000 people.

#### Main initiatives scheduled for 2022

A process of assessment and reflection is now being carried out to redefine the participation process, in a bid to improve its quality, and it is also being extended to a greater number of people. A special open-budget cross-border programme is also being defined between the “Département des Pyrénées Atlantiques” and the Gipuzkoa Provincial Council, to be carried out in 2022.

#### 2.4.1.4. Territorial Development Laboratory

##### General description

As part of Etorikizuna Eraikiz, the Territorial Development Laboratory is a space promoting collaborative governance, with participation by various agents operating in the territory, in order to foster new ways of working and boost collective learning. This experience goes back 12 years.

The dialogue spaces created are used by several Departments of the Gipuzkoa Provincial Council (the Department of Economic Promotion, the Department of Social Policy and the Office of the President of the Provincial Council) and agents operating in the territory (District Development Agencies, Vocational Training, Lanbide, third-sector agents etc.).

In connection with this collaborative governance, at the present time a number of programmes are being implemented to reach out to small and medium-sized enterprises (digitalisation, the "eskualdeak" programme etc.) and to boost the employability of people affected by exclusion or people risking social exclusion (ElkarEkin Lanean etc.). Strategies are shared, and a number of programmes are co-created to carry them out, thereby generating relations based on trust. The ultimate objective is to enhance the impact of policies and boost the democratic legitimisation of public policies.

##### Assessment / General reflection

The Territorial Development Laboratory has undertaken an in-depth task to transform the way in which agents in the territory act, fostering innovation and collaboration in the definition and deployment of programmes. It has been a major learning space within Etorikizuna Eraikiz from the outset.

##### Main achievements

Some significant progress has been made in the process to build multilevel governance: renewal of the Agreement signed between the Gipuzkoa Provincial Council and the District Development Agencies (2021); creation of a territorial entity with representation on the three institutional levels to boost employability and another entity with social and economic agents; creation of district forums to assist with employability.

The programmes implemented in relation to this governance have been consolidated.

#### Main initiatives scheduled for 2022

Consolidation of existing spaces (governance and programmes carried out within this framework) and definition of the way to extend this learning experience to other spaces within Etorikizuna Eraikiz.

##### 2.2.1.5. Ekinez Ikasi collaboration dynamics

###### General description

Ekinez Ikasi emerged within Etorikizuna Eraikiz as a new way of doing things and conducting relationships, and it has been transformed into an experience of active listening and dialogue focusing on the interior of the Gipuzkoa Provincial Council, pursuant to the model launched by the Gipuzkoa Taldean space in Etorikizuna Eraikiz. The objective is for this change in relationships to gradually extend to the entire organisation and to the various ecosystems being created around Etorikizuna Eraikiz, generating a culture of change based on trust and cooperation.

In this context, in early 2018 consideration was given to the idea of applying an Action Learning process with members of the management team to promote active listening in political communication with citizens. When a positive assessment had been made of the initiative, along with the observation that public functionaries were not only far removed from Etorikizuna Eraikiz, but also from political action in general, in 2019 the decision was taken to extend the experience to functionaries in a bid to identify any dysfunctions and areas of improvement across the organisation in order to move forward and improve, in an attempt to enhance public policies. In 2020 a new and more ambitious scheme was addressed, since two mixed working groups were created, featuring people with political and technical profiles.

*Ekinez Ikasi "is not a sophisticated methodology to be used by experts in methods and techniques, but an ongoing human process encompassing thought and deed; it can flourish when people come together to make common progress. It is not a quick fix. It requires conviction of your own skill, the trust of your colleagues, determination to make a significant difference, and the discipline of working together".*

###### Assessment / General reflection

The various phases of Ekinez Ikasi have observed that this is a valid tool to table dialogue and address the "problems" and internal dysfunctions of the Gipuzkoa Provincial

Council. Most particularly, the formula used in the last phase (mixed groups of people with political and technical profiles) has brought about some real progress in terms of overcoming gaps (between departments, technical-political gaps etc.) identified in the 2019 format, generating initiatives representing collaborative work.

#### Main achievements

The third phase of Ekinez Ikasi proved particularly important to consolidate its validity as an initiative representing progress in dialogue to overcome gaps and generate capacities for learning and facilitation of collaborative work within the Gipuzkoa Provincial Council.

#### Main challenges

In addition to the specific "results", the main challenge is to add the Ekinez Ikasi methodology to the practices of the Gipuzkoa Provincial Council, in order to usher in the dynamics of collective improvement and learning.

#### Main initiatives scheduled for 2022

A fourth Ekinez Ikasi programme was implemented in 2021, and this will continue into 2022 with the following objectives:

- Capillarising this "new way of doing things" in the organisation, and so the dynamics will be extended to 45 people with political and technical profiles at the Gipuzkoa Provincial Council.
- Undertaking a capacitation process with 8 people, so that the organisation can learn this methodology.
- Accompanying and contrasting the results of the experimental project on the transformation of the Gipuzkoa Provincial Council, applying the action-learning methodology.

#### 2.2.1.6. Boosting strategic reflection in the aftermath of COVID-19

##### General description

During the initial weeks of the COVID-19 pandemic, when we were immersed in a situation of great uncertainty, looking out at other realities worldwide, we realised that the world's most advanced institutions and businesses at the time were boosting their capacity for reflection and investigation, precisely to come up with a better response to this uncertainty. In due consideration of this, we should reiterate that boosting the Etorkizuna Eraikiz project, which was already up and running, was the Gipuzkoa Provincial Council's best way of addressing future uncertainty. Additionally, in order to read specifically and properly into tendencies and changes in the wake of the pandemic, we have created and enhanced various spaces and areas for reflection.

##### Assessment / General reflection

Etorkizuna Eraikiz is a permanent shared process of reflection, with spaces, processes and experiences on several levels. Therefore, in terms of boosting reflection, the main challenges are to systematise existing knowledge and the knowledge being generated, and the results of reflection, interrelating them and placing them at the service of the Gipuzkoa Provincial Council's public policies and society. We attempted to enhance and improve reflection during the period of pandemic, homing in on specific considerations concerning the effects of the pandemic itself.

#### Main achievements

Tasks were carried out on different levels to respond to the challenges posed and to meet the targets set in 2020-2021:

- On the organisational level, the political and technical working group was bolstered in relation to strategic reflection, and two research grants were introduced, among other measures.
- Specific social surveys were carried out on the various impacts of the pandemic.
- A solid extensive internal reflection process was carried out in the Gipuzkoa Provincial Council's political group.
- Etorkizuna Eraikiz boosted the research and reflection processes already ongoing, and introduced the procedure to systematise the new knowledge arising from them.
- Collaboration with universities and other knowledge agents was stepped up, as was academic production.

#### Future challenges

In the months ahead, the main challenges of this strategic reflection space are as follows:

- To complete the process to systematise the production and coordination of research at Etorkizuna Eraikiz, and to stabilise it.
- To take further steps to boost the capacity for reflection at the Gipuzkoa Provincial Council.
- To extend knowledge and the reflection generated within society.

#### Main initiatives scheduled for 2022

The following major initiatives have been scheduled for next year:

- To establish a protocol to systematise and coordinate knowledge and reflection in Etorkizuna Eraikiz.
- To deploy new research and reflection processes.
- To increase production and academic publication.
- To take more courses of action to reflect and convey the results of research to society.

#### 2.4.1.7. Udal Etorkizuna Eraikiz

##### General description

The Udal Etorkizuna Eraikiz project consists of socialising and implementing the Gipuzkoa Provincial Council's Etorkizuna Eraikiz model in a select sample of towns in the Historical Territory of Gipuzkoa.

The towns now involved are: Irún, Errenteria, Hernani, Zarautz, Deba, Elgoibar, Eibar, Oñati, Legazpi, Azkoitia, Beasain and Andoain.

The main objective is to share the Etorkizuna Eraikiz programme (not only Collaborative Governance) with a significant group of towns in Gipuzkoa, in such a way as to enable each town to implement its own Etorkizuna Eraikiz, but with its own distinctive features.

This could lead to progress in the creation of a network of towns, an ecosystem or discourse community for joint learning in political innovation and good governance, and consequently improve good governance in the territory, through the exchange of good practices between towns in Gipuzkoa, and between the towns and the Gipuzkoa Provincial Council.

##### Main challenges

- Creating or establishing a community of practices or a collaboration ecosystem based on the methodology and model implemented by Etorkizuna Eraikiz in the Historical Territory of Gipuzkoa.
- Structuring a collective learning system based on actions, reflection and joint deliberation, including the towns in the community of practices and the Gipuzkoa Provincial Council.
- Carrying out an Etorkizuna Eraikiz programme for each town in the group.
- Academic conceptualisation of implementation of the project.

##### Beneficiary groups

In relation to the first three challenges (community of practices and implementation of the Etorkizuna Eraikiz programme in the towns), the main beneficiary group will be the general public in the towns selected, and any local agents involved in the process (public authorities, civil society bodies and local businesses).

In relation to the fourth specific challenge (academic conceptualisation), the experience of municipal pilots will produce valuable conclusions concerning the systematisation, applicability and scalability of the model and governance practices fostered by Etorkizuna Eraikiz. Consequently, academics and the Gipuzkoa Provincial Council will have basic scientific knowledge to enable them to revise the initial model, and improve it if necessary.

Indirectly, in the medium or long run, any other towns joining the Etorkizuna Eraikiz dynamics may also benefit from the lessons learned and conclusions of the pilot

experiences, as may any other institutional areas which may perceive a success story in the Gipuzkoa experience.

#### Main initiatives scheduled for 2022

Establishment of the various components of the project: community of practices, deployment of municipal plans etc. and definition of a specific programme to take a course or courses of action through an assistance scheme.

#### 2.4.2. GipuzkoaLab area or space

##### 2.4.2.1. Experimental projects

###### General description

GipuzkoaLab is the future advanced experiences laboratory to carry out priority projects in a number of strategic areas. The lab divides up its activities between the identification of the projects to be contrasted with the territory's social and economic agents; the addition of these projects to the Gipuzkoa Provincial Council's public policies and programmes; and finally, the design of action strategies, pilot experiments, and their application.

The Gipuzkoa Lab experimentation unit is the experimental project.

The results expected from experimental projects are: cooperation, research, learning and internationalisation, publicising, transversal work and contribution to public policies.

###### Assessment / General reflection

Gipuzkoa Lab is the core section of Etorikizuna Eraikiz, because it is the space which experiments and innovates with programmes and public policies, generating learning experiences which help improve Gipuzkoa society.

###### Achievements

The Etorikizuna Eraikiz experimental project portfolio currently contains 26 initiatives. The projects respond to one of the following strategic priorities: prioritisation of social cohesion and the fight against inequality, the fostering of a more inclusive and sustainable economic development, transversal green digital initiatives, and the practice of collaborative governance (see Annex I to the document).

6 of the projects in the portfolio have not been implemented, 3 have been completed, and 3 new projects have now been approved. One of the projects has been redefined (Smart Tourism), and another has been characterised as a strategic project along with the reference centres (ElkarEkin Lanean).

It should be pointed out that over the last year progress has been made in terms of increasing the connections of experimental projects: their connections to each other,

and to other areas of Etorkizuna Eraikiz - reference centres, for example - and other initiatives deployed by the Gipuzkoa Provincial Council and external agents, with a view to boosting their impact and scalability.

In general, all the projects are generating learning experiences to: adjust and redefine various programmes or public policies; extend application of the pilot to more usage cases; acquire greater dexterity to work in a cooperative and innovative manner.

### Challenges

Implementation of experimental projects ought to draw more inspiration from the transversal criteria of Etorkizuna Eraikiz - research, internationalisation and publicising.

In this regard, in connection with internationalisation, it may be observed that most projects have a poor international connection, and that this connection chiefly arises during the phase of definition and implementation of the projects, where each of them has a benchmarking phase.

Concerning the research variable, some mention should be made of the need for the contribution by universities or academics to be much more connected to implementation of the projects, adding more knowledge during all phases of the project.

### Main initiatives scheduled for 2022

- Definition and implementation of new experimental projects such as, for example, the project to transform the entity.
- Systematising and broadening the monitoring of experimental projects with the departments responsible in the Gipuzkoa Provincial Council and with the members of the partnership.

#### 2.4.2.2. Gipuzkoa Deep Demonstration

##### General description

At Etorkizuna Eraikiz, an advanced experimentation process began in 2020 towards the social, economic and environmental sustainable transition of Gipuzkoa with the assistance of international allies Climate-KIC<sup>2</sup> and the OECD's OPSI Anticipatory Governance Observatory<sup>3</sup>.

In view of the urgency and the opportunity to step up the pace of the sustainable transition, Gipuzkoa Deep Demonstration homes in on the need to work in a different way, with the ultimate objective of increasing the impact of courses of action by various agents, creating new connections and courses of action, extracting new learning

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<sup>2</sup> Climate-KIC is Europe's largest public-private innovation partnership focused on climate innovation to mitigate and adapt to climate change. <https://www.climate-kic.org/>

<sup>3</sup> OECD Observatory of Public Sector Innovation. <https://oecd-opsi.org/>

experiences through experimentation, and adding the transversal view of sustainability to policies and practices.

This advanced experimentation process lays the emphasis on the systemic approach, experimentation, multiagent collaboration and the introduction of social change.

#### Assessment / General reflection

The initiative has undertaken the component of the systemic viewpoint, and has highlighted the transversality requirement at Etorkizuna Eraikiz. In this regard, the emphasis has been laid on the need to work with a systemic approach, pursuing the interrelation of its components in order to bring about a global, sustained impact.

Finally, implementation of the initiative has ushered in the chance to add in the sustainability variable to all the programmes and policies operated by the Gipuzkoa Provincial Council.

#### Main achievements

In 2021 an analysis was conducted of the action taken by the Gipuzkoa Provincial Council in connection with Etorkizuna Eraikiz, in order to study the contribution of these initiatives to sustainability through multiple sectors, and create a better connection between them in order to produce knowledge that may be used by decision-makers to bring about the Green Deal commitments.

Due to the complexity of the challenges faced by Gipuzkoa, it is necessary to apply a systems analysis and a portfolio logic with interconnected initiatives that can multiply their effects. To do this, these initiatives have been positioned on the basis of decarbonisation, adaptation to climate change and social cohesion. The outcome of this reading is a number of possibilities for courses of action or fresh opportunities as a way of building new courses of action to boost the focus on sustainability.

The priority areas that arose from an examination of the Etorkizuna Eraikiz portfolio of initiatives are as follows:

- Sustainable healthy food, a sustainable food chain, new foodstuffs and consumer habits.
- New mobility, a change in the mobility paradigm, Gipuzkoa as an experimentation territory in terms of access to mobility and electric cars.
- Sustainable construction, new opportunities for business with materials, community energy.
- New formats for sustainable tourism, sustainable travel, new tourism models.

#### Main challenges

The abstract conceptualisation of the systemic approach calls for a greater tangibilisation of new ways of working, for a better understanding and socialisation of this approach. Hence the proposal of working on the initiatives with the "missions" approach in 2022.

## Main initiatives scheduled for 2022

- Work on new mobility and sustainable foodstuffs in the format of missions.
- Continuation of the analysis of the Etorbizuna Eraikiz portfolio and co-creation of new prototypes, broadening the focus through the addition of other territorial initiatives and of mechanisms to listen to society. Elaborating on the sustainability variable and the systemic view, and adding these in a practical fashion to the policies and programmes operated by the Gipuzkoa Provincial Council.

### 2.4.3. Reference Centres area or space

#### 2.4.3.1. Mubil

##### General description

The MUBIL New Mobility Centre is a physical space for the development of activity, science and knowledge relating to smart, sustainable mobility. This is the epicentre of the New Mobility Pole which will encompass the main agents involved.

MUBIL encompasses the capacities of: public authorities, technology centres, entrepreneurship, businesses operating in the sector, society, training and international role models.

MUBIL is a joint initiative to turn Gipuzkoa and the Basque Country into industrial role models for new mobility worldwide.

The MUBIL New Mobility Strategy entails the creation of a Pole of specialist companies based on the Gipuzkoa New Mobility Reference Centre.

##### Objectives:

- To turn Gipuzkoa and the Basque Country into a Pole for smart mobility experimentation and development.
- To align scientific-technological and industrial capacities to generate new economic activity and technology.
- To set up mechanisms to transfer knowledge and generate new business niches in order to create a new business fabric, transform the existing fabric, and generate new jobs.
- To unify courses of action by the main players in a public/private cooperation network with an international focus.

##### Main achievements

Mubil opened its provisional premises in Tolosa in February 2021, and awarded the Eskuzaitzeta project design. Work on the final premises is expected to start at the beginning of 2022, and be completed by 2023.

Throughout 2021, in collaboration with the territory's vocational training centres, a number of electromobility/new mobility training courses were finally set up.

In connection with entrepreneurship, in association with key agents in the territory - BIC Gipuzkoa - the MUBIL Mobility Awards initiative was carried through to promote and attract start-ups relating to the sector to Gipuzkoa.

The inclusion of Mubil in the Euskadi Next project makes the scheme a "major pole of smart, sustainable mobility".

Mubil will be an extremely important agent in the "mission" of "new mobility" to be carried out as part of Gipuzkoa Deep Demonstration.

#### 2.4.3.2. Adinberri

##### General description

Adinberri is the Reference Centre which carries out the Gipuzkoa Provincial Council's innovation strategy in order to maximise innovation potential in connection with healthy ageing.

Its objectives are as follows:

- To help coordinate an integrated care ecosystem.
- To bring public and private agents together.
- To turn the Pasaia reference centre into a special catalyst for the territory.
- To boost the competitiveness of an economy on the basis of ageing.

With the common objective of:

Orchestrating the situations and needs of the main stakeholders concerning a proposal, and extending the active, healthy lifespan of elderly people, and curtail fragility and dependence.

With a triple win:

- Better health and living standards for citizens.
- An excellent, sustainable social/health system.
- Helping to implement a competitive economy.

With a broad, consolidated active ecosystem: Society; Social/health agents; Third sector; R+D+i agents; Academia and training; Public authorities; Companies and business associations.

##### Achievements

Adinberri works with 200 entities and 44 projects in the following areas: Home for longevity; Surroundings for longevity; Service and Care for the elderly; Worthwhile ageing; Active ageing; Healthy ageing.

#### 2.4.3.3. Ziur

##### General description

ZIUR is the Gipuzkoa Industrial Cybersecurity Centre which seeks to improve and develop the cybersecurity capacities of industrial companies in our territory, and give their competitiveness a boost.

##### Objectives:

- Publicising: helping to generate knowledge concerning cybersecurity.
- Awareness and capacitation: raising awareness and capacitating businesses.
- Research and experimentation: technological vigilance, cybersecurity observatory and laboratory.
- Prevention: providing prevention tools for cybersecurity purposes.

##### Main achievements

- Presentation of the industrial cybersecurity lab to representatives of Gipuzkoa's business fabric in January 2021 for product testing.
- Preparation of a guide to help businesses define their "cybersecurity function" and bring it into line with their production processes.
- A new economic assistance package has been introduced to help implement projects to assess the security of industrial projects (400,000 euros).
- Collaboration Agreement with the University of the Basque Country (UPV-EHU).
- Training in industrial cybersecurity.
- Various campaigns with leading companies to raise awareness and sensitivity.

#### 2.4.3.4. Naturklima

##### General description

Naturklima is the Gipuzkoa Provincial Council's Climate Change Foundation, which emerged to act as a key player in climate change governance in Gipuzkoa, and as a public multidisciplinary centre operating within the context of Gipuzkoa's Strategy to Combat Climate Change ("ELCCG").

It focuses on three main areas of activity:

- The Gipuzkoa Climate Change Observatory, which monitors the global impacts of climate change around the world, and also specifically in Gipuzkoa.
- In order to address the challenges facing us in our everyday lives, thereby making a contribution to the ecological transition, the foundation supports and accelerates specific circular economy and energy transition projects, to provide incentives for Gipuzkoa's businesses to undertake criteria which steer us towards a green economy that will also generate jobs within the territory.

- The Virtual Workshop and Documentation Centre in relation to climate change will give any interested parties access to the latest developments in this field and to its education and information schedule.

#### Main achievements

- Preparation and publication of annual reports on Impact and Vulnerability to Climate Change in Gipuzkoa (2020 and 2021).
- Preparation and publication of annual report on the GHG emissions inventory in Gipuzkoa.
- Monitoring, supervision and follow-up of the Gipuzkoa Climate Change Strategy scorecard.
- Provision of a Tool to produce a Circular Economy and SDG Diagnosis for businesses.
- International benchmarking with inspiring circular economy success stories in order to encourage innovation and enterprise among businesses in Gipuzkoa.
- Annual Programme, "Business challenges in the fight against climate change through the promotion of the circular economy" to promote circular economy innovation and enterprise.
- Participation in and implementation of innovation projects in relation to climate change and the circular economy (primarily international schemes on European projects).
- Collaboration agreement with the National Circular Economy Institute (INEC France) for the implementation of European projects.

#### Main initiatives scheduled for 2022

Work will continue in 2022 with the annual reference reports on Climate Change in Gipuzkoa, presentation of the Circular Economy and SDG Diagnosis for the reuse and recycling sector in Gipuzkoa, implementation of the third circular economy innovation and enterprise programme; and implementation of new innovation projects in collaboration with companies in the territory, among other things.

#### 2.4.3.5 ElkarEkin Lanean

Although this is not a reference centre with a physical space, we are including it in this section for the purposes of this analysis.

#### General description

Elkar-EKIN is an integrated multidepartmental strategy for employability and inclusive activation through economic competitiveness and reactivation, quality employment and social policies. Elkar-EKIN is based on three main principles: co-generation of knowledge, emerging process and respect for participation and contributions by all the players involved.

## Objectives:

Elkar-EKIN Lanean is a proposal to boost employability and combat social exclusion. This initiative seeks better guidance for people to find a better job. It also seeks to introduce policies to provide worthwhile employment for people risking social exclusion. It mainly targets young people with few qualifications aged between 16 and 23; people chronified by unemployment over a period of more than 2 years; people over 45 years old; women who have suffered gender violence and/or women undertaking empowerment processes; people with no or few qualifications; or people in a situation of exclusion or who risk exclusion.

The Elkar-EKIN Plan is based on 5 working criteria:

- Improve care for people risking social exclusion.
- Generate employability opportunities for people in situations of social vulnerability.
- Promote and encourage cohesion and inclusive activation projects.
- Boost coordination with other systems.
- Communicating and raising awareness among the general public.

## Main achievements

A solid multilevel multiactor governance model has been implemented. The following have been set up: a) an institutional unit at territorial level, representing the three institutional levels: Basque Government-Lanbide; Gipuzkoa Provincial Council and Town Halls-District Development Agencies; b) a unit of social and economic agents, also at territorial level; c) district forums on employability have been configured.

Multiple projects have been launched through a number of aid schemes and agreements.

### 2.4.3.6. 2deo

#### General description

2deo is an Etorikizuna Eraikiz reference centre based at Tabakalera, as Tabakalera's audiovisual laboratory. It seeks to boost the production and usage of audiovisual products in Euskera, bringing in new creation contexts, experimenting with new models and production formats, and multiplying broadcasting channels, working closely at all times with agents operating in the sector, with active participation by the general public.

In the context of a centre for the production of contemporary culture such as Tabakalera, not only does the laboratory identify talent and boost interdisciplinarity, but it also acts as an excellent space for audiovisual encounters, a place where new talent and professional people converge to allow new products to emerge.

2deo functions as follows:

- Identification of opportunities in the audiovisual sector. The latest trends in the international community and new audiovisual needs beyond the traditional audiovisual sector.
- Creation of a laboratory to promote creativity.
- Prototyping of potentially successful projects arising inside or outside the laboratory, with an appraisal of their possible interest.
- Launch of innovative products on the market.
- Facilitation of relations in the sector to foster multidisciplinary team work; among agents operating in the sector, and outside the sector.

Main activities: 2deo SERIEAK

2deo SERIEAK is a programme intended to tutor, assist and support projects by creators of series (producers and scriptwriters), with individual mentoring and advisory facilities, carried out in conjunction with the San Sebastián International Film Festival (SSIFF).

#### 2.4.3.7. LABe

General description

LABe is an Etorikizuna Eraikiz reference centre based at Tabakalera and managed by the Basque Culinary Center. It is a space for experimentation and testing based on research, catering and the components industry, to apply new knowledge in the sector.

LABe, open-innovation living lab:

- An open-innovation space to rethink and co-create the gastronomy of the future in a digital format.
- A laboratory for experimentation, development and testing of technological solutions in a real-life environment.
- A meeting point for consumers, start-ups, large corporates and the HORECA hotel/restaurant/catering sector to co-create new solutions.

Among other objectives, the LABe strategy sets out to create a mutual collaboration network combining gastronomy and technology to provide a service for local people, and to pass on the torch within the sector and boost Gipuzkoa's leadership on the international stage.

Objectives of the LABe strategy;

- To boost the digital transformation of catering and ancillary services.
- To develop knowledge in relation to digital gastronomy and new management models.
- To guarantee the socialisation of this knowledge within the sector.
- To spread awareness and be proactive in assisting the development process.

- To boost the identification of the new demands of professional users and development of solutions for the industry.
- To promote new solutions and businesses relating to gastronomy through the application of technology.
- To generate top-quality jobs.
- To consolidate the cutting edge of our businesses.
- To identify new needs and implications in terms of infrastructure, equipment and needs of the new business models.

Some data in relation to activity

To enable the strategy to position the territory within digitalisation of gastronomy, in conjunction with the ACEDE cluster and the Gipuzkoa Catering Association ("Asociación de Hostelería de Gipuzkoa"), initiatives and projects have been established to generate and make use of synergies to boost this strategy.

#### 2.4.3.8. ArantzazuLab

General description

Arantzazulab is the Etorkezuna Eraikiz reference centre for collaborative governance, based at the Gandiaga Meeting Centre or "Topagunea" in Arantzazu. It is a space for reflection and innovative experimentation in connection with social challenges. Arantzazulab promotes research, experimentation and socialisation geared towards social transformation, and encourages an active continuous learning process to act as a meeting point to "Listen and learn together".

It intends to make Arantzazu a benchmark in terms of social innovation and a point of public convergence to produce a fairer, more cohesive, competitive and human society.

Its strategic criteria are:

- Community development: citizen participation and empowerment.
- Activation of the ecosystem: construction of the collaborative network and activation of opportunities for collaboration.
- Opening and internationalisation: learning from advanced models and generating knowledge.
- Research, training and socialisation of new contents.

Some data in relation to activity

In the short period of time since it was set up, many activities have been carried out in several working fields. Within that short space of time it has also been acquiring a clear benchmark criterion in the territory in connection with collaborative governance.

## Main achievements

- Research / Learning
  - ✓ Space for research: agreement with the three Universities, 40 researchers involved in 5 research areas.
  - ✓ International positioning: contacts with 16 networks, and agreements with 4 networks.
  - ✓ Innovation antenna: 12 activities or projects contacted, and an agreement with one of them.
- Experimentation

Collaboration agreement with two international organisations to carry out collaborative governance projects; participation in Gipuzkoa Deep Demonstration; sharing work with thirteen co-creation ecosystem organisations.
- Publicising

11 publicity conferences and 6 training programmes at Universities and an Erasmus+ programme.
- Networking

Connection with 75 organisations, 140 meetings and 9 collaboration agreements.
- Communication

46 publications, 6 radio slots, 6 recordings and a huge impact on social media (for example, 500 followers on Twitter and 219 tweets posted).

### 2.4.3.9. Badalab

#### General description

BADALAB is an Etorikizuna Eraikiz reference centre to promote social innovation in the linguistic area. From the legal viewpoint, it is a new organisation (July 2021), but it is now up and running, and the process to select the people who will form part of it has started. It will act as a laboratory offering a secure space for experimentation in a search for new opportunities to revitalise Euskera, and, in general, minority/smaller languages.

It will seek to shake up existing structures, build non-existent structures, and materialise this by means of a broad social ecosystem, consolidating public/social collaboration through its governance.

#### Assessment / General reflection

BADALAB arose from a long process of deliberation, thanks to the work of many public institutions and social agents working for the Basque language. In this case, collaboration arises in the course of action, since the project was prepared and its

creation was prepared on a joint basis. Governance of the centre, therefore, is also an advanced experiment, since it is based on open deliberation and shared decisions.

In terms of activity, during these provisional months BADALAB has demonstrated that it has an attractive offer, and that it is possible to build collaboration networks within its environment. One example of this is the unprecedented alliance that has been formed by members of the consortium, and the considerable interest aroused by their projects.

#### Main achievements

The main achievement to date is the actual creation of BADALAB. Its governance and legal structure are innovative, with a large measure of experimentation, because the task was to seek out new tools to consolidate public-social collaboration.

The period of activity is quite short, but it must be said that the influence of what has already been done is now being perceived with regard to the lab: some structural linguistic habits have undergone a radical change, and have moved closer to Euskera, the accompaniment model devised for the BADALAB projects has aroused interest in other initiatives, and the legal structure is also being examined for possible usage in other cases etc.

#### Main BADALAB initiatives

In relation to the Gipuzkoa Taldean scheme, we are assisting the five beneficiary projects, in order to add in linguistic variables and experimentation variables.

A programme known as “The Future Game, bihar zer?” has been set up to target young people. A door has been opened to focus on the year 2050, to find out how young people imagine that year: What do they want? What would they ban? What news do they think would emerge? And what if their generation were in power? The programme was launched in collaboration with consortiumised and non-consortiumised agents.

## **2.5. Internationalisation**

### 2.5.1. International collaborative governance network

The Collaborative Governance Working Group intends to become a strategic forum for collaboration and the generation of knowledge, with the ability to furnish responses and generate knowledge on the future challenges and strategic challenges of the territories concerned. The following objectives have been established to this end:

- To share knowledge, information and best practices among members;
- To generate research for the collaborative solution to territorial challenges and problems;

- To create spaces to spread knowledge and training by means of conferences and other peer forums, for the exchange of collaborative models and methods;
- To identify areas of opportunity in territorial public agendas to promote projects and practical initiatives in relation to collaborative governance.

The network is composed of the Gipuzkoa Provincial Council, Sinnergiak, Universidad Javeriana (Colombia), Harvard University, The Australian Centre for Social Innovation and New York University's Wagner School of Public Services.

The group was set up in 2021, and a number of meetings were held to establish the group's objectives and to produce documents on Collaborative Governance. We held the network's first annual meeting in Donostia-San Sebastián in December 2021. The network's contribution is proving essential for Etorikizuna Eraikiz to acquire much more knowledge of Collaborative Governance models and case studies. Plans have been made for a number of workshops next year on collaborative governance, in a bid to elaborate on co-creation and active experimentation models.

#### 2.5.2. International congress on Etorikizuna Eraikiz

The main objective of this Congress is to present and internationally contrast the Etorikizuna Eraikiz initiative, which was implemented in Gipuzkoa in 2016. Etorikizuna Eraikiz is an open collaborative governance initiative promoted and funded by the Gipuzkoa Provincial Council, and it is actively supported by the University of the Basque Country (UPV/EHU), the University of Deusto and Mondragón Unibertsitatea.

The authorities of the Gipuzkoa Provincial Council wish to use this initiative to identify the territory's future challenges in the short and medium term. To this end the initiative has devised two main activities: listening and experimentation. Participation by civil society is a basic and essential condition of both activities.

The Congress is open to any citizens who wish to take part in situ or online, it is a vocational and international scheme, and will be attended by experts and analysts from public and private organisations, university professors, non-profitmaking organisations, businesses, third-sector organisations, professional people operating in the public sector, people working in the cultural sector, students etc.

The Congress intends to secure the broadest and most diverse participation in accordance with the geographic origins of participants, their age, sex, type of activity and specialist subjects etc.

The structure of the organisation has three different types of committee, as follows: Organisational Committee, Scientific Committee and Advisory Committee. It has been devised to carry out a number of functions and to guarantee the proper functioning of activities-

The Congress will be carried out over two working days (13 and 14 December 2021).

#### 2.5.3. Presentation of the Etorikizuna Eraikiz case in international seminars

The seminars set out to examine, contrast and reflect on the Gipuzkoa Provincial Council's Etorkizuna Eraikiz strategy, and configure a case to socialise Etorkizuna Eraikiz on the international stage. 5 seminars will be held in 2021 and 2022 (experimentation, institutionalisation, trust and social capital, socialisation and work methodology()). The project will be assisted by lecturers from Universities which have drawn up a collaboration agreement with Etorkizuna Eraikiz (EHU-UPV, Mondragón, Deusto) and also by lecturers from the following universities: George Washington University, Harvard University, Oxford University, the Leuven Public Governance Institute and Madrid's Universidad Complutense. This task will be completed in February 2023.

#### 2.5.4. Cross-border cooperation with the “Département des Pyrénées Atlantiques” and with Elkargoa

The European construction process is bringing out emerging geopolitical spaces in territories marked by traditional borders. Borders are symbols of a past that has been overcome, where states delimit the exercise of their sovereignty and the territory in which they materialise political and social control. They constitute genuine dividing lines, which in the past were synonymous with exclusion and non-communication. These are not natural separations: they are highly political, and were devised for political purposes.

This binary construction in the European framework is undergoing a restructuring process, and a new kind of territorialisation is beginning to emerge, which is turning its back on the past and focusing on encounters, inclusion and cooperation. Cross-border spaces constitute new forms of territorial governance in the European Union. The new scenario views Europe not as a jigsaw of territories limited by borders, but as open spaces which interact, with ever-increasing flows.

This challenge requires a considerable effort from former border regions, because in addition to the wish to share a look into the future, overcoming defensive attitudes, we must discover the best way of materialising this wish. And in this context the Gipuzkoa Provincial Council has incorporated cross-border cooperation with the "Communauté d'agglomération" in the northern Basque Country and the "Conseil Départemental des Pyrénées Atlantiques" in the Etorkizuna Eraikiz initiative. The essential features of the strategy, such as encouragement of collaborative governance, the involvement of multiple agents and experimentation make perfect sense in this scheme, in which Europe in its entirety is seeking new forms of governance, new organisational formats, and new ways of working and new relations in a complex, global, heterogeneous environment.

Cross-border cooperation with the "Communauté d'agglomération" may be glimpsed as the cross-border laboratory to experiment with the Etorkizuna Eraikiz model in the territorial development of the cross-border space.

With respect to the cross-border Cooperation Agreement with the "Département des Pyrénées Atlantiques", the initiative singles out preferential working areas to develop

this historic cooperation on the basis of projects with mutual interest falling into line with the philosophy of experimentation.

## **2.6. Research**

Within the framework of Etorkizuna Eraikiz, in due consideration of the essential role to be played by the university, in recent years the Gipuzkoa Provincial Council has signed collaboration agreements with the four Universities. These set out to establish a stable framework of collaboration and coordination between the Gipuzkoa Provincial Council and the Universities, in order to promote and develop research, training and studies in areas of knowledge of mutual interest to both institutions, as the ultimate objective is to bolster Gipuzkoa's ability to address its future challenges. It seeks to find a meeting point among the priorities established within the framework of the Etorkizuna Eraikiz initiative, where the vocation of the Universities lies in satisfaction of the needs of Basque society and the needs arising from its history and social and economic, political and cultural transformations.

Any research projects and activities carried out pursuant to these agreements target some of the areas addressed as part of the Etorkizuna Eraikiz initiative, provided the issues are common interest, to boost a collective capacity to address the future challenges of the territory.

The range and variety of the issues addressed in the strategic or experimental projects or in the Think Tank making up the Etorkizuna Eraikiz programme alienate the interests of both parties, with no detriment to their autonomous decision-making capacity.

The following is a description of the areas of research and action by Universities in 2020 and 2021:

- University of the Basque Country – Euskal Herriko Unibertsitatea

The University is participating with 12 research projects in the following areas or lines of activity: a) Artificial Intelligence; b) Adinberri; c) Ambidexterity-Enterprise; d) Sustainability; e) Think Tank; f) Equality and work-life balance + Increasing the percentage of women on corporate boards; g) Assessment of subsidies.

- Mondragon Unibertsitatea

The University is participating with 8 research projects in the following areas or lines of activity: a) BADALAB (Euskera innovation laboratory); b) Oraina eta Geroa Uztartuz (ambidexterity); c) Artificial Intelligence and Big Data; d) Intraentrepreneurship; f) Employment trajectories of young people in Gipuzkoa; g) Innovation at teaching centres in Gipuzkoa; Think Tank.

- University of Deusto

The University is participating with 6 research projects in the following areas or lines of activity: a) Employability and Elkar Ekin lanean; b) Inclusion and community - New plan for inclusion; c) "Jenas" + GazteonSarelan; d) "HerriLab", governance in Pasaia + projects; e) Smart tourism; f) Think Tank.

- University of Navarra-Tecnun

– The University is participating with various research projects in the following areas or lines of activity: a) Artificial Intelligence and Big Data; b) Intraentrepreneurship; c) Think Tank.

## **2.7. Socialisation and communication**

### **2.7.1. Summer courses**

In connection with Etorikizuna Eraikiz, the Gipuzkoa Provincial Council organised the following summer courses. They all achieved a considerable intake, and featured well-qualified speakers. They also served to bring together people relating to the Etorikizuna Eraikiz projects, to give a better insight into them.

- Course on Artificial Intelligence, Ethics and Legislation.

#### **Objectives**

Artificial Intelligence encompasses a number of disciplines and technologies. This entails a number of terms and descriptions which can be confusing. Artificial Intelligence is also addressed on scientific-technical criteria, with ethical and legal issues considered as secondary.

The 1<sup>st</sup> Conference on Artificial Intelligence, Ethics and Legislation set out to promote critical reflection and multidisciplinary debate with respect to this disruptive technology. To this end, with a divulgative approach, Artificial Intelligence was addressed in three essential aspects: (1) What Artificial Intelligence is and how it works, (2) The ethical considerations we should bear in mind when we design or use a system based on Artificial Intelligence, y (3) The necessary conditions for co-habitations of our basic rights to privacy, freedom and equality in this new scenario.

- Course on Employability and collaborative governance.

#### **Objectives**

The course was intended as a space for reflection and learning to gain an insight into the promotion of employment from a multidimensional perspective, and to use an integral approach to address it. An analysis was conducted of the challenges of employment from various perspectives, with talks by experts in several areas. A round table produced a debate on how people should work, and analysed employment in various areas, in a coordinated, collaborative fashion.

The Summer Course sought to provide answers to the following questions, among others: What are the dimensions of employment and the promotion of employment? What is high-quality employment? What are Gipuzkoa's employment challenges nowadays? How do today's worldwide trends (digitalisation, green transition etc.) affect employment in the territory? What are the particular employability challenges for people facing the risk of exclusion? What are the current trends in job-creation policies? What is the job-creation role played by public institutions, corporates and other agents in the various levels and areas? What is the importance of collaboration and collaborative governance in this area, and how can a solid collaborative methodology be arranged? This Summer Course formed part of the Etorikizuna Eraikiz Territorial Development Laboratory.

- Inequality and demographic change in Gipuzkoa.

The course set out to conduct an analysis of the following impacts:

- ✓ The impact of migratory movements in levels of inequality in the Basque Country, and the inequality gaps between the autochthonous population and the immigrant population, and between the various profiles of immigrants.
  - ✓ The impact of ageing on the functioning of the job market and on income equality in Euskadi.
  - ✓ The impact of economic and gender inequality on fertility and family-formation criteria, and the relationship between child poverty and equal opportunities.
  - ✓ The impact of inequality on health, life expectancy and mortality.
  - ✓ The relationship between ageing, care crises and inequality.
- Gipuzkoa after COVID-19: Status.

Objectives

- ✓ Analyse the consequences of COVID-19 in several areas.
- ✓ Reflect on the lessons learned from COVID-19.
- ✓ Identify the opportunities which COVID-19 can offer Gipuzkoa for its future.

2.7.2. Europe Day. Do we have a vaccination against totalitarianism in Europe? Taking a look at the future in terms of democratic and European values

The emergence of populism movements is beginning to compromise European unity and our democracies. In this scenario, we should reaffirm the validity of the values behind the European construction project, and we should do this from the social perspective.

For this reason, a reflection debate was organised for Europe Day, at which 6 experts in areas such as social rights, climate change, cross-border cooperation, governance, history and education discussed various viewpoints on the future democratic and European values.

### 2.7.3. Etorkizuna Eraikiz Foroa

Through dialogue and the exchange of ideas, Etorkizuna Eraikiz Foroa sets out to bolster two of the essential aspects of the initiative, which are the search for solutions to the future challenges of the territory, and the need to address public policies jointly between the authorities and the people of Gipuzkoa.

To this end, three encounters were organised for 2021-2022, to discuss three issues concerning the future, on the basis of major beliefs or affirmations nowadays.

The debate on each of the issues will be in two stages - they will begin with a process of dialogue, reflection and intergenerational debate between young people and their elders. The contents of this process will be recorded on video, and an audiovisual sequence will be created as a short documentary. The main video and some fragments will lead to a contrast on social media, and this will serve as the introduction to the public conference and the starting point for a talk by a person of international prestige, an expert on the issue at hand.

The following forums or encounters will be held:

- “Uncertainty”. December 2021
- “Generation Gaps”. March 2022
- “Interruption in the linear development of progress”. June 2022

### 2.7.4. Communication activity

Etorkizuna Eraikiz reports on the various activities and initiatives through press conferences, press reports and releases sent to local and territorial communication media. It also has its own social networks (Facebook, Instagram, Twitter and LinkedIn) to report Etorkizuna Eraikiz activities, and interacts with the various agents involved in the initiative. The Etorkizuna Orain podcast series and the monthly newsletter complete Etorkizuna Eraikiz's communication work.

Written press and communication media:

Press conferences and press releases give details of the work of Etorkizuna Eraikiz Gunea, its schemes and activities. In 2021 (up to the end of October), more than forty communications were released (including press conferences, press released or public communication events), in addition to a number of interviews and reports throughout the year in Gipuzkoa's main communication media, and in local district media. A number of interviews were also conducted by those responsible for Etorkizuna Eraikiz's reference centres. A number of reports on the reference centres were also published in the territory's leading written press media.

Social networks and digital communication:

Etorkizuna Eraikiz's communication activity is particularly active in the digital environment, with daily reports in social media, alongside interaction and relevance of digital profiles, recounting the activity of the reference centres and territorial agents involved in the activities of Etorkizuna Eraikiz. It could, in fact, be said that Etorkizuna Eraikiz has its own digital ecosystem in its social media accounts (profiles on Facebook, Instagram, Twitter and LinkedIn), the social networks of the reference centres (MUBIL, ZIUR, Arantzazulab, Adinberri, NaturKlima and LABe have their own digital channels), and the profiles of the organisations, associations and initiatives related to Etorkizuna Eraikiz, where interaction is constant.

Etorkizuna Eraikiz's digital communication has followed up all the activities and initiatives presented and the activities of the various Think Tanks, and it has also generated its own contents in videos and campaigns. Particular emphasis was placed on communication relating to the reference centres and to citizens' projects.

In terms of the scope of this activity, in general Etorkizuna Eraikiz's readership has increased in recent months. The Instagram account has almost 700 followers, and a total scope of over 200,000 impressions. On Twitter it has more than 1,500 followers, and nearly 3,400 on Facebook, with a total of 17,000 interactions during the year.

Podcast and newsletter:

Digital communication is completed by two initiatives that came into their own in 2021. One of them is the Etorkizuna Eraikiz newsletter, which now has 620 subscribers, and provides a monthly account of the main news and events on the Etorkizuna Eraikiz agenda. The other is the Etorkizuna Orain podcast. The podcast conducts a weekly interview with a well-known personality, and discusses future challenges or innovative initiatives in relation to the issues addressed by Etorkizuna Eraikiz. Almost 40 episodes were posted this year, and were sent to the main streaming platforms, where they have many followers.

## ANNEX I: EXPERIMENTAL PROJECTS

1

PROJECT: GIPUZKOA CARE TERRITORY-PASAIA HERRILAB \_\_\_\_\_

**Priorities of the strategic plan:** social cohesion and fighting inequality

Strategic scope: welfare

<b>Party responsible</b>	The Gipuzkoa Provincial Council's Department of Planning, Investment and Economic Contributions and Adinberri	
<b>Objective</b>	<p>The project sets out to explore, in a local environment - the town of Pasaia - formulae to coordinate the continuum of a care system to address fragility/dependence. This entails integrating and involving all the processes, services and institutions acting in the environment where care is provided, in order to bring about a care model that is coordinated, community-wide and focused on people. This local experience also seeks to generate knowledge which will construct a model that can be replicated and scaled across the territory of Gipuzkoa.</p> <p>Consequently, the project sets out to define and implement a new care model, seeking better coordination of health and social services, facilitating the development of local capacities thanks to experimentation, and encouraging integration of the care model, focusing on people and community participation.</p>	
<b>Partnership</b>	The Gipuzkoa Provincial Council's Department of Planning, Investment and Economic Contributions, Adinberri, Basque Government, Town Halls and Organisations operating in the Third Sector.	
<b>Start date:</b> 2019	<b>End date:</b> 2023	<b>Current phase:</b> Implementation
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Launch of the pluri-institutional Driving Group (Town Hall, Gipuzkoa Provincial Council, Basque Government).</li> <li>• Coordination and assessment of impact of the experimental projects forming part of the Strategy (Adinkide, Ok en Casa etc.)</li> <li>• Structuring of the local Group to bolster the competences of the Town Hall (management of ecosystems)</li> <li>• Launch of the Digital Learning Platform.</li> <li>• Definition of the model to monitor the strategy.</li> <li>• Creation of the Primary/Secondary Care Coordination Group (management of complex cases, design of care itineraries).</li> </ul>	
<b>Main courses of</b>	<ul style="list-style-type: none"> <li>• Strengthening of the Digital Platform to structure collaborative learning systems (among institutions, corporates and social organisations).</li> </ul>	

<p><b>action in 2022</b></p>	<ul style="list-style-type: none"> <li>• Launch of 5 experimental projects, and incorporating them in ecosystem mode.</li> <li>• Implementation of the strategy impact monitor.</li> <li>• Launch of the publicity and prevention campaign.</li> <li>• Participation in the Next Care Project, as a pilot local care ecosystem experience.</li> <li>• Final structuring of the Primary and Secondary care itineraries. Launch of the social inclusion model (involvement of users in project management).</li> <li>• Impact assessment.</li> </ul>
<p><b>Achievements</b></p>	<p>The project's main contribution was consolidation of the collaborative care model and its status as a new local care model.</p> <p>The project built a local care ecosystem in Pasaia based on a collaborative governance model (Town Hall, Gipuzkoa Provincial Council and Basque Government) and the coordination of multiple projects based on a care model focusing on people. The scheme also succeeding in involving third-sector organisations with basis social services and secondary care, making users part of the process and also including the technological component through digital platforms and remote-assistance monitoring.</p>

## PROJECT: ETXEAN BIZI

**Priorities of the strategic plan:** social cohesion and fighting inequality

Strategic scope: welfare

<b>Party responsible</b>	The Gipuzkoa Provincial Council's Department of Planning, Investment and Economic Contributions and the Matia Foundation		
<b>Objective</b>	The project seeks to move forward on the definition of a sustainable integrated social/healthcare model focusing on home-bound people, through coordination of the services and support required to improve the standard of living of these people and their families.		
<b>Partnership</b>	The Gipuzkoa Provincial Council's Department of Planning, Investment and Economic Contributions, the Matia Foundation, Pasaia Town Hall, Basque Government and the Third Sector.		
<b>Start date:</b> 2017	<b>End date:</b> 2022	<b>Current phase:</b> Results	
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Qualitative assessment of the experience and establishment of recommendations for improvement and the design of a new pilot experience.</li> <li>• Implementation of the pilot experience (assessment and implementation of Care and Life Plans, "PAyV").</li> <li>• Implementation of the pilot experience (carrying out the PAyV plans, raising awareness, community work).</li> <li>• Participation, along with other projects implemented in Pasaia, in the experimental working group along with Basic Social Services and the Gipuzkoa Provincial Council's Department of Planning, Investment and Economic Contributions as part of the Pasaia HerriLab strategy.</li> <li>• Participation, along with other projects implemented in Pasaia, in the experimental working group along with Basic Social Services and the Gipuzkoa Provincial Council's Department of Planning, Investment and Economic Contributions and its Department of Dependency and Disability Care as part of the Pasaia HerriLab strategy in drawing up itineraries for assistance, support and care in complex cases.</li> </ul>		
<b>Main courses of action in 2022</b>	<ul style="list-style-type: none"> <li>• Identifying key areas of activity to secure an integrated care ecosystem from the perspective of people.</li> <li>• Devising and developing the area of activity in order to achieve integrated care by the Town Hall as the body driving the scheme.</li> <li>• Boosting the effectiveness of social/health coordination.</li> <li>• Capacitating informal and formal carers to carry out care functions within the AICP model, to certain levels of quality and with recognition.</li> </ul>		

<b>Achievements</b>	<p>The project succeeded in providing support for Basic Social Services as part of an in-depth organisational change focusing on the concept of the Case Manager. The definition of a complex case was also established, and an assessment instrument was created to screen complex cases. Finally, the project made a contribution to the Coordination Group between the primary and secondary levels of social and social/health services, with primary care health centre representatives as part of the Pasaia HERRILab Strategy.</p>
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## PROJECT: OK EN CASA

**Priorities of the strategic plan:** social cohesion and fighting inequality

Strategic scope: welfare

<b>Party responsible</b>	The Gipuzkoa Provincial Council's Department of Planning, Investment and Economic Contributions and Sesosgi	
<b>Objective</b>	The project sets out to define a support model for family members caring for elderly people with a certain amount of dependency. The project will test the effectiveness of an activity which involves training, organisational tools, psychosocial support and benefits in services that are essential to provide support for carers, improve their self-care, and therefore boost the quality of their care function.	
<b>Partnership</b>	Sesosgi, the Gipuzkoa Provincial Council's Department of Planning, Investment and Economic Contributions, Donostia Town Hall, Irún Town Hall, Pasaia Town Hall, Errenteria Town Hall, Ataun Town Hall and Basque Government.	
<b>Start date:</b> 2018	<b>End date:</b> 2021	<b>Current phase:</b> Results
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Definition, implementation and execution of the onboarding process for people in care.</li> <li>• Definition and implementation of the incident support system.</li> <li>• Improvement of the Zaindoon application (front office and back office), by applying the lessons learned during the phase.</li> <li>• Provision of devices and connectivity for people in care who require this.</li> <li>• Production of training contents and psychoeducational activities.</li> <li>• Adaptation of the e-learning platform for automated customisation of training contents, depending on the status of the carer.</li> <li>• Consolidation of the psychosocial support team and channelling of the service.</li> <li>• Definition and execution of the service to guide and support divisions of public authorities on the utilisation of the RADAR tool for daily tasks, and its application to improve social/health management.</li> <li>• Completion of the model for generating adherence and permanence.</li> <li>• Fine-tuning algorithms and processes to assess the status of the carer, and establishment of role and phase.</li> <li>• Provision of operational support for the entire operation.</li> <li>• Renewal and capture of merchants for the points programme.</li> </ul>	

<b>Main courses of action in 2022</b>	Contrast and testing of the RADAR tool (Family Support Data Analysis Repository).
<b>Achievements</b>	With the general objective of "caring for carers", the pilot schemes carried out produced a positive support system for carers caring for elderly people suffering from dementia.

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**PROJECT: ADINKIDE** \_\_\_\_\_

**Priorities of the strategic plan:** social cohesion and fighting inequality

Strategic scope: welfare

<b>Party responsible</b>	The Gipuzkoa Provincial Council's Department of Planning, Investment and Economic Contributions and Gipuzkoa Adinkide
<b>Objective</b>	The project concerns the challenge of loneliness and ageing. Unwanted loneliness among the elderly is one of the risk factors affecting their physical and mental health, and can also be a factor affecting their self-esteem, cognitive deterioration, dementia, loss of mobility, cardiovascular complaints, high blood pressure and premature death, Keeping socially active is one of the best ways of preventing the effects of loneliness and isolation. The project therefore makes a contribution to the standard of living of the elderly, assisting them through help by volunteers. In this case, the project also attempts to use volunteers in the integral care model experiment being carried out in Pasaia Herrilab.
<b>Partnership</b>	Gipuzkoa Provincial Council, Adinberri, Matia Foundation, Urkoa Foundation Gipuzkoa's "Samaritans" phone line, Les Petits Frères de Pauvres, University

	of the Basque Country, University of Deusto and University of Navarra-Tecnun.	
<b>Start date:</b> 2017	<b>End date:</b> No predetermined date.	<b>Current phase:</b> Results
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Commencement of the affection and socialisation assistance project in Pasaia.</li> <li>• Consolidation of the affection and socialisation assistance project in the latest towns to join the initiative, such as Tolosa, and extension of the loneliness prevention scheme and district schemes to certain areas of Donostia.</li> <li>• Continuation of the affection and socialisation assistance project in Donostia-San Sebastián and Lasarte-Oria.</li> <li>• Continuation of the Auzokide-Bikainak programme in Pasaia and some districts of Donostia-San Sebastián.</li> <li>• Awareness and publicity to attract more volunteers and assist more elderly people in the territories operating the initiative.</li> <li>• Comprehensive appraisal of the initiative.</li> </ul>	
<b>Main courses of action in 2022</b>	In addition to continuation of the activity carried out to date in the towns involved in the scheme, new activities for 2022 will be devised in accordance with the outcome of the assessment of the programme at the end of 2021.	
<b>Achievements</b>	<p>The Adinkide project is providing a solution for the loneliness of elderly people with an integral approach, taking preventive action through community action and the creation of neighbourhood networks, affection through volunteers and reduction of feelings of loneliness, generating new social networks and organising socialisation activities. It also helps raise social awareness through campaigns, information sessions and public events. All these activities are carried out in collaboration with public and private agents working with the elderly.</p> <p>Since the programme began in 2017, numbers of elderly people and volunteers have shown a steady exponential increase. 7 elderly people were assisted by 13 volunteers in 2017, and 81 people are now being assisted by 114 volunteers.</p>	

**PROJECT: GAZTEON SARELAN** \_\_\_\_\_

**Priorities of the strategic plan:** social cohesion and fighting inequality

Strategic scope: inclusion

<b>Party responsible</b>	Department of Child Protection and Social Inclusion	
<b>Objective</b>	The main objective of the project is to create a model to assist with emancipation and the transition to adulthood of young people with personal, family and social difficulties. The initiative helps youth to develop autonomy, by offering a comprehensive seamless model for young people between the age of 16 and 23, in order to provide solutions for those in the care and custody of the Gipuzkoa Provincial Council.	
<b>Partnership</b>	Gipuzkoa Provincial Council, Basque Government, University of Deusto and Zabalduz Kooperatiba.	
<b>Start date:</b> 2017	<b>End date:</b> 2023	<b>Current phase:</b> Prototyped.
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Assessment of the activity model to enable it to be redefined.</li> <li>• Continuation of integral care services focusing on the needs of the person.</li> </ul>	
<b>Main courses of action in 2022</b>	<ul style="list-style-type: none"> <li>• Extending and broadening the service by providing more apartments to house young people.</li> </ul>	
<b>Achievements</b>	<p>The project implemented a model to facilitate the transition to adulthood of young people in the care of the Gipuzkoa Provincial Council when they reach the legal age.</p> <p>It is a model which focuses on the needs of a person (social, training, employment etc.), and allows a process to be devised as guidance to training and employment.</p> <p>This model is now providing a service for 25 people between the age of 16 and 23.</p>	

**PROJECT: KULTURA ESKOLA**

**Priorities of the strategic plan:** social cohesion and fighting inequality

Strategic scope: young people

<b>Party responsible</b>	Department of Culture	
<b>Objective</b>	<p>Kultura Eskola is the framework to provide initiatives for teenagers in relation to the arts and cultural heritage. A segment of the population at an age when interests and hobbies develop, which is most especially conditioned by a group awareness, requiring channels and forms of expression as vehicles for their emotions and needs.</p> <p>The main objective of the programme, therefore, is to make cultural and artistic activity form part of the interests and hobbies developed by young people between the age of 12 and 17, to generate sensitivity and artistic criteria, and help develop a critical opinion; this objective will be possible thanks to collaboration of cultural agents, the world of education, and the institutions.</p> <p>It also sets out to generate job opportunities in a sector, the creative and cultural sector, which has had an extremely precarious experience, and now more than ever before is undergoing a particularly difficult economic situation.</p> <p>And, although the emergence of new vocations cannot be ruled out, the intention in the medium/long term is also to generate new audiences for reading rooms, exhibitions, cinemas, theatres etc. and responsible citizens with respect to historical-cultural heritage.</p>	
<b>Partnership</b>	Gipuzkoa Provincial Council, University of the Basque Country, Euskal Aktoreen Batasuna, Taller de Artes Escénicas, Dantzan.com, TBK, Musika Bulegoa, Kulturaz Azpeitia and Aranzadi.	
<b>Start date:</b> 2020	<b>End date:</b> 2023	<b>Current phase:</b> Prototyped.
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Presentation of the project.</li> <li>• Creation of the catalogue of cultural offers.</li> <li>• Selection of activities from the catalogue by schools.</li> <li>• Assessment of the first round.</li> <li>• Launch of a second round for more schools.</li> </ul>	
<b>Main courses of</b>	<ul style="list-style-type: none"> <li>• Implementation of the second round with more schools.</li> <li>• Assessment of the second round.</li> <li>• Third round extended to more schools.</li> </ul>	

<b>action in 2022</b>	<ul style="list-style-type: none"> <li>• Experimentation with other formulae (conferences, trade fairs, forums etc.) to strengthen the bridge between the education and culture communities.</li> </ul>
<b>Achievements</b>	<p>The initiative's main achievement is that any young person between 12 and 16 years old can find and enjoy a top-quality cultural offer - in the short term this will affect their artistic sensitivity, and in the medium/long term it will increase and rejuvenate the audience in the habitual programming.</p> <p>The Creators' Catalogue has been sent to all secondary schools in Gipuzkoa, and 67 schools are involved in the initiative.</p>

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**PROJECT: PROGRAMME FOR THE PREVENTION OF NON-CHEMICAL ADDICTIONS \_\_\_\_\_**

**Priorities of the strategic plan:** social cohesion and fighting inequality

Strategic scope: young people

<b>Party responsible</b>	Youth Department		
<b>Objective</b>	To conduct research and obtain data on the problem of compulsive gambling among children and young people in Gipuzkoa, to take action to eliminate this problem.		
<b>Partnership</b>	The Gipuzkoa Provincial Council's Youth Department, Sinnergiak Social Innovation (University of the Basque Country), University of Deusto, Ekintza BIBE (Bizi Berria), Asociación Rehabilitación Ludopatía, International Centre for Youth Gambling Problems and High Risk Behaviors, McGill University (Canada), Dr. Jeffrey L. Derevensky.		
<b>Start date:</b> 2020	<b>End date:</b> 2023	<b>Current phase:</b> Strategic planning	
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Diagnosis of the situation of the problem of compulsive gambling among children and young people in Gipuzkoa.</li> <li>• Comparative study of policies in this area, in order to pinpoint success stories and the major national or international agents in this field.</li> <li>• Design of the activity.</li> <li>• Formation of the partnership.</li> <li>• Preparation of studies.</li> <li>• Carrying out studies.</li> </ul>		
<b>Main courses of</b>	<ul style="list-style-type: none"> <li>• Training activities (TREBA Gurasoak).</li> <li>• Summer courses.</li> <li>• Socialisation conferences.</li> </ul>		

<b>action in 2022</b>	<ul style="list-style-type: none"> <li>• Preparation of campaign.</li> </ul>
<b>Achievements</b>	<p>Phase I, now complete, served to lay down the conceptual bases of the Experimental Project and integrate all agents in the partnership.</p> <p>Phase II: Preparation of studies</p> <p>During the third quarter of 2021, the main activity was designing the research methods to ascertain the habits, attitudes and impressions of young people aged between 16 and 29 in Gipuzkoa in relation to gambling.</p> <p>The courses of action on the Project are drawn up to exert an influence on 4 profiles with different interests and experiences.</p> <p>Raising awareness of the reality of gambling among young people in Gipuzkoa (16-29) and groups of mothers and fathers who wish to be apprised of this on the positive parenting programme TREBA Gurasoak. As secondary targets, awareness with leisure professionals and volunteers for young people and teachers working in middle secondary school, upper school and Vocational Training guarantees the sustainability of courses of action through a shared language.</p>

**PROJECT: EMAKUMEEN ETXEAK - WOMENS' HOUSES** \_\_\_\_\_

**Priorities of the strategic plan:** social cohesion and fighting inequality

Strategic scope: equality

<b>Party responsible</b>	Body for equality among women and men	
<b>Objective</b>	The project sets out to draw up and strengthen a territorial model of Women's Houses, as strategic municipal tools to work towards equality between women and men, to empower women, and to combat sexist violence against women. The idea is to promote the special model of Women's Houses in Gipuzkoa, deepen the community's public management model and broaden the diversity and participation of women, and the accessibility of these tools.	
<b>Partnership</b>	Gipuzkoa Provincial Council; Gipuzkoa Women's Houses; Town Halls, University of the Basque Country and University of Deusto; Associative-user scope.	
<b>Start date:</b> 2021	<b>End date:</b> 2022	<b>Current phase:</b> Implementation
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Design of the experimental project on the basis of a diagnosis on Women's Houses in Gipuzkoa.</li> <li>• Preparation of 3 academic reports: identification of good practices / potential of the Houses to address sexist violence/relation of the Women's Houses with social movements.</li> <li>• Implementation of the experimentation.</li> </ul>	
<b>Main courses of action in 2022</b>	<ul style="list-style-type: none"> <li>• Systematisation tool.</li> <li>• Sexist violence: learning processes and orientations of the pilot projects.</li> <li>• Public conference.</li> </ul>	
<b>Achievements</b>	<p>Consensus of a territorial model for Women's Houses in Gipuzkoa. In other words, deepening the community's public management model and broadening the diversity and participation of women, and the accessibility of these tools.</p> <p>Improvements will also be made to cooperation between social policies and these tools, to address sexist violence, and examine the possibility of complementary features in care services, because the capacity of these tools in addressing this kind of violence has been demonstrated with a high capacity of prevention, awareness, detection, derivation and repair.</p> <p>Finally, in order to improve management of Women's Houses in Gipuzkoa, an attempt is being made to share tools along with systematisation of their work.</p>	



**PROJECT: GIPUZKOA KOOPERA**

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**Priorities of the strategic plan:** social cohesion and fighting inequality

Strategic scope: governance

<b>Party responsible</b>	Department of Cooperation	
<b>Objective</b>	To encourage the participation of non-conventional sectors and entities in Gipuzkoa in Development Cooperation in order to implement a cooperation model in keeping with the potential of the territory.	
<b>Partnership</b>	Gipuzkoa Provincial Council, Zinemaldj; Kukai Dantza Taldea; Aiala Catering School, ASPEGI, ARKEOLAN, Real Sociedad, International Physics Center, Biodonostia and (CFM) Centro de Física de Materiales.	
<b>Start date:</b> 2018	<b>End date:</b> No predetermined date.	<b>Current phase:</b> Results
<b>Main courses of action in 2021</b>	Implementation of cooperation projects with the entities, boosting the links of the project network.	
<b>Main courses of action in 2022</b>	<ul style="list-style-type: none"> <li>• Working on the sustainability of ongoing projects.</li> <li>• Design of Phase II of the Gipuzkoa Coopera project.</li> </ul>	
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• Visibility of Development Cooperation activities.</li> <li>• Incorporation of entities with major links to the territory.</li> <li>• Innovation proposal in the Gipuzkoa cooperation model.</li> <li>• Model replicated outside Gipuzkoa.</li> </ul>	

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**PROJECT: GIPUZKOA INTRAENTREPRENEURIAL TERRITORY** \_\_\_\_\_

**Priorities of the strategic plan:** to encourage a more inclusive and sustainable type of economic development

Strategic scope: competitiveness

<b>Party responsible</b>	Department of Economic Promotion
<b>Objective</b>	The project addressed the growing need for SMEs in Gipuzkoa to undertake competitive transformation strategies, particularly in global-insertion sectors and value chains where the rules of play are being renewed very fast. Business entrepreneurship (or intraentrepreneurship) is an essential feature of the "Gipuzkoa model" thanks to the efforts of individuals, companies, institutions and agents in the territory. An (intra)entrepreneurial activity, through the

	implementation of new businesses and companies (spin-offs and businesses with a high added value).	
<b>Partnership</b>	Gipuzkoa Provincial Council (Department of Economic Promotion), University of Mondragon, BIC-Gipuzkoa and businesses.	
<b>Start date:</b> 2020	<b>End date:</b> 2021	<b>Current phase:</b> Completed.
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Design, prototyping and testing of intraentrepreneurship training programmes.</li> <li>• Piloting at businesses. Testing and proposal of training programmes based on four main criteria: strategy; culture and enterprising people; ideas, projects and results; and connection to the surroundings.</li> <li>• Individual assistance for businesses and access to a number of resources in order to get the most out of the skills of both people and the organisation.</li> </ul>	
<b>Main courses of action in 2022</b>	Completed.	
<b>Achievements</b>	The project helped give Gipuzkoa's industrial SMEs a methodology and tools to raise awareness and capacitate them in intraentrepreneurship processes, defining a roadmap to include innovation on all levels - product, process, market, organisation and talent - in order to generate new business lines or units, or new companies.	

**PROJECT: GIPUZKOA AMBIDIESTRA** \_\_\_\_\_

**Priorities of the strategic plan:** to encourage a more inclusive and sustainable type of economic development

Strategic scope: competitiveness

<b>Party responsible</b>	Department of Economic Promotion		
<b>Objective</b>	The project sets out to make a Gipuzkoa a leading territory in terms of application of Ambidextrous Management. The project intends to generate the need in local businesses for innovation in management to boost their resilience and competitiveness. A Reference Model for the Ambidextrous Company will be drawn up and published, and ratified with practical experiences at businesses in Gipuzkoa. In turn, project developments will be added to the activity of the three Basque universities involved in the initiative, in order to boost human talent and these competences of businesses in Gipuzkoa.		
<b>Partnership</b>	Gipuzkoa Provincial Council (Department of Economic Promotion), ISEA S.Coop., University of Mondragón, University of Deusto, University of the Basque Country, ADEGI and Corporación Mondragón and companies.		
<b>Start date:</b> 2020	<b>End date:</b> 2022	<b>Current phase:</b> Results-socialisation.	
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Definition and validation of the Reference Model by: <ul style="list-style-type: none"> <li>✓ Definition of a Strategic Ambidextrous Agenda.</li> <li>✓ Definition of the deployment of the Ambidextrous Strategy in the operational management of businesses.</li> <li>✓ Five pilot experiences to apply the Reference Framework for the Ambidextrous Company at the following businesses: Abantail S.Coop., JMA Alenjandro Altuna, S.L.U., Kendu Retail S.L., Krean S.Coop. and Cadinox S.A.</li> </ul> </li> <li>• Activities to publicise and make use of the results obtained to date.</li> <li>• Guarantee of equal opportunities and non-discrimination in the execution of the project.</li> </ul>		
<b>Main courses of action in 2022</b>	<ul style="list-style-type: none"> <li>• Adaptation of the Reference Framework for use in specific business contexts.</li> <li>• Automation of the Ambidextrous Score Panel through the use of Business Intelligence solutions.</li> <li>• Implementation of new experiences of application of the Reference Framework for the Ambidextrous Company in the definition of the Ambidextrous Strategic Agenda and continuation and enrichment of the</li> </ul>		

	<p>pilot experiences carried out in 2020 – 2021, by adding in developments carried out in 2021 - 2022.</p> <ul style="list-style-type: none"> <li>• Documenting cases of local companies with a relevant trajectory in ambidextrous developments in order to boost credibility among businesses in Gipuzkoa.</li> <li>• Consolidating the innovation ecosystem in business management in Gipuzkoa by promoting research activity in academic circles and addition of advanced-services companies to publicising the paradigm of Ambidextrous Management.</li> <li>• Academic circles: creation of specialist research groups and final-year projects at SMEs (a tutor and an undergraduate student).</li> <li>• Specific activities to socialise the project and its results.</li> <li>• Internationalisation: adding Gipuzkoa to international networks.</li> <li>• Drawing up an assessment of the impact of the initiative.</li> </ul>
<p><b>Achievements</b></p>	<p>The experiences carried out in 2021 ratified the full validity of the Reference Framework for the Ambidextrous Company in terms of achievement of the objectives originally established when it was designed. The experiences also demonstrated several contexts or scenarios of application for the Reference Framework, and identified potential innovation and other features which could enrich the Reference Framework for the Ambidextrous Company.</p>

## PROJECT: YOUTH AND INNOVATION

**Priorities of the strategic plan:** to encourage a more inclusive and sustainable type of economic development

Strategic scope: young people

<b>Party responsible</b>	Arizmendi S. Coop.	
<b>Objective</b>	<p>The project offers a new educational model based on the new democratic transformational culture. Specifically, the project proposes a model for governance within education. This new model sets out to support community territorial development by making students central active agents to promote a new culture.</p> <p>The project focusing on youth and innovation has three areas of work:</p> <ul style="list-style-type: none"> <li>• Create a new governance model.</li> <li>• Create an open innovative educational framework, based on collaboration.</li> <li>• Boost the new educational paradigm through the internationalisation of the experience.</li> </ul>	
<b>Partnership</b>	Arizmendi S. Coop, EHU-Sinnergiak, Riedulab, Debagoiena 2030 and Mondragon.	
<b>Start date:</b> 2020	<b>End date:</b> 2021	<b>Current phase:</b> Results.
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Adapt education to different levels and create materials.</li> <li>• Broaden the capacitation of education providers through the use of proper methodologies.</li> <li>• Extension of experimentation of prototypes.</li> <li>• Design of architecture/carrying out work (in the summer) + general implementation.</li> <li>• Preparation of external assessment tools.</li> <li>• First external assessment.</li> <li>• Publication of conclusions and results.</li> </ul>	
<b>Main courses of action in 2022</b>	<ul style="list-style-type: none"> <li>• Deepen the relations entered into with the Basque Government.</li> <li>• International publication and coordination of the infrastructures and processes all this requires.</li> </ul>	
<b>Achievements</b>	A totally innovative integral methodology was designed, provided with resources, tested and implemented. A new knowledge is being constructed (in praxis), and a start is being made on internationalisation. The educational	

	transformation in the education system has now been tabled, and is being contrasted with the Basque Government.
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**PROJECT: FAMILY/WORK BALANCE AND EQUALITY** \_\_\_\_\_

**Priorities of the strategic plan:** to encourage a more inclusive and sustainable type of economic development

Strategic scope: equality

<b>Party responsible</b>	Body for equality between women and men and the Department of Economic Promotion	
<b>Objective</b>	This project sets out to make progress in terms of co-responsible work/life balances and equality between women and men in employment and in the corporate world, and encourage a work/life balance and gender equality within companies and organisations in Gipuzkoa, in a bid to improve the positioning of Gipuzkoa's businesses at state and European level with respect to gender equality and a work/life balance, moving towards a cohesive and socially committed Gipuzkoa.	
<b>Partnership</b>	Gipuzkoa Provincial Council (Body for Equality and the Department of Economic Promotion), Ikertalde, University of the Basque Country UPV-EHU; Erantzunkide companies network	
<b>Start date:</b> 2016	<b>End date:</b> 2022	<b>Current phase:</b> Results.
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Dynamise the Erantzunkide network of businesses committed to the equality of women and men in Gipuzkoa: <ul style="list-style-type: none"> <li>✓ Create spaces and dynamics for exchanging knowledge and learning processes with Erantzunkide companies and other committed local entities/businesses.</li> <li>✓ Carry out experimental initiatives with companies in the network, and propose shared responses: Erantzunkide Lab.</li> </ul> </li> <li>• Boost equality and co-responsible work/life balances in the pilot experiences: <ul style="list-style-type: none"> <li>✓ Carry out 5 pilot experiences at companies through the aid programme operated by the Department of Economic Promotion.</li> <li>✓ Monitoring, support and assessment of aid to businesses by the Department of Economic Promotion.</li> <li>✓ Raise awareness among SMEs in Gipuzkoa concerning the need for application of measures of equality and a co-responsible work/life balance.</li> </ul> </li> <li>• Boost collaborative governance and the ecosystem of relations and external learning processes: <ul style="list-style-type: none"> <li>✓ Establish synergies with other activities and experimental projects carried out by other departments of the Gipuzkoa Provincial Council.</li> <li>✓ Prospect experiences with similar characteristics to Erantzunkide and/or experiences focusing on equality and work/life balance at companies.</li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>• Assess the initiative from an integral perspective.</li> </ul>
<b>Main courses of action in 2022</b>	<ul style="list-style-type: none"> <li>• Continue the project in 2022, led by the Department of Economic Promotion.</li> <li>• Completion of the experimental project and addition to the Department of Economic Promotion's public policies.</li> </ul>
<b>Achievements</b>	<p>The project is promoting and strengthening equality and co-responsible work/life balances at companies in Gipuzkoa in a transversal, interdepartmental manner, in keeping with the Gipuzkoa Provincial Council's collaborative governance strategy.</p> <p>Creation of the Erantzunkide network of over 40 entities in Gipuzkoa committed to co-responsible work/life balances and equality. This is a space to exchange knowledge and pool learning processes and practices in relation to work/life balances at companies in Gipuzkoa, placing the emphasis on the transformation potential of businesses as one of the equality playing fields.</p> <p>Learning and publicity spaces have also been created, not only for the companies in the network, but also for a larger ecosystem of organisations in Gipuzkoa interested in moving towards organisational management in favour of equality.</p>

**PROJECT: GIPUZKOA, A 100% CIRCULAR TERRITORY** \_\_\_\_\_

**Priorities of the strategic plan:** transversal green digital initiatives

Strategic scope: sustainability

<b>Party responsible</b>	Department of the Environment		
<b>Objective</b>	The circular economy and encouragement of policies for prevention, reuse and recycling are a necessary, effective measure in the fight against climate change. The project focuses on encouraging green circular purchases in the territory of Gipuzkoa, overcoming the existing barriers.		
<b>Partnership</b>	Gipuzkoa Provincial Council, Naturclima, Town Halls, Food Bank, GK Recycling Cluster, Sustainable Fashion Cluster, business associations and universities.		
<b>Start date:</b> 2021	<b>End date:</b> 2022	<b>Current phase:</b> Implementation	
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Activation of a group to promote green circular purchases, involving agents working in the public sector (exemplary administration) and the private sector.</li> <li>• Creation of a "system of resources" for green circular purchases.</li> </ul>		
<b>Main courses of action in 2022</b>	Continuation of the activities initiated.		
<b>Achievements</b>	The project succeeded in activating a group to promote green circular purchases, involving agents working in the public sector and the private sector, and defining a system of resources for green circular purchases in Gipuzkoa.		

**PROJECT: CLIMATE-COMMITTED CITIZENS** \_\_\_\_\_

**Priorities of the strategic plan:** transversal green digital initiatives

Strategic scope: sustainability

<b>Party responsible</b>	Department of the Environment		
<b>Objective</b>	<p>The project seeks to bring about exemplary action by climate-committed citizens. It also intends to deepen social perception of climate change, with the necessary motivation and the best strategies to change habits.</p> <p>This is a local action project to involve the entire territory of Gipuzkoa, in a competition between towns and their people, in a bid to change habits and help towns to exert a smaller impact on climate.</p>		
<b>Partnership</b>	Gipuzkoa Provincial Council (Department of the Environment), Naturklima, Town Halls, Food Bank, Kutxa Foundation, Aquarium, Gipuzkoa Chamber of Commerce and Universities.		
<b>Start date:</b> 2021	<b>End date:</b> 2022	<b>Current phase:</b> Implementation	
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Launch of climate challenges (Klima Bai!), competition enrolment phase.</li> <li>• Creation of the app and web platform to take part in the challenges.</li> <li>• Implementation of challenges for local people.</li> </ul>		
<b>Main courses of action in 2022</b>	<ul style="list-style-type: none"> <li>• Assessment of results and achievements.</li> <li>• Exposé of results and acknowledgement.</li> </ul>		
<b>Achievements</b>	The initiative seeks to stimulate and adopt small courses of action to fight climate change (direct and measurable), leading to changes of habits in Gipuzkoa households.		

**PROJECT: YOUNG PEOPLE FOR CLIMATE** \_\_\_\_\_

**Priorities of the strategic plan:** transversal green digital initiatives

Strategic scope: sustainability

<b>Party responsible</b>	Department of the Environment		
<b>Objective</b>	The initiative sets out to listen to the voice of young people in relation to environmental protection and the fight against climate change, and strives to bring climate policy to one of the main sectors aware of the issue.		
<b>Partnership</b>	Gipuzkoa Provincial Council (Department of the Environment), Naturklima, Surider, NGOs, Fridays for Future, Ecomodo and universities.		
<b>Start date:</b> 2021	<b>End date:</b> 2023	<b>Current phase:</b> Implementation	
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Creation of the forum for reflection and action.</li> </ul>		
<b>Main courses of action in 2022</b>	<ul style="list-style-type: none"> <li>• Channelling the voices and initiatives of young people to public policies for the fight against climate change.</li> </ul>		
<b>Achievements</b>	<p>Creation of a space where young people can come up with new ideas and take action on issues on climate change which are adapted to their concerns and needs.</p> <p>The idea is to add the viewpoints of young active people in Gipuzkoa who are aware of climate-related issues to the programmes and policies operated by the Gipuzkoa Provincial Council.</p>		



**PROJECT: PROGRAMME FOR TECHNOLOGICAL DEVELOPMENT OF TRANSPORT IN GIPUZKOA (MUGI)** \_\_\_\_\_

**Priorities of the strategic plan:** transversal green digital initiatives

Strategic scope: mobility

<b>Party responsible</b>	Department of Mobility and Public Transport	
<b>Objective</b>	<p>After 1 April 2019 Gipuzkoa was the only Basque territory with totally unified and integrated public transport, with the same fares for all routes and all journey, regardless of the type of transport used: interurban and urban buses, Euskotren or RENFE rail services.</p> <p>In order to continue to bring in more users of public transport, due to high demand by citizens and adjusting transport systems to today's technology revolution, this is another step forward in the interoperability and accessibility of such basic services as public transport in Euskadi.</p> <p>The programmes for the technological development of transport ticketing in Gipuzkoa (MUGI) set out to encourage public transport in Gipuzkoa, adjusting it to the needs of today's technological world, thereby increasing the use of sustainable transport in Gipuzkoa.</p> <p>The objective is to promote the application of technological development of the TARJET MUGI, used to pay for public transport in Gipuzkoa, in order to improve accessibility and adapt the cards, and the fare system, to transaction and payment instruments used by people in Gipuzkoa.</p>	
<b>Partnership</b>	Department of Mobility and Public Transport and Gipuzkoa Territorial Transport Authority.	
<b>Start date:</b> 2019	<b>End date:</b> 2022	<b>Current phase:</b> Implementation
<b>Main courses of action</b>	<ul style="list-style-type: none"> <li>• Participation process with mobility agents.</li> <li>• Examination of existing technological development projects in this area.</li> <li>• Final design of the programme.</li> <li>• Design of implementation of the system.</li> </ul>	
<b>Main courses of</b>		

<b>action in 2022</b>	
<b>Achievements</b>	The expected result or impact is to bring about better integration of the MUGI system throughout the Basque Country, using technology implementation and development programmes, enabling the system to be used on mobiles.

**PROJECT: ARTIFICIAL INTELLIGENCE AND BIG DATA**

**Priorities of the strategic plan:** transversal green digital initiatives

Strategic scope: digitalisation

<b>Party responsible</b>	Strategy Department, Gipuzkoa Provincial Council	
<b>Objective</b>	<p>The proposal focuses on the promotion of Gipuzkoa as a smart territory, where technology helps improve people's lives and their relationship with the authorities. The implementation of the authorities in the digital era is a scenario in which electronic administration is the norm, both internally and in relations with citizens, or among different authorities.</p> <p>The following steps are necessary to achieve this objective:</p> <ul style="list-style-type: none"> <li>• Select areas of interest to identify projects based on Artificial Intelligence and Big Data and carry out experimentation projects.</li> <li>• Enhance and spread knowledge and information in relation to the issue, in the Gipuzkoa Provincial Council and in Gipuzkoa society.</li> </ul>	
<b>Partnership</b>	Gipuzkoa Provincial Council (Strategy Department)), IZFE, University of the Basque Country, Tecnun and University of Mondragón.	
<b>Start date:</b> 2020	<b>End date:</b> 2023	<b>Current phase:</b> Prototyped.
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Identification and selection of areas of interest to identify projects based on Artificial Intelligence and Big Data.</li> <li>• Analysis and rationalisation of data available at the Gipuzkoa Provincial Council.</li> <li>• Carrying out the following projects in connection with Artificial Intelligence and Big Data: <ul style="list-style-type: none"> <li>✓ BIG KIROLDATA repository of data and information management system on sport in Gipuzkoa.</li> <li>✓ Referee designation automation model, applying artificial intelligence techniques, for sport in Gipuzkoa.</li> <li>✓ Big Data and Artificial Intelligence model for a tourism intelligence system at the Gipuzkoa Provincial Council.</li> <li>✓ University of Navarra-Tecnun: Predictions for dependent people in Gipuzkoa over 65 years old.</li> <li>✓ Big Data developed by the University of the Basque Country UPV-EHU: Social Policy (predictions on dependency) and Tax Department (related to Ticket Bai).</li> <li>✓ Projects carried out by the University of Mondragon: Listening to citizens and identifying tools and algorithms to identify their needs as part of the Debagoiena 2030 initiative, marketing based on data and new business models based on data.</li> </ul> </li> </ul>	

<b>Main courses of action in 2022</b>	<ul style="list-style-type: none"> <li>• On the basis of the data available to the Gipuzkoa Provincial Council, boosting the efficiency of processes and their digitalisation.</li> <li>• Organisation of a congress on Artificial Intelligence and Big Data.</li> </ul>
<b>Achievements</b>	<p>Projects in relation to services by the Gipuzkoa Provincial Council, where the use of Artificial Intelligence and Big Data is a reality, in order to carry out new similar projects, in a bid to turn the Gipuzkoa Provincial Council into a smart, open, transparent and accessible administration, providing accessible technologies, giving maximum priority to usability and the experiences of users, providing intelligence for data and facilitating the use of the most innovative technology for people working at the institution and the people in Gipuzkoa.</p>

**PROJECT: CORPORATE GIS SYSTEM** \_\_\_\_\_

**Priorities of the strategic plan:** transversal green digital initiatives

Strategic scope: digitalisation

<b>Party responsible</b>	IZFE Sociedad Foral de Servicios Informáticos	
<b>Objective</b>	The objective of this project is to implement a technological Geographic Information Systems infrastructure, including the platform, software and basic layer data and unified basic cartography as georeferencing processes for existing alphanumeric information.	
<b>Partnership</b>	Izfe, Gipuzkoa Provincial Council (Department of Governance and Department of Territorial Arrangement), Tecnalia and Geograma.	
<b>Start date:</b> 2020	<b>End date:</b> 2022	<b>Current phase:</b> Implementation
<b>Main courses of action in 2021</b>	Finalisation of the Geographic Information Systems technology product.	
<b>Main courses of action in 2022</b>	<ul style="list-style-type: none"> <li>• Implement the technology tool in the departments of the Gipuzkoa Provincial Council and in town halls in Gipuzkoa.</li> <li>• Learning processes for the technology tool.</li> </ul>	
<b>Achievements</b>	<p>Make the technology and infrastructure of the existing GIS solutions at the Gipuzkoa Provincial Council cohesive, provide unique basic data and give utility to management applications to "georeference" alphanumeric data.</p> <p>Create an infrastructure to manage spatial or geographic information, and introduce spatial analysis, which organises and lists the territory and its related components in information layers.</p>	



**PROJECT: NEW TECHNOLOGIES FOR THE TAX DEPARTMENT** \_\_\_\_\_

**Priorities of the strategic plan:** transversal green digital initiatives

Strategic scope: digitalisation

<b>Party responsible</b>	Department of Tax and Finance, Technological Strategy Subsection		
<b>Objective</b>	The main objective of this project is to establish collaboration with Big Data, Artificial Intelligence and Quantic Computation. This shares experiences with projects which are already ongoing or which can be carried out in other areas.		
<b>Partnership</b>	Department of Tax and Finance, Technological Strategy Subsection, IZFE and Multiverse Computing		
<b>Start date:</b> 2019	<b>End date:</b> 2021	<b>Current phase:</b> Completed.	
<b>Main courses of action in 2021</b>	<p>Completion of the project, with delivery by Multiverse of a list of taxpayers highly likely to commit fraud, in according to data from certain forms in years prior to the introduction of the SII immediate data supply system, using Artificial Intelligence.</p> <p>Contrast by the Technological Strategy Subsection of the coherence of the list supplied, using Data Warehouse cross-references.</p>		
<b>Main courses of action in 2022</b>	Completed.		
<b>Achievements</b>	<p>The project revealed:</p> <ul style="list-style-type: none"> <li>• The importance of data quality in all en masse information processing.</li> <li>• That it is necessary for those carrying out the analysis to have knowledge of the issue concerned.</li> </ul>		

**PROJECT: CHATBOT** \_\_\_\_\_

**Priorities of the strategic plan:** transversal green digital initiatives

Strategic scope: digitalisation

<b>Party responsible</b>	IZFE Sociedad Foral de Servicios Informáticos	
<b>Objective</b>	Implement a hardware and software infrastructure to enable services at the Gipuzkoa Provincial Council to develop conversational chat interfaces (web, WhatsApp etc.) for people in Gipuzkoa.	
<b>Partnership</b>	IZFE, Gipuzkoa Provincial Council, EHU HITZ Hizkuntza teknologiako zentroa, Vicomtech and Ibermatica.	
<b>Start date:</b> 2020	<b>End date:</b> 2022	<b>Current phase:</b> Results
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Socialise finalised Chatbot products (TicketBAI).</li> <li>• Concept test to search for various administrative processes.</li> <li>• Experimentation of an advanced multimedia video search engine.</li> </ul>	
<b>Main courses of action in 2022</b>	Introduce other possible products using Chatbot technology.	
<b>Achievements</b>	Experimentation can be used to analyse the different variants offered by Chatbot technology to improve services for citizens.	

**PROJECT: HUMAN RESOURCES AND COMPETENCES AT THE GIPUZKOA PROVINCIAL COUNCIL**

**Priorities of the strategic plan:** practice of collaborative governance

Strategic scope: administrative innovation

<b>Party responsible</b>	Department of Legal System and Management of People	
<b>Objective</b>	<p>The project intends to implement a work system at the Gipuzkoa Provincial Council based on corporate competences, which are essential conditions for working and pursuing a career with the institution.</p> <p>Public employment access and promotion systems will also be updated to take account of criteria beyond mere theoretical knowledge. Corporate competence will also be implemented and made part of the system, training itineraries will be devised in relation to the competences, and access and professional careers will be linked to the competences.</p>	
<b>Partnership</b>	Gipuzkoa Provincial Council and University of the Basque Country	
<b>Start date:</b> 2019	<b>End date:</b> No predetermined date.	<b>Current phase:</b> implementation
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Socialisation of the competence assessment system.</li> <li>• Incorporation of new tools to gauge competences in offers of public employment.</li> <li>• Incorporation of training requirements to bring about employment criteria based on competence.</li> </ul>	
<b>Main courses of action in 2022</b>	Continuation of the activity carried out in 2021, integrating this line of work with the new experimental project "transformation of the house".	
<b>Achievements</b>	The project is enabling the Gipuzkoa Provincial Council to devise new ways of working, and therefore move towards an administration with a brand new work system. It will also adapt the structure of the Gipuzkoa Provincial Council to address the territory's new challenges.	

## PROJECT: ASSESSMENT OF SUBSIDIES

**Priorities of the strategic plan:** practice of collaborative governance

Strategic scope: administrative innovation

<b>Party responsible</b>	Strategy Department		
<b>Objective</b>	<p>The project focuses on the dynamic construction of an assessment methodology - especially for the purposes of impact assessment - to appraise subsidies offered by the Gipuzkoa Provincial Council, and its public policies in general. This will be carried out in such a way that this essential component of good governance, assessment, will be ordinarily internalised in the Council's affairs.</p> <p>The following steps are necessary to achieve this objective:</p> <ul style="list-style-type: none"> <li>• Design and implement a governance model to deploy and extend the assessment throughout the Council.</li> <li>• Carry out pilot assessments by way of learning processes.</li> <li>• Define a process for publicising and learning (guide to assessments).</li> </ul>		
<b>Partnership</b>	Gipuzkoa Provincial Council (all departments) and the University of the Basque Country		
<b>Start date:</b> 2019	<b>End date:</b> 2023	<b>Current phase:</b> Prototyped.	
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• New pilot assessments, by way of a complement to the assessment guide produced from the lessons learned.</li> <li>• Design of an implementation plan.</li> </ul>		
<b>Main courses of action in 2022</b>	<ul style="list-style-type: none"> <li>• Completion of the pilots.</li> <li>• Complement the guide to assessment.</li> <li>• Development of the implementation and systematisation plan.</li> </ul>		
<b>Achievements</b>	<p>Involvement by the departments and divisions of the Gipuzkoa Provincial Council in the project is leading to the practice of assessments as a key planning tool, as planning requires this to gather information, they then learn from what has been carried out, and, in short, improve the strategies, plans, programmes and services provided by the Council. The assessment is also a necessary step in the accountability required by good governance. An assessment process that is properly carried out ensures not only that citizens have knowledge of what has been done, and how it has been done, but also</p>		

	provides information on the results obtained and the progress that is being made in achieving the objectives considered.
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## NEW PROJECTS IN 2021

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### PROJECT: FUTURE WORK

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**Priorities of the strategic plan:** to encourage a more inclusive and sustainable type of economic development

Strategic scope: competitiveness

<b>Party responsible</b>	Department of Strategic Projects	
<b>Objective</b>	The direction taken by work over various generations has gradually changed. In previous generations, work was seen as a guarantee of welfare and a key factor in people's lives (forming a family, buying a home etc.). More recent generations see work as a part of their lives, but there is an increasingly clearer and widespread belief that work should be combined with leisure and family life. Younger generations see work from another perspective, and believe that life is not all related to professional atmospheres and work. The experimental project seeks to understand these new values, and seeks to ensure that businesses can continue to call on people and on talent in the medium term and in the future.	
<b>Partnership</b>	Gipuzkoa Provincial Council, University of Mondragón, District Development Agencies, Gipuzkoa Chamber of Commerce, ASLE, representatives of vocational training centres, businesses and the Etorikizuna Eraikiz Think Tank (group deliberating on the Future of Work).	
<b>Start date:</b> 2021	<b>End date:</b> 2023	<b>Current phase:</b> Strategic planning
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Definition of the programme to be carried through in 2021.</li> <li>• Identification of other relevant agents to be involved in the project.</li> <li>• Identification of 6 businesses for the pilot scheme to be carried out.</li> </ul>	
<b>Main courses of action in 2022</b>	<ul style="list-style-type: none"> <li>• Analysis of learning processes and the results of the pilots.</li> <li>• International contacts.</li> </ul>	

**PROJECT: GIPUZKOA OPEN SCHOOL**

**Priorities of the strategic plan:** practice of collaborative governance

Strategic scope: administrative innovation

<b>Party responsible</b>	Participation Department	
<b>Objectives</b>	<p>The main objective is to foster a culture of participation and cooperation in Gipuzkoa society in the creation of public value, and capacitation in cooperation skills to this end.</p> <p>Other objectives are:</p> <ul style="list-style-type: none"> <li>• Collaboration among the various departments of the Gipuzkoa Provincial Council and Town Halls in Gipuzkoa to extend the school to the entire territory, and create a network of direct contacts with agents operating in the territory's third sector.</li> <li>• Sharing public information with citizens in the most accessible and comprehensible format possible, in order to enhance knowledge of the activity of administrations, and generate proposals to improve negotiation and reconciliation of interests.</li> <li>• Inducing attitudes and patterns of behaviour based on trust between citizens and public agents towards collaboration, to usher in an exploration of the needs and interests of the parties, effective communication, active listening, prevention of conflicts or the resolution of conflicts, with no confrontation and seeking satisfactory agreements for the parties.</li> <li>• Capacitating and motivating groups who find it difficult to participate (elderly people, immigrants with language problems, persons with little education etc.).</li> </ul>	
<b>Partnership</b>	Gipuzkoa Provincial Council, towns in Gipuzkoa, University of the Basque Country, Open Government Partnership Euskadi and ArantzazuLab	
<b>Start date:</b> 2021	<b>End date:</b> No predetermined date.	<b>Current phase:</b> Strategic planning
<b>Main courses of action in 2021</b>	Definition and implementation of the project and design of the 2022 action plan. Work on collaboration by agents.	
<b>Main courses of action in 2022</b>	<ul style="list-style-type: none"> <li>• Publicising and socialising the project. Communication work.</li> <li>• Diagnosis of training and collaboration available to citizens from the departments and divisions of the Gipuzkoa Provincial Council. This diagnosis will also contemplate the offer by Town Halls and associations in the territory.</li> <li>• Preparation of a catalogue with the offer of training from the Gipuzkoa Provincial Council for the various agents.</li> </ul>	

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|  | <ul style="list-style-type: none"><li>• Define and include empowerment of technical officers in the Gipuzkoa Provincial Council's offer of training.</li><li>• Define and include specific training to boost citizens' empowerment in the forum of interinstitutional spaces and associations (intensive facilitation course).</li><li>• Collaboration with those responsible for the Summer Courses, community development course in the Gipuzkoa Open School on the 2022 Summer Courses.</li><li>• Conceptualisation and awareness of community development on the Summer Course.</li><li>• Preparation of proposals to bridge the "digital gap" as part of the Open Government Partnership Euskadi's Commitment 3 and implementation of a project to start work on "public ethics" among citizens.</li></ul> |
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**PROJECT: SMART TOURISM** 

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**Priorities of the strategic plan:** transversal green digital initiatives

Strategic scope: digitalisation

<b>Party responsible</b>	Department of Economic Promotion, Tourism and the Rural Environment		
<b>Objective</b>	The project is to turn Gipuzkoa into a smart tourist destination, simultaneously addressing the five vectors proposed by the European Union and backed in the state by Segittur: Accessibility, Governance, Innovation, Sustainability and Technology. The idea is also to implement a smart tourism format for Gipuzkoa in coherence with the model tabled in the 2020-2023 Strategic Tourism Plan, to "Create a sustainable, organised tourism model, to help create employment and wealth throughout the territory in a balanced fashion and to promote the singular nature of our culture".		
<b>Partnership</b>	Gipuzkoa Provincial Council, University of Deusto, HUB Gipuzkoa Turismoa, World Tourism Organisation and Segittur.		
<b>Start date:</b> 2020	<b>End date:</b> 2023	<b>Current phase:</b> Strategic planning	
<b>Main courses of action in 2021</b>	<ul style="list-style-type: none"> <li>• Implementation of the HUB Gipuzkoa Turismoa with a dual function: to coordinate a collaborative governance system with territorial and corporate agents, and drive innovation in the tourism sector.</li> <li>• Join Segittur and the World Tourism Organisation.</li> <li>• Deploy the Strategic Plan.</li> <li>• Design of the technology component.</li> </ul>		
<b>Main courses of action in 2022</b>	<ul style="list-style-type: none"> <li>• Coordinate capture and subsequent management of data: own applications, observatory and Artificial Intelligence-Gipuzkoa.</li> <li>• Appraisal of progress of the initiative.</li> </ul>		