



OGP Action Plan for the
Basque Country 2018-2020

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INTRODUCTION

1. Open Government in the Basque Country, a reality on which to continue building

Territorial mobility forms part of the everyday life of all people in the Basque Country: a citizen might work in Vitoria, live in Bilbao and visit the family in San Sebastian. We live in a very close-knit community. The lives and political participation of the Basque people take place in spaces and times that have nothing to do with defined powers or institutional limitations. However, we have 3 different institutional levels (Basque Government, Provincial Councils and City Councils) with highly decentralized powers, which are sometimes shared. This reality suggests that we should set up an open government model based on inter-institutional cooperation and citizen engagement.

In the Basque Country, we are already working towards

achieving Open Government, but we aim to make it an even more open place. Our institutions have already developed Open Government Plans which have enabled:

- **Progress to be made in transparency.** The transparency portals in the Basque Country are in good shape. They have been evaluated by highly acknowledged bodies, such as Transparency International with the best possible results, reaching the top of transparency rankings¹. Open Data Euskadi has 4,126 open data sets and became the first open data portal in Europe outside of the UK when it was created in 2010. All of the Basque institutions have applications to track the government's programs and budgets, with systems to evaluate public policies (observatories with significant quantitative and qualitative information to guide the government's activities and provide feedback on the Open Government strategies). However, we need to move forward in terms of accessibility, identifying the information demands of citizens, whose satisfaction contributes towards their participation in public life and opening up data which

helps us to improve public services and generate shared public value.

- **Progress to be made in citizen engagement and public-private cooperation,** helping to create debate and proposals on initiatives and public policies, through rules governing engagement and numerous calls for participatory processes. However, moving forward in democratic quality requires learning and innovation by those who manage public affairs and by citizens, as social needs and problems are increasingly complex, requiring approved and committed collaborative solutions. Involving people who do not feel that we are approachable and do not usually participate, moving forward in a mixed model in which formal and informal engagement coexist and complement each other, developing effective channels and tools for the co-generation of public value, creating spaces in which the skills for cooperation, co-creation, negotiation and agreement prevail instead of inhibition or confrontation... are challenges that our institutions wish to address.

¹ All of our institutions scored more than 80 points out of 100, with some even reaching a score of 100/100.0

• **The internal and external procedures of the Basque administrations to be digitalized**, in such a way that any citizen can deal with the Basque administrations via Internet, directly or through citizen service staff, which makes us more approachable, agile and transparent. However, it will be interesting to develop an integrated and inter-institutional service that is an approachable and accessible gateway for all citizens.

• **A move towards a model that helps to reappraise public action and the credit for institutions and their public leaders.** We have implemented mechanisms and tools for institutional integrity that broaden the concept of public office and service, incorporating a control system and guarantees that general interest is of the highest priority (rules regulating the conduct of public officers, ethical codes, public ethics control bodies made up of internal and external agents...). We seek to develop more comprehensive and common systems in a process of continuous construction... Through citizen guarantee and risk prevention mechanisms in which all actions that demand more of us count.

Summary Diagram of the Shared Diagnosis

STRENGTHS		CHALLENGES
Consolidation of portals	TRANSPARENCY	Accessibility
Leadership		Re-use
Bodies		Coordination
Ethical Codes	INTEGRITY	Develop alert systems
Integrity Systems		
5000 datasets	OPEN DATA	Generate value services
Smart cities		Shift towards Linked Open Data
Administration digitalization	DIGITAL CULTURE	Move forward in accessibility
Smart cities		Interoperability
Digital community		
Program monitoring	ACCOUNTABILITY	Automation
Accessible budgets		Evaluative culture
Service Letters		
Experience as a quality country	ADVANCED MANAGEMENT	Generalization of good practices
Aurrerabide (adaptation to administration)		
New experimental governance	ENGAGEMENT	Cultural change
On-line platforms		Experimentation and innovation
Consolidation of political-administrative structures to foster engagement		
White Paper (implementation)		Streamlining of bodies
Unified "Citizen Service" model	CITIZEN SERVICES	Integration and coordination

2. An inter-institutional action plan: the differential value

In order to be an open territory, we must build a shared open government model, in which the opportunities for citizens to understand, participate and cooperate in the generation of public value are the same in all parts of the Basque Country, regardless of the institutional level to which the management of the power in question corresponds.

It is a complex ambition which requires strong inter-institutional leadership, cooperative learning and a lengthy process, which began with the joint candidacy presented by the Basque President, and has continued with the co-creation of this Action Plan 2018-2020, as an initial inter-institutional bid, which will gradually materialize in terms of its implementation, evaluation and subsequent planning.

DEVELOPMENT OF THE PLAN

1. The organizational model

Following the guidelines of the International Open Government Partnership, the Steering Group of the OGP in the Basque Country, which is made up of the Basque Government, the 3 Provincial Councils, the City Councils of the 3 provincial capitals and Innobasque - Basque Innovation Agency, agreed to get ready for the preparation and implementation of the Action Plan 2018-2020 based on the following 4 cooperation groups:

- **The Steering Group**, driver of the OGP in the Basque Country, which is responsible for determining the dissemination and communication plan, the organizational model, the development process for the action plan, the measures for the implementation of the action plan, the self-evaluation of the results....
- **The Regular Forum** as the proposed deliberative body, which monitors the implementation of the plan and deliberates on the self-evaluation and puts forward correction and improvement proposals . The

Regular Forum ² has a technical secretariat made up of the institutional technical head appointed by the Steering Group for the OGP and by the Innobasque Project Manager - civic member backing the candidacy -, who act as liaisons between the members of the Regular Forum, as secretary of the work sessions and as coordinators of the technical work and document management.

- **The Open Forum**, as a virtual and in-person consultation, comparison and proposal body, is invited to deliberative acts and is called for the preparation, monitoring and evaluation of the plan, through the OGP in the Basque Country [website](#) platform, which has been created for this purpose, and other channels of communication that enables the widest possible dissemination of the consultation.
- **The commitment-based groups**, as open working groups set up for the implementation of each of the commitments, are accountable for their activity and enable the milestones of the plan to be developed and deployed through public-private cooperation.

² The Regular Forum is responsible for determining its governance model, with equal representation between Basque institutions and organized and non-organized citizens, with co-presidency, enabling citizens to organize the selection process.

2. Development of the Plan: Major milestones

MILESTONE 1 - Process of setting up the Regular Forum

Given that the 7 Basque administrations sponsoring the candidacy were joined by Eudel - Association of Basque Municipalities, the Regular Forum must be set up with another 8 members from organized and non-organized

citizens. Among these, Innobasque - Basque Innovation Agency was already involved as part of the Steering Group. In order to cover the other 7 members of the Regular Forum, a self-selection process was fostered with diverse phases, as summed up in the following diagram:



The Steering Group issued over 90 invitations to organizations and individuals to participate in the Regular Forum in accordance with diversity (age, gender, migration, urban-rural, organized, unorganized, expert, neighborhood, public-private citizens) and territoriality criteria, and it was opened up as a proposal on the Irekia-Basque Government's citizen engagement [website](#), as the OGP for the Basque Country website was still under construction.

36 expressions of interest were received, identifying the perspective and sensitivity they wanted to represent. These people later participated in a session held on 17th May at the headquarters of the Presidency of the Basque Government, during which the Steering Group reported on the OGP in the Basque Country initiative and the individuals and citizen entities were able to establish their self-selection process to make up their representation in the Regular Forum.

This process consisted of the presentation of self-nominations, the preparation of a technical proposal by Innobasque - Basque Innovation Agency and the ratification by all those who expressed interest from the outset. The exhaustive self-selection process is summarized in Annex III.

MILESTONE 2 - Setting up of the Regular Forum and shared diagnosis

On 29th May, the Regular Forum was set up, its Governance Model was approved and the initial diagnosis of the strengths and challenges of Open Government in

the Basque Country were deliberated. Following contributions by the Regular Forum, the diagnosis document was opened for citizen engagement in an easy to read and full format, with the possibility of making contributions in each paragraph on [Irekia](#). The resulting version can be found in Annex I to this document.

Composition of the Regular Forum

ENTITY	FULL MEMBER	ALTERNATE MEMBER	PRESIDENCY
Basque Government	Luis Petrikorena - Open Government Director	Javier Bikandi - Director of Citizen Services and Innovation and Improvement of the Administration	Co-President
Alava Provincial Council	Nekane Zeberio - Director of the Office of the DG	César Rodríguez - Transparency and Participation Technician	
Bizkaia Provincial Council	Maitane Leizaola - Behatokia Director General	Nerea Martiartu - Good Governance and Transparency Director General	
Gipuzkoa Provincial Council	Joseba Muxika - Citizen Engagement Director	Goizeder Manotas - Director of Modernization, Services and Systems for the Information Society	
Bilbao City Council	Gotzone Zaldunbide - Councilor for Citizen Services, Participation and Districts	Amagoia Ibarrondo - Director of the Quality and Assessment Office	
San Sebastian City Council	Edorta Azpiazu - Director of the Mayor's Office	Mike Esnal - Head of the Support Unit to the Mayor's Office	
Vitoria City Council	Vale Tena - Advisor to the Mayor's Office Isabel Martinez. Councilor for Citizen Engagement (as of July 20th)	Blanca Guinea - Director General of the Mayor's Office	
Eudel	Roberto Cañon - Head of Organization at Eudel		
Innobasque	Gotzon Bernaola - Director of Public Innovation	Goizalde Atxutegi - Head of Projects	
Expert	Alberto Ortiz de Zárate	Antxon Gallego	
Mestiza Association	Ana Molina		
Osoigo	Eneko Agirre		
Women's Council	Arantza Otaolea		Co-President
Euskadiko Gazteriaren Kontseilua	Maialen Olabe	Zuban Zubiria	
Sareen Sarea	Mikel Barturen		
Councils of the Municipality of Vitoria	Miren Fernández de Landa		

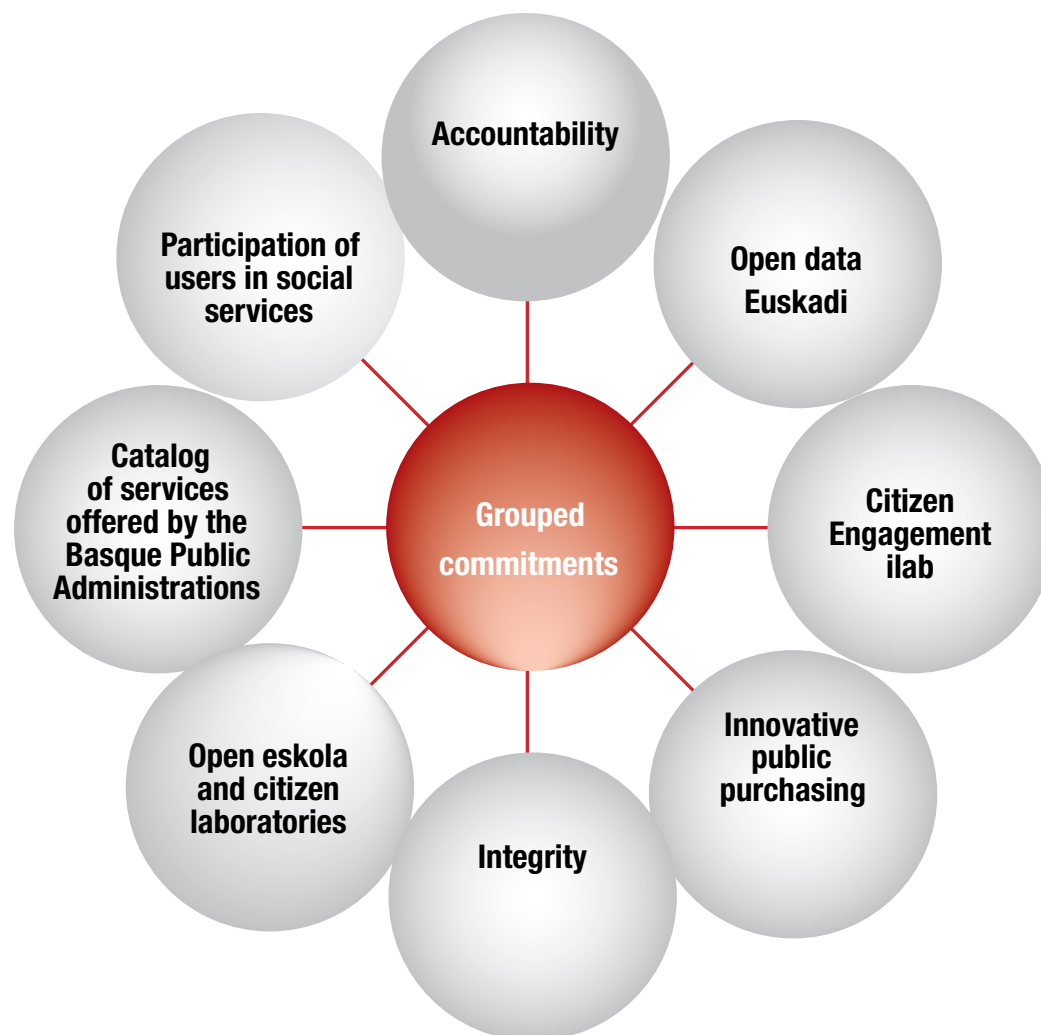
MILESTONE 3 - Process for the definition of commitments and launch of the OGP website

In parallel, the co-creative preparation of the commitments commenced in an open way. The contributions sheet was distributed to all of the members interested in forming part of the Regular Forum and on [Irekia](#), as well as on the OGP in the Basque Country website, specifically created for the dissemination and participation in the OGP Plan for the Basque Country 2018-2020. It was time to launch the OGP in the Basque Country [website](#), as a platform for interaction and citizen engagement.

As a result of the commitments co-creation process, 41 commitment sheets were received, which were analyzed in accordance with the following criteria: adaptation to OGP criteria (measurable, relevant, with impact); response to a priority agreed between the administration and organized and non-organized citizens; reliance on a Basque administration willing to lead it. As a result of this analysis, 8 priority commitments were identified:

At the Regular Forum session held on 14th June 2018, the analysis was discussed in detail and it was agreed to propose 5 commitments to the Open Forum, for its consideration and contributions.

- Accountability through Mandate Plans
- Open Data Euskadi and Linked Open Data
- iLab for citizen engagement in the Basque Country
- Open eskola (Open school for citizens)
- Basque Integrity System

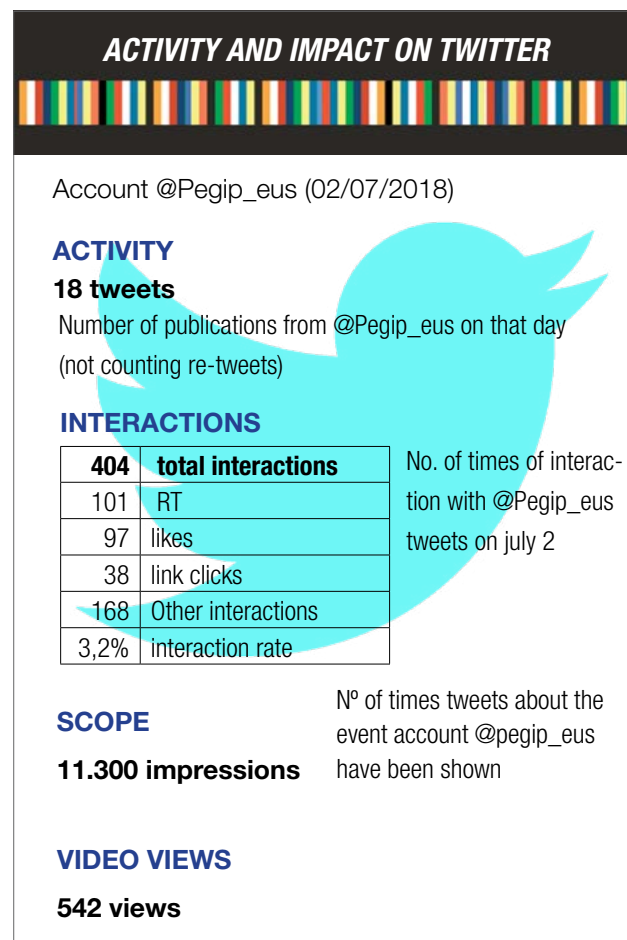


MILESTONE 4 - Open Forum for the definition of commitments

An open session to the Open Forum was convened on 2nd July. In addition to the publication of the event on the OGP in the Basque Country [website](#), the invitation was extended to 6,065 people. Those interested were sent all of the existing information on the commitments prior to the meeting. 101 people attended the session and a creative participatory dynamics was proposed to incorporate, qualify, strengthen or eliminate elements related to the commitment description, the scope and products to be obtained, the milestones and the agents to be involved. The report with the full contributions and the summary of the contributions was issued to the participants and was published on 9th July.

The commitments that are included in this plan come from the redefinition and comparison of the Open Forum.

The Open Forum on 2nd July also had a wide repercussion on the social networks, as is shown by the following data from the Impact on Twitter Report.



MILESTONE 5 - Comparison of the Draft Action Plan 2018-2020 in the Regular Forum

The comparison and validation session of the OGP in the Basque Country Action Plan 2018-2020 was held on 12th July in Vitoria, and a new period of 10 days was opened for contributions.

MILESTONE 6 - Final contribution phase to the Draft Action Plan 2018-2020 in the Open Forum

The Draft Action Plan 2018-2020 was opened for new contributions from 13th July until 23rd July on the OGP in the Basque Country website- <http://www.ogp.euskadi.eus/documentos/-/documentacion/ogp/documentos-abiertos-a-consulta/>

3. The citizen engagement and interaction platform

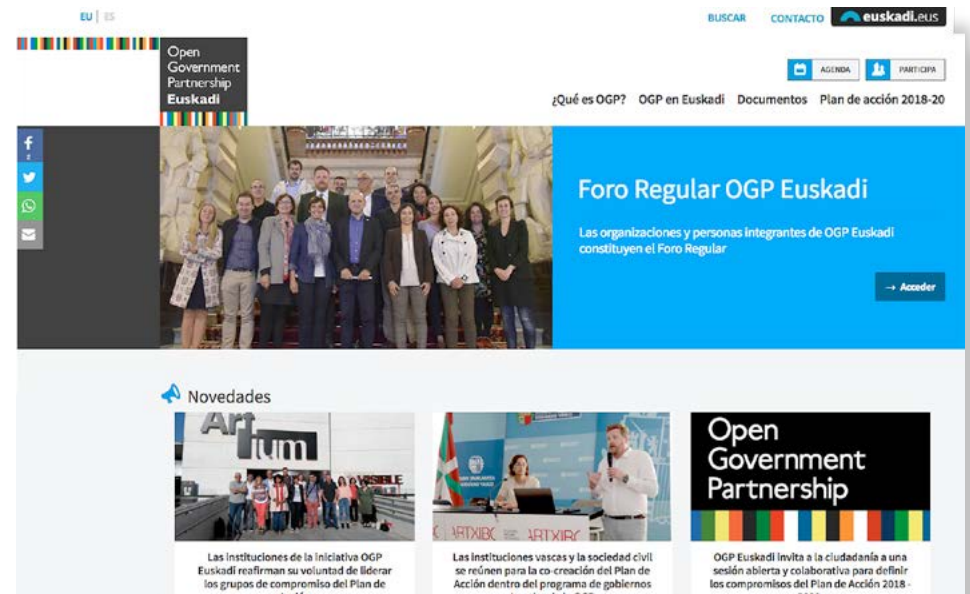
The OGP in the Basque Country [website](#) includes information on:

- What is the OGP?
- What does forming part of the International Open Government Partnership mean for the Basque Country?
- All of the documents from all of the processes undertaken and its activity ³

³ Activity/ process documents available on the website: organizational model, dissemination and communication plan, calls and minutes of all the cooperation groups, versions of the diagnosis of the strengths and challenges in open government in the Basque Country; sheets and versions of the commitment for the Action Plan; etc.

- The phases, tasks and documentation of the Action Plan 2018-2020 for its development, monitoring and evaluation.
- News and events on the agenda
- Channels for participation: sign up to keep up to date with the latest news; join in discussions by accessing the contributions of other participants; contribute directly in the open engagement documents; and comment on all contents and communicate it via the social networks.

Diagrams and audiovisual elements have been incorporated on the website in order to make the contents to be debated and the development of the plan more accessible.



OGP IN THE BASQUE COUNTRY COMMITMENTS

Following the collaborative development process, the following 5 commitments are included in the Open Government Action Plan for the Basque Country 2018-2020

- 1 Accountability through Mandate Plans
- 2 Open Data Euskadi and Linked Open Data
- 3 iLab for citizen engagement in the Basque Country
- 4 Open eskola: open school for citizens
- 5 Basque Integrity System

The implementation of these commitments will be jointly assumed by the Basque society and its institutions, and will count on the co-leadership and direct intervention of at least two institutions promoting the OGP in the Basque Country, and the involvement of them all in learning and contributing with their experience throughout the process and in the commitment to foster the Basque model that emerges to address the shared challenges.

OMMITMENT	LEADERSHIP	DIRECT CONTRIBUTION
1 Accountability through Mandate Plans	Basque Government-Department for Open Government Bizkaia Provincial Council	Vitoria City Council San Sebastian City Council Bilbao City Council
2 Open Data Euskadi and Linked Open data	Basque Government - DACIMA (Department for Citizen Services and Innovation and Improvement of the Administration) Bizkaia Provincial Council	San Sebastian City Council Bilbao City Council
3 iLab for citizen engagement in the Basque Country	Basque Government - DACIMA Innobasque Gipuzkoa Provincial Council	Bilbao City Council
4 Open Eskola: open school for citizens	Vitoria City Council Alava Provincial Council	Bilbao City Council Innobasque
5 Basque Integrity System	Gipuzkoa Provincial Council	Alava Provincial Council San Sebastian City Council Bilbao City Council

COMMITMENT 1: ACCOUNTABILITY through Mandate Plans

1. Description of the commitment (what does it consist of, milestone, results, time frames...)

Title: Accountability through the development of Mandate Plans.

Description: Build a basic and advanced standard for the publication of information (what, how and when; and under which principles) in a consensual and collaborati-

ve way on the mandate commitments for the Basque institutions (regional, provincial and local levels) that is parametrical in accordance with the territorial level of the institution and its size in the case of City Councils, with a monitoring method that entails: monitoring reports, publication of datasets on monitoring indicators and display of fulfillment that is easy for citizens to understand; and with a participation and communication plan in terms of a social audit.

This commitment is binding, in which the desired characteristics of a common accountability model will be defined regarding the Mandate Plan. It will be scalable (also valid for those who have not started yet), establishing levels as in the OGP:

basic standards and advanced standards. Modeling accountability will lead us to reflect on the organizational model, structures model, monitoring model.... that responds to these challenges whilst also addressing these two levels.

Scope: Transversal. All of the Basque Administrations, adapted to each territorial level and dimension.

Overall Objective: Build the practice of accountability through mandate plans and citizen engagement in their

monitoring and assessment to make citizens more participative in public affairs.

Operational Objectives/Results:

- 1) Agree on a common structure of information to be published in the mandate plans, adjusted to the different levels of the Basque administration, which allows for the monitoring of the fulfillment of the commitments, deviations in time frames, expenditure and global quality of each action (results and impact)
 - Related to the objectives of the Agenda 2030
 - Associated with indicators to measure results and impact (social, gender, environmental...)
 - Incorporating a Decalogue of issues in all institutional levels whereby there is a consensus on their priority and citizen concern
- 2) Define the functional part of a platform (from the point of view of potential re-use) for on-line monitoring, detailing the progress of the committed actions based on interactive graphic elements.
- 3) Segment those targeted by the policies and adjust the channels and information to their interests, including social audit participatory processes. Identify the keys to ensure a social audit.
- 4) Incorporate the routine of contrasting project progress with citizen opinion in the culture of our Administrations.

Tasks/Milestones:

- 1) Agree on the common principles and requirements that the mandate plans must fulfill, adapted to each territorial level and dimension, with the participation of all administration levels and citizen comparison
- 2) Agree on the common requirements to be fulfilled by the mechanisms that monitor the compliance with the mandate plans in terms of social audit.
- 3) Definition of the functional part of the mandate plan platform (from the point of view of potential re-use)
- 4) Identification of keys for engagement/communication during the monitoring of the mandate plan (social audit model)
- 5) Development of a scheme for the regular publication of results
- 6) Design of regular communication products (six monthly/annual/end of mandate)
- 7) Implementation of the pilot scheme (after the municipal elections)
- 8) Evaluation of pilot schemes

Time Frames:

Actions 1-6: September 2018 to May 2019

Action 7: From May 2019

Action 8: July 2020

2. Who will lead it and why?

The Basque Government, through the Department for Open Government. The Basque Government has developed its Government Program monitoring model, which will serve as a starting point.

Bizkaia Provincial Council, through Bizkaiko Behatokia, already has an accountability model related to the Strategic Plan, with monitoring indicators and social audits in terms of engagement.

3. Entities and Individuals to be involved

The following will contribute directly: San Sebastian City Council, Vitoria City Council and Bilbao City Council.

The rest of the administrations at a provincial and local level must be involved for its adjustment to these territorial levels, and local levels of a smaller dimension must also be involved to incorporate all of the needs, which is why Eudel's contribution is necessary.

Citizen engagement will be obtained through the involvement of organized and non-organized citizens that incorporate their perspective and different sensibilities.

In the participatory process with the Open Forum, entities and individuals to be invited to participate in the development of the commitment will be identified.

4.Type of Commitment

Vertical. Accountability of mandate plans requires the development of a culture and common methods for the three territorial levels of administration that facilitate citizen understanding and stimulate their participation in public affairs.

5. Problems Addressed

Law 19/2013, on Transparency, Access to Public Information and Good Governance forces all administrations to publish annual and multi-annual plans in which specific objectives are established, as well as activities, resources and time envisaged for their implementation and their level of fulfillment and results (measurement and assessment indicators) (Art 6.2).

Law 2/2016 on Local Institutions in the Basque Country establishes the obligation to publish the Government Plan, Mandate Plan or Municipal Action Plan, if applicable, and regularly report on the level of fulfillment. (Art 52.1.c).

However, this regulation does not guarantee a common model for all Basque citizens that is understandable and contributes towards the generation of shared public value. Therefore, using the regulation as a lever, we are committed to building a Basque accountability model for mandate plans with common criteria and social audit principles.

6. Assessment: Potential Impact

It will mean climbing one step in the collaborative governance of the Basque institutions.

Keys for deployment on which the Open Forum has influenced

Define an accountability model – what, how and where - with citizens. We need to link accountability to planning and ensure citizen engagement throughout the process.

Transcending the mandate plan, is a common minimum, but it is not enough. It could be a pilot scheme (testing the possibilities of the common model) along with others, such as the design of a Decalogue with issues of interest for citizens in relation to accountability.

Agenda 2030 - what is the social impact of the public action? Accountability must include this type of indicators (environmental impact, gender...).

Two major groups to collaborate with: children and women

COMMITMENT 2: OPEN DATA EUSKADI AND LINKED OPEN DATA

1. Description of the commitment (what does it consist of, milestone, results, time frames...)

Title: Open Data Euskadi and Linked Open data.

Description: Identify datasets demanded by re-users in the Basque Country (including university research staff) and by citizens, and the Basque Administrations will standardize and link such data, developing new inter-institutional displays and services.

Scope: Transversal. All of the Basque Administrations with capacity to provide datasets, storing them through data federation in Open Data Euskadi.

It involves selecting a series of open public datasets or those likely to be opened by the Basque Administrations based on citizen demand, and then standardizing the data and way in which it is offered in re-usable formats on the diverse open data portals in the Basque Autonomous Community.

Later, the Basque Administrations will work on standardizing and homogenizing the structure and format of the data, whereby each administration will publish the selected datasets in non-proprietary open formats, or in other words, in accordance with Level 3 of Tim Berners-Lee's 5-star Open Data diagram (<http://5stardata.info/es/>).

Finally, in those datasets in which it is feasible, work will be carried out on linking data between the Basque Administrations and publishing it as Linked Open Data (Level 5 on Tim Berners-Lee's 5-star Open Data diagram), as well generating an annual service displaying linked data information.

It is a complex challenge that requires collaboration between the Basque institutions in possession of the information and the non-governmental organizations committed to democratic regeneration which act as advocates for citizen interests and the common good. Acting in partnership, creating networks and sharing good practices and tools.

Overall Objective: The main objective is to promote the use of the open public data generated by the different Basque Administrations and which is of interest to citizens.

According to the ONTSI Study 2016 by the Ministry for Energy, Tourism and Digital Agenda's National Observatory for Telecommunications and the Information Society, the main problem faced by re-users of open data is the lack of homogeneity of the data (69% of all re-users surveyed).

The commitment objective aims to eliminate the main barrier declared by the re-users when it comes to generating products derived from the data, publishing standardized public data and exemplifying the possibility of

re-use through the generation of services of interest for citizens.

Operational Objectives/Results:

- 1) Open a channel to standardize open data between the Basque Administrations and lay the bases to gradually extend the number of open and standardized public datasets in the Basque Country.
- 2) Respond to the demands of re-users and the citizen focus group in relation to which open public data holds greater interest.
- 3) Offer homogeneous and inter-operable datasets that enable services to be generated from them.
- 4) Generate inter-institutional services with linked data.

Tasks/Milestones:

- 1) Set up an inter-institutional task force that leads the process under the leadership of the Basque Government:
 - a. Internal awareness in the administration-opening up.
 - b. Strategy for data selection in accordance with demand, standardization and publication for the design of services.
- 2) Selection of those datasets most demanded by citizens, with the sole requirement of being data which most of the Basque Administrations possess, avoid-

ing the presumptive assessment of what such data may reflect.

- a. Based on citizen engagement, find out what are the most important reasons for searching for the data held by the administration.
- 3) Standardization and homogenization of data between administrations.
- 4) Publication of the datasets in re-usable open formats (Level 3 of Tim Berners-Lee's 5-star Open Data diagram).
- 5) Publication of some datasets as linked data (Linked Data or Level 5 on Tim Berners-Lee's 5-star Open Data diagram) and uploading in the Open Data Euskadi Linked Open Data infrastructure.
- 6) Generation of inter-institutional services with linked data.

Time Frames:

Actions 1-3: September 2018 to September 2019

Actions 4-5: September 2018 to August 2020

2. Who will lead it and why?

The Basque Government, through its Department for Citizen Services and Innovation and Improvement of the Administration, as it has established the priority of offering new public services based on the release of data

with huge exploitation potential (health, education, industry...) which fosters the generation of wealth and contributes to shaping the opinion of Basque citizens in its public governance and innovation Strategic Plan 2020.

The Basque Government is the entity that can assume this leadership as it is in the most advanced stage of opening up public data and has Open Data Euskadi in which data from the rest of the Basque Administrations is gradually being federated, as well as a Linked Open Data platform, which allows data to be linked to generate more accessible information.

Bizkaia Provincial Council is firmly committed to promoting open data and will co-lead this commitment.

3. Entities and Individuals to be involved

The following will contribute directly: San Sebastian City Council and Bilbao City Council.

The 3 Provincial Councils, the 3 City Councils of the provincial capitals and Eudel- Association of Basque Municipalities will be involved as public institutions.

Information liaisons with the university and formal and informal private entities that foster the re-use of public data and active citizens will be used.

In the participatory process with the Open Forum, entities and individuals to be invited to participate in the development of the commitment will be identified.

4. Type of Commitment

Vertical commitment. The opening up of public data for re-use requires the configuration of a common model for the three territorial levels and administration which enables information to be linked.

5. Problems Addressed

The lack of use of public information with the potential to generate wealth and the critical awareness of citizens in relation to public management.

6. Assessment: Potential Impact

The following impacts are foreseen:

- Movement towards an open data strategy focused on demand.
- Overcoming of stratification in the opening up of data that undermines its re-use // or expressed positively: inter-institutional opening up of linked data that facilitates its re-use by civil society.
- Having established and approved the common strategy for the opening up and linking of data, and having implemented the first services, there will be an exemplifying and multiplying effect that will stimulate citizen demand for new services.

Keys for deployment influenced by the Open Forum

In the process, the first milestone must be to define the model and work harder on the culture of opening up data. Then a task force needs to be set up to standardize and work with a stable forum (public-private) to define priorities, led by the Basque Government.

The starting point is what makes people search for information held by the administrations: security? service? business? Citizen engagement to identify the main reasons for citizens, companies, families, groups.

Incorporate political groups in the reflection - ensure that there is a record in the data

See full datasets (positive and negative).

Incorporate international experts as agents.

COMMITMENT 3: iLab for citizen engagement in the Basque Country

1. Description of the commitment (what does it consist of, milestone, results, time frames...)

Title: Creation of a public innovation laboratory on citizen engagement (iLab for citizen engagement in the Basque Country).

Description: It deals with the creation of an iLab for citizen engagement in the Basque Country based on:

- Public-private cooperation: a citizen engagement learning space for the co-generation of public value.
- Experimentation in citizen engagement innovations by fostering small-scale pilot projects and their testing.
- The use of innovative and creative methodologies that allow for empathy, definition, design, prototyping and testing.
- Risk management which helps the administrations to experiment and tolerate failure better due to the minimization of the impact in the eyes of the citizens.
- Commitment to public innovation in terms of good governance: integrity, transparency, accountability and constructive collaboration.
- Action with inter-institutional references for the generalization of good practices.

Scope: Transversal. With the participation of all the Basque Administrations, in accordance with their interests.

Overall Objective: Build a stable forum to stimulate reference public innovation in citizen engagement in the Basque Country for all of the Basque Administrations and civilians, which will contribute towards the generalization of good practices.

Operational Objectives/Results:

The iLab for engagement in the Basque Country will serve to:

- Exchange concerns and collaborate between institutional and civil agents on citizen engagement principles, models, channels, methodologies and practices
- Test new channels, methods and models for citizen engagement and public-private collaboration through proven experimentation, in challenging fields that allow value to be generated and it to be generalized as a good practice
- Develop shared use toolkits for participation that are applicable to the tested cases
- Concentrate and coordinate efforts in public innovation on participation and channel public or private proposals
- Minimize the fear of risking experimentation in new governance models in the institutional framework
- Exemplify the virtues of public-private collaboration in

terms of good government

Tasks/Milestones:

- 1) Creation of the inter-institutional laboratory with citizen engagement “iLab for citizen engagement in the Basque Country”, as an informal yet stable forum committed to innovation and the generalization of good practices
 - It is necessary to define/formalize the management model. The relational system, from a transversal, multidimensional perspective v sectorial
 - Integrate local issues, which affect the daily lives of people
- 2) Mapping of innovative practices (experiences, projects, agents) in citizen engagement worldwide and in OGP partners, as well as the identification and analysis of projects and agents at a local level
 - Associated observatory – learn to search v map
- 3) Identification of pilot schemes of innovative practices to develop that are interesting but risky or questioned (random consultations, participatory budgets, virtual participation platforms, collaborative law...), which arise from areas of citizen interest or in which a response or citizen involvement is required and there are drivers capable of leading them, implementing them and assessing them
 - Identify needs or difficulties in order to address them.

- Call towards the future: those who we do not think will approach by themselves
- 4) Launch of 4 pilot schemes, two each year, working on the what and how. In the commitment identification process, some interests have been defined that need to be explored:
 - In relation to how?
 - i. channels that activate the participation of young people, immigrants, girls... anybody), inclusive language
 - ii. conditions for effective random consultations
 - iii. conditions to generate value in participatory budget participation processes
 - In relation to what?
 - i. experimentation in the collaborative law philosophy applied to conscientious contracts, in the field of property rentals as an alternative to the rental of empty properties.
 - ii. participation platforms for users of social services, identifying the information on a social services map, catalog of provisions and services that concern them, and possibilities for interaction
- In any case, the objective is to test methodologies, discover and value good practices... so the working group will have a margin to agree on themes and areas.
- 5) Shared assessment of results and impacts

- 6) Guidance for the generalization of the new methodologies, tested participation tools or models, through the preparation of guides, manuals and guidelines, in the form of a toolkit, adjusting the different instruments to key elements, such as: scope of the process, foreseeable impacts, citizen expectations, time and available resources, etc.
- 7) Dissemination/display: look towards others in recognition and acknowledgment (awards)
- 8) Institutionalization of good practices

Time Frames:

- Actions 1-3: September 2018 to March 2019
- Action 4: Launch of the first 2 pilot schemes: January to December 2019
Launch of the second 2 pilot schemes: January to June 2020
- Actions 5 and 6: January to July 2020

2. Who will lead it and why?

The Basque Government through its Department for Public Service, Innovation and Administrative Improvement, Gipuzkoa Provincial Council through its Department for Citizen Engagement and Innobasque-Basque Agency for Innovation, promoters of the White Paper on Democracy and Citizen Engagement in the Basque Country.

In collaboration with the administrations willing to participate in these pilot projects.

In collaboration with the individuals or citizen entities willing to participate in the iLab.

3. Entities and Individuals to be involved

The following will contribute directly: Bilbao City Council.

The 3 Provincial Councils, the 3 City Councils of the provincial capitals and Eudel- Association of Basque Municipalities will be involved as public institutions.

Basque Collaborative Law Association

Entities of the tertiary social sector in the Basque Country
Basque Youth Council

And entities and people who are already working on citizen engagement in the Basque Country, such as: Arantxa Mendiherat, Bherria, Cities Lab, Civersity, Coach&Play, ColaBoraBora, Conexiones Improbables, Emanhar, Globernance, HirikiLabs, Ibatuz, IIFAC-E, Komunikatik, Korapilatzen, Maraka, OSGilagunak, Parte Hartuz, Sinergiak, Solasgune, Tipi, Ubiqa, Urbanbat, Wikitoki, Zerbikas Fundazioa...

4. Type of Commitment

Vertical. Innovation priorities will be identified by the set of Basque Administrations and they will get involved in pilot projects in which they have the most interest, whose conclusions and models will be useful for them all.

5. Problems Addressed

All of the administrations are launching participatory processes. However, in some cases, traditional channels and mechanisms are used that do not always drum up interest or they are always aimed at the same groups and people. It aims to reach a wider audience and generate increased public value in participatory processes, as well as encouraging citizens to help in the decision-making of public managers.

Citizens are starting to show symptoms of weariness and skepticism (excess of participatory processes, unclear objectives, limited influential capacity, overlapping of models...) in relation to participatory processes promoted by the administrations, which means that it is necessary to rethink the channels, methods and instruments that are most commonly used.

On the other hand, there are different types of participation, as we have identified in the White Paper on Democracy and Citizen Engagement in the Basque Country: political engagement for the design and assessment of policies and programs (citizens as agents who get involved in political efficiency); participation for the design and assessment of public services (citizens as users of public services); collaborative engagement (citizens as generators of public value; working together to improve). It is a question of fostering innovative collaborative processes in these three public-private spheres (political participa-

tion, participation to improve public services, collaborative participation) in an attempt to incorporate awareness and diverse perspectives.

6. Assessment: Potential Impact

This initiative will enable new practices in citizen engagement and collaboration to be addressed and generalized as they have already been tried and tested, modeled and agreed with institutional and civil agents.

Keys for deployment on which the Open Forum has influenced

It is necessary to formalize the implementation of what has been tested (it should not remain as testing in one place, it should move towards the institutionalization of good practices)

It should be a public-private space from the outset, where it is possible to learn, play and make mistakes. Try to reach those who are normally not involved

Define the iLab pilot schemes in areas of interest or where we need a citizen response (education, housing...)

COMMITMENT 4: OPEN ESKOLA (Open school for citizens)

Title: Development of a proven open school model for citizens as a meeting and learning space in the Basque Country to encourage citizens to be more active in public affairs and foster a more open and transparent administration, with shared values of a participative culture and co-responsibility in ongoing improvement.

Description: It aims to define an open school model for citizens in the Basque Country which serves as a reference for its implementation at different territorial level, based on:

- Public-private collaboration: a skills learning space for collaboration in the co-generation of public value, involving citizens and technical and political staff from public management
- Experimentation of collaborative skills, negotiation and agreement learning methods
- Learning and motivation towards participation in public affairs through practical application, "learning by doing" and awareness of innovative experiences. In collaboration with the engagement iLab in the Basque Country, citizens of the Open Eskola will be able to participate in the projects/initiatives to be tested through the iLab
- The necessary skills and attitudes for DELIBERATION

- The critical activation of citizens for collaboration in the generation of public value
- Commitment to public innovation in terms of good governance: integrity, transparency, accountability and constructive collaboration.
- Inter-institutional involvement for the generalization of good practices.

Scope: Transversal. With the participation of all the Basque Administrations, in accordance with their interests.

Overall Objective: Foster a participative and collaborative culture in the generation of public value in the Basque society through training in collaboration skills.

Operational Objectives/Results:

Develop the Open Eskola model in the Basque Country, which can be used in any municipality and allows for the on-line learning and exchange of good practices, aimed at:

- Sharing public information with citizens in the most accessible and understandable way, so that they can find out more about the activity of the administrations and generate improvement proposals in terms of negotiation and the conciliation of interests. It will also lay the foundations to foster open spaces for reflection and debate in relation to the future opportunities, challenges and projects of their city / historical territory/ autonomous community

- Generating attitudes and behavior in both citizens and public agents prone to collaboration based on trust, which will enable them to explore the diverse needs and interests of the parties, effective communication, active listening, conflict prevention or conflict solution in a non-confrontational way, seeking satisfactory agreements for the parties
- Training and motivation of groups who find it difficult to participate (the elderly, immigrants with language barriers, people with low levels of education ...)

This involves modeling:

- Citizen information-communication systems on public management, based on approachable models of interaction with those responsible for each area of public management, and on the citizen management of public services (civil society and tertiary sector), as generators of public value (administrations and associative network)
- Motivation systems, teaching-learning of skills for co-collaboration, co-creation, co-management... in the generation of public value

Tasks/Milestones:

- 1) Mapping of innovative practices in open schools for citizens in the Basque Country, worldwide and in OGP partners: discover them and analyze them
- 2) Joint development and design of the Open Eskola

model, in which the following elements are initially considered:

- a. Leadership, participating agents and working bodies, budget and institutional commitment.
 - b. Information and communication: on public management, based on approachable models of interaction with those responsible for each area of public management, and on the citizen management of public services (civil society and tertiary sector), as generators of public value (administrations and associative network)
 - c. Motivation and teaching-learning on skills for collaboration, co-creation and co-management in the generation of public value
- 3) Implementation of the open eskola
 - 4) Evaluation of results and impacts, separated into key segments and through participatory methodologies
 - 5) Adjustments of the model and development of guides, manuals and guidelines for their generalization

Time Frames:

Actions 1-2: September 2018 to June 2019

Action 3: July 2019 to May 2020

Actions 4 and 5: June to August 2020

1. Who will lead it and why?

Vitoria City Council and Alava Provincial Council, as Vitoria City Council has an Open School for citizens.

2. Entities and Individuals to be involved

The following will contribute directly: Bilbao City Council and Innobasque.

The Basque Government, the 3 Provincial Councils, the 3 City Councils of the provincial capitals and Eudel- Association of Basque Municipalities will be involved as public institutions.

In the participatory process with the Open Forum, entities and individuals to be invited to participate in the development of the commitment will be identified.

3. Type of Commitment

Transversal. The bases of the model will be shared for their gradual implementation in the interested set of administrations in the Basque Autonomous Community.

4. Problems Addressed

All of the administrations are launching participatory processes. However, the processes do not always drum up interest among citizens, nor do they prove to be effective in terms of the generation of proposals, debate or solutions to complex needs. Many times, the administration communicates in administrative code and citizens do not feel motivated to participate or if they do so, they do not

feel sufficiently recognized for their contributions. Two parties that need each other and must learn to work together for the common good.

The White Paper on Democracy and Citizen Engagement in the Basque Country, developed in 2014 with the participation of over 600 people and 150 entities, identified the following in its 10 factors to be developed in its deployment phase:

6. How to foster the participatory culture (how to teach to participate, how to learn, how to create culture) and the role of the Administration to promote it: education in participation, social recognition of participation, recognition of legitimate liaisons, spaces and shared resources...)
7. Skills for participation (policies and citizens) and how to develop them

5. Assessment: Potential Impact

This initiative will enable a model that helps to foster the culture of participation to be systematized from the development of skills in citizens and in public agents for collaboration, which will lead to the democratic maturity of the Basque society.

Keys for deployment on which the Open Forum has influenced

To design the OPEN ESKOLA pilot scheme, it is necessary to identify similar projects in the Basque Country and add them to the design.

We need an OPEN ESKOLA MODEL. The Open Eskola will be implemented in at least one municipality that expresses its interest and commitment to its implementation in its specific municipality, but it must be designed for any municipality (with other resources and sizes).

Link the training / motivation with priority areas at the municipal level: coach / learn / train in issues that are of citizen interest.

COMMITMENT 5: BASQUE INTEGRITY SYSTEM

1. Description of the commitment (what does it consist of, milestone, results, time frames...)

Title: Basque Integrity System

Description: It establishes the bases for the implementation of an Integrity System for the Basque Administrations which reinforces the ethical infrastructure of our institutions through the promotion of an integrity policy that cannot be reduced to the mere fulfillment of the law, but it must take decisive steps towards the construction and effectiveness of an institutional integrity framework, as well as towards the implementation and development of good practices in public management that increases the performance of the Administration to the benefit of the services received by the citizens.

The system to be built will identify a range of principles, model and tools and instruments that enable the self-organization of each administration to gradually implement an organizational culture aimed at:

- Ensure the ethical conduct of senior officials and public managers, through the assumption of values, principles and rules of conduct that must be fulfilled and guarantee systems that ensure their applicability and effectiveness, such as the consultation, complaint

or reporting boxes, ethics committees, complainant protection procedures, sanctioning regimes, etc.

- Ensure the ethical conduct of the staff of the public administrations, through the assumption of codes, protection systems to report irregularities, action procedures to control discretion and arbitrariness...
- Anticipate and foster good practices in public staff selection and vacancy filling processes, in the award of contracts, in the granting of subsidies...
- Establish information systems that warn of management risks in the management of public activity. It is a question of being predictive instead of reactive through certain verifications
- Establish control and monitoring systems of integrity in the Basque Country
- Develop an education model in integrity

The system will include a desirable basic standard for all of the Basque Administrations and another advanced standard that helps to progress towards those with a better starting point.

Scope: Vertical. With the participation of all the Basque Administrations, in accordance with their starting level.

Overall Objective: Identify which component of a system can anticipate and detect the lack of integrity risks, and design the necessary endogenous and exogenous

actions to avoid them. It has been verified that good governance has enabled countries to maintain or improve their perception of wellbeing rankings, even during the economic crisis. The results show that not only are people more satisfied with their lives in countries with better governance but also improvements to governance have led to significant changes in the life quality of the people in the countries in which they have been undertaken.

The exemplary nature of the public institutions and, particularly, of the people in them undertaking public service duties for citizens is an intangible of significant value to increase public trust in the institutions and in their public officials. Therefore, it is necessary to design instruments to reinforce and gain the trust of citizens in the management of public officials and their personal integrity.

Operational Objectives/Results:

- Develop the components of a Basque integrity system, with principles, models, tools and mechanisms that ensure the ethical conduct of senior officials and public managers (for the assumption of values, principles and rules of conduct that must be fulfilled; and for the implementation of guarantee systems that ensure their applicability and effectiveness), without ruling out possible regulatory needs for their implementation and control
- Develop the components of a Basque integrity sys-

tem, with principles, models, tools and mechanisms that ensure the ethical conduct of the staff of the public administrations (for the assumption of codes of conduct; for the implementation of protection systems for public employees to report irregularities; for the establishment of action procedures to control discretion and arbitrariness), without ruling out possible regulatory needs for their implementation and control

- Develop the components of a Basque integrity system, with principles, models, tools and mechanisms that foster good practices in the public staff selection and vacancy filling processes, in the award of contracts, in the granting of subsidies..., without ruling out possible regulatory needs for their implementation and control
- Design control and monitoring systems of integrity in the Basque Country
- Design an education model in integrity

Tasks/Milestones:

- 1) Mapping of innovative practices in integrity systems in the territory and in OGP partners
- 2) Definition of the Basque public integrity model proven with citizens
- 3) Design of a control and monitoring system for integrity in the Basque Country

4) Design of an integrity education model and a progressive training program on integrity and public ethics

5) Proven and assessed pilot experiences

Time Frames:

Action 1: September 2018 to January 2019

Action 2: January 2019 to September 2019

Action 3 and 4: June 2019 to September 2019

Action 5: October 2019 to June 2020

2. Who will lead it and why?

Gipuzkoa Provincial Council, as it has an extensive integrity system.

3. Entities and Individuals to be involved

The following will contribute directly: Alava Provincial Council and Bilbao City Council.

The Basque Government, the 3 Provincial Councils, the 3 City Councils of the provincial capitals and Eudel- Association of Basque Municipalities will be involved as public institutions.

Members of the ethical committees already set up in the different Basque Administrations will be invited to participate in order to find out about their experience and contributions to the improvement and progress of the integrity systems.

In the participatory process with the Open Forum, entities and individuals to be invited to participate in the development of the commitment will be identified.

4. Type of Commitment

Vertical. The bases of the model will be shared for their gradual implementation in the interested set of administrations.

5. Problems Addressed

The idea of Good Governance as the core of institutional action not only pays attention to intra-organizational challenges but also focuses on inter-organizational relations and on building commitments and relations with civil society, making it participate in the promotion, design, implementation and evaluation of public policies.

The tools, procedures and instruments for public ethics and Good Governance are undergoing constant evolution and reveal this discipline as one of the areas with the most practical innovation. For this reason, it is essential to adapt to the new needs and be aware of the new challenges that lie ahead. The Administration needs to regain the trust of citizens and a strategic capacity in order to face the future challenges of society and its democratic configuration, involving society in order to jointly address the co-management of these future challenges and commitments, recognizing the diversity of social players with the potential to contribute to this management

and implying interdependence between them, so that their cooperation and participation is introduced in the adoption of public decisions and in the assumption of responsibilities.

Therefore, we are faced with the need to carry out a new way of policy-making, a new relationship model with citizens for the Administration, namely, more participative, efficient, integrated and transparent.

6. Assessment: Potential Impact

The modeling and gradual implementation of these instruments and mechanisms that make up a solid system of public ethics are vital in order to regain trust in public institutions and to achieve co-responsibility in the generation of public value, are essential in a democratic society.

Keys for deployment on which the Open Forum has influenced

It is not a question of just developing tools, it is necessary to model and implement a system.

The system should be standardized and applied progressively, in constant social adjustment.

The possibility of analyzing what is likely to be regulated in the future in order to be incorporated into existing legislation or to foster new legislation (with its indicators, controls, etc. and a punitive system) should not be ruled out.

The system must be comprehensible.

How to incorporate education in integrity and public ethics into the educational and training system should be modeled.

DEPLOYMENT OF THE PLAN: HOW WE ARE GOING TO WORK OVER THE NEXT TWO YEARS

Commitment-based groups, leadership, values

For the implementation of the plan, 5 commitment-based groups will be deployed, one for each of the commitments established. These groups will be led by the institution or institutions that appear in each sheet and will include the participation of the rest of the institutions of the steering group and organized and non-organized citizens.

They will be governed by agile project management principles and methodology, based on:

- Evaluating the people involved and their interaction over and above the processes and tools. Citizen vision, expert vision and institutional vision will be integrated in the teams. A relationship built on trust, motivation, talent and face-to-face conversations, is vital for collaborative work. Self-organized teams with autonomy for decision-making, learning and knowledge transfer, which report to the Regular Forum and the Open Forum.
- Showcasing good practices that work, over and above extensive documentation: documentation is necessary given that it enables knowledge transfer, but its

drafting should be limited to that which provides direct value to the product/service that we are seeking.

- Evaluating collaboration with suppliers, over and above contractual negotiation: external contracts will be entered into for the performance of the work, attempting to involve the supplier in the commitment and maintaining the objective of providing the highest possible value for each iteration. This contracting will be co-funded by the institutions of the steering group.
- Valuing response to change, over and above the monitoring of a pre-established plan: Anticipation and adaptation compared to predictive planning and control. Changing requirements are welcomed. Focusing interest on the gradual delivery of products rather than on the time elapsed compared with the schedule. Milestones go hand in hand with the products/services and not necessarily with successive phases.
- Subtle control: Establishment of control points by the Regular Forum for appropriate monitoring without limiting the team's freedom and creativity.
- Dissemination and knowledge transfer: search for moments to pool the products/services generated for their generalization. On the other hand, fostering free access to the information and documentation that is generated, through the OGP Euskadi website.

The commitments and challenges defined in this Plan

must be addressed over the next two years, through a framework of close public-private collaboration and citizen engagement. The successful implementation of the Plan will depend to a large extent on ensuring (achieving) that both the contents and the process are accessible and comprehensible, so it will be essential (and there is a commitment) to prepare a citizen version, which serves as a starting point for its deployment and as a base for knowledge of the OGP at a citizen level in the Basque Country.

In this respect, the commitment-based groups that will drive the deployment of the Action Plan will be those responsible for reviewing, from a citizen point of view, the true social challenge (in terms of need, problem or opportunity) to be addressed in the deployment of each of the five commitments. In the design and development of the actions, their deployment and monitoring will call for a definition as close and adapted to citizens as possible of the commitment that ensures a sense of social belonging and the generation of shared public value.

The following table **shows the foreseeable process-result and impact indicators, which will have to be determined in the commitment-based groups.**

COMMITMENT 1	PROCESS OR RESULT What and How?	IMPACT (to be measured as of 2020) Why?
1) ACCOUNTABILITY THROUGH MANDATE PLANS	<ul style="list-style-type: none"> • There is a common agreed structure of information adjusted to the different territorial levels and size of Town Halls to be published in the Mandate Plans. • There is a common agreed Decalogue of political/citizen priorities to be published by the institutions. • There is a common information structure for the monitoring of the Mandate Plans. • There is a common agreed social audit, addressing the diversity of groups and channels. • There is a beta version application in open source to hold the main magnitudes, management actions and indicators associated with the Mandate Plans. • Implementation and testing of this application • Model in a municipality • Number of people participating in the implementation of the commitment/ number of work sessions. • Level of satisfaction of the members of the commitment based group with the processes and products of the joint work. • Level of satisfaction of the Regular Forum with the processes followed and the final products. • Level of citizen satisfaction with the model (useful, comprehensible, fosters citizen involvement). 	<ul style="list-style-type: none"> • Level of implementation of the model in the different territorial levels, by municipality size, governing party... (Degree of Implementation). • Degree of citizen consultation and contribution to the Mandate Plans (Degree of Use). • Level of citizen satisfaction with the information published (Quality of the information published) • Relation of the contents of the Mandate Plans with the Agenda 2030 for sustainable development. • Degree of consultation and contribution of groups with barriers to participate in public life (the disabled, migrants, the unemployed, children, women, youth...) to the Mandate Plans. • Number of collaborations /alliances with other OGP governments for the experimentation and testing of accountability projects through Mandate Plans (exchange of good practices).

COMMITMENT 2	PROCESS OR RESULT What and How?	IMPACT (to be measured as of 2020) Why?
2) OPEN DATA AND LINKED OPEN DATA	<ul style="list-style-type: none"> • There is a common agreed standard of guidelines for the opening up of public data. • An agreed set of data on citizen interest (specific citizen reasons) has been identified, repeated or distributed in the Basque administrations. • Criteria is identified and significant volume of inter-operable data sets is selected to be published as open data or as linked data. • A significant volume of inter-institutional data of clear interest to citizens has been published as open data or as linked data. • Number of participants in the implementation of the commitment / number of work sessions. • Number of people participating in the implementation of the commitment/ number of work sessions. • Level of satisfaction of the members of the commitment based group with the processes and products of the joint work. • Level of satisfaction of the Regular Forum with the processes followed and the final products. • Level of citizen satisfaction with the open data sets and the services created (useful, comprehensible, fosters citizen re-use). 	<ul style="list-style-type: none"> • Level of implementation of the bases to standardize the opening up of data in the different territorial levels: Government, Provincial Councils and City Councils (Level of implementation). • Level of use and downloads of the open data sets (Level of use and re-use). • Level of consultations to the services created (Level of use and re-use). • Level of citizen satisfaction with the information published and services created (Quality of the information published). • Number of collaborations /alliances with other OGP governments for the exchange of good practices in the generation of services with public data.

COMMITMENT 3	PROCESS OR RESULT What and How?	IMPACT (to be measured as of 2020) Why?
3) ILAB FOR CITIZEN ENGAGEMENT	<ul style="list-style-type: none"> • There is a map of innovative citizen engagement processes (experiences, projects and agents) at a local and international level. • There is an agreed laboratory model on citizen engagement (management model and functioning) that can be used in other territorial environments. • Level of participation of groups with barriers to participate in public life (the disabled, migrants, the unemployed, children, women, youth...) in the design of the iLab model. • An open process has been carried out to identify pilot schemes with criteria of citizen/institutional interest; feasibility due to leadership and time frames... • 4 pilot schemes have been implemented. • Degree of participation of groups with barriers to participate in public life (the disabled, migrants, the unemployed, children, women, youth...) in the pilot schemes. • The results and impacts of the 4 pilot schemes have been jointly evaluated. • The guidelines for the generalization of good practices have been documented. • The good practices have been disseminated. • A catalog model of suppliers involved in the promotion of citizen engagement for the proper management of the interest groups has been analyzed. • Number of people participating in the implementation of the commitment/ number of work sessions. • Level of satisfaction of the members of the commitment based group (coinciding with the iLab) with the processes and products of the joint work. • Level of satisfaction of the Regular Forum with the processes followed and the final products. • Level of citizen satisfaction with the pilot schemes in which they have participated. 	<ul style="list-style-type: none"> • A forum has been set up as a citizen engagement iLab in the Basque Country (diverse composition, with the integration of different institutional levels, as a space for exchange, experimentation, co-creation...). • Level of stability of iLab following the completion of the Plan 2018-2020 (Sustainability). • Degree of implementation of participatory processes in accordance with good practice guidelines (Level of generalization of good practices). • Number of collaborations /alliances with other OGP governments for the experimentation and testing of innovative citizen engagement projects (exchange of good practices).

COMMITMENT 4	PROCESS OR RESULT What and How?	IMPACT (to be measured as of 2020) Why?
4) OPEN ESKOLA	<ul style="list-style-type: none"> • There is a shared map of innovative practices in open schools for citizens in the Basque Country, worldwide and in OGP partners. • There is an agreed Open Eskola model which includes elements a. b. and c. defined in the Plan. • The Open Eskola has been implemented in one municipality • The initial results and impacts have been evaluated, separated into key segments and through participatory methodologies. • The model has been adjusted following the evaluation. • Guides, manuals and guidelines have been developed for their generalization. • Level of participation of groups with barriers to participate in public life (the disabled, migrants, the unemployed, children, women, youth...) in the design of the Open Eskola model. • Number of people participating in the implementation of the commitment/ number of work sessions. • Level of satisfaction of the members of the commitment based group with the processes and products of the joint work. • Level of satisfaction of the Regular Forum with the processes followed and the final products. • Level of citizen satisfaction with the processes in which they have participated. 	<ul style="list-style-type: none"> • Level of stability of the Open Eskola following the completion of the Plan 2018-2020 (Sustainability). • Degree of implementation of the Open Eskola model in other territories (Level of extension). • Degree of activity of the open eskolas created (processes, participants, diversity of participants...). • Number of collaborations /alliances with other OGP governments for the experimentation and testing of open eskola projects for citizens (exchange of good practices).

COMMITMENT 5	PROCESS OR RESULT What and How?	IMPACT (to be measured as of 2020) Why?
5) BASQUE INTEGRITY SYSTEM	<ul style="list-style-type: none"> • There is a map of innovative practices in integrity systems in the territory and in OGP partners • There is a Basque public integrity model with components of ethical conduct in public offices, public staff, award of contracts, granting of subsidies, staff selection processes... • There is a control and monitoring model for integrity in the Basque Country • There is an integrity education model and a progressive training program on integrity and public ethics • Design of an integrity education model and a progressive training program on integrity and public ethics • A pilot experience has been carried out. • The pilot experience has been evaluated. • Number of people participating in the implementation of the commitment/ number of work sessions. • Level of satisfaction of the members of the commitment based group with the processes and products of the joint work. • Level of satisfaction of the Regular Forum with the processes followed and the final products. • Level of citizen satisfaction with the processes in which they have participated. 	<ul style="list-style-type: none"> • Level of implementation of the model in the different territorial levels, by municipality size, governing party... (Degree of Implementation). • Number of collaborations /alliances with other OGP governments for the exchange of good practices in integrity systems

Why?

Do we need an interinstitutional plan?

The lives and political participation of the Basque people **take place in spaces and times that have nothing to do with defined powers or institutional limitations**

We need an open government model based on interinstitutional cooperation and citizen engagement

Take part in the OGP?

Local governments that share challenges and concerns

An opportunity to learn and exchange best practices



How?

Open Government Action Plan For The Basque Country



2 years of collaborative work

5 commitments

- Accountability
- Open data and linked data
- I-lab of citizen engagement
- Open eskola
- Integrity



An open work model:

Regular Forum: public/private equal representation

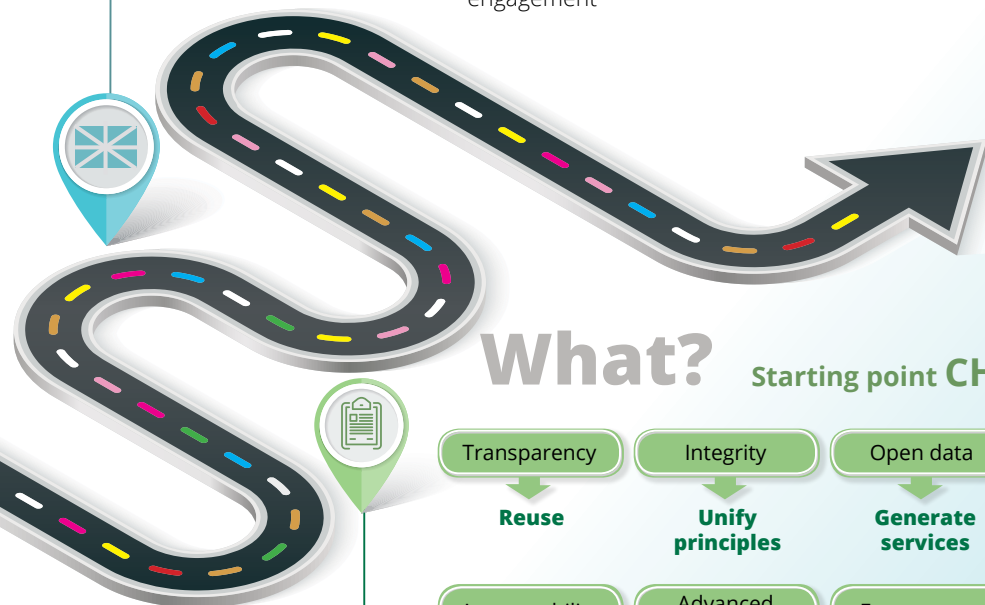
Open Forum: online and in person

Commitment-based groups: with citizen, technical and political engagement



Values

- Accessibility
- Simple language
- Collaborative culture
- Coordination
- Progressiveness
- Shared leadership



Open Government Partnership
Euskadi



What?

Starting point CHALLENGES

Transparency

Reuse

Integrity

Unify principles

Open data

Generate services

Digital Culture

Interoperability

Accountability

Evaluative culture

Advanced management

Best practice generalization

Engagement

Experimentation and innovation

Citizen services

Integration

ANNEXES

1. INITIAL DIAGNOSIS: Shared report on the Open Government strengths and challenges in the Basque Country

Objective: Building a report between everyone to identify the commitments to be included in the Action Plan 2018-2020 based on two analyses:

- Strengths on which it is feasible for us to use as a pillar and move forward
- Challenges that we face and must address through inter-institutional cooperation and promotion

Building it together will enable us to obtain a better understanding of what each institution is doing, its interests, projects that may be undertaken jointly, tools that can be shared and offered to smaller local entities and how this meets the interests and different citizen sensibilities.

The draft document was prepared by the Steering Group, which is made up of the Basque Government, the 3 Provincial Councils, the 3 City Councils of the provincial capitals and Innobasque-Basque Innovation Agency, the public-private collaboration entity.

Debated and enhanced with the contributions of the Regular Forum, which is made up of the Steering Group plus Eudel and a further 7 members of organized and non-organized citizens.

The document remains open to contributions in the Open Forum during the development of the Action Plan 2018-2020 and its implementation for those modifications that are considered to be opportune for the objectives, resources or results to be obtained.

Preliminary analysis of the initiatives carried out or planned by the basque government, the 3 provincial councils and the 3 city councils of the capitals of the historical territories

The initiatives of the various institutions have been grouped together in accordance with their nature: regulatory development, plans, tools, organizational model and technology bodies, public-private collaboration networks, etc. to organize their pooling to identify the strengths and potential lines of collaboration, and to draw conclusions based on consensus. This is the initial document which will enable the commitments to be established for 2018-2020 to be highlighted. The main ideas arising from the inter-institutional meetings prior to the preparation of the OGP candidacy and in the heart of the Regular Forum revolving around the following pillars are presented below:

1. Transparency
2. Open Data
3. Accountability (including the evaluation of public policies)
4. Citizen Engagement - Cooperation
5. Integrity

6. Digital Culture
7. Advanced Public Management
8. Citizen Services

1.- TRANSPARENCY

TRANSPARENCY PORTALS

Strength - Positioning

The transparency portals are consolidated in the Basque Country and have been evaluated by leading bodies, such as Transparency International with optimum results:

- The Basque Parliament obtained 90.6 points out of 100 in 2016 (IPAR)
- The Basque Government held on to the top position in 2012, 2014 and 2016 with 100 points out of 100 in 2014 and 2016 and it also scored 100 in the qualitative evaluation that was carried out for the first time ever in 2016 (INCAU)
- The 3 Provincial Councils evaluated in 2015 obtained more than 81 points/100 (Bizkaia 100, Alava 83 and Gipuzkoa 81) (INDIP)
- All of the city councils/town halls evaluated in the Basque Autonomous Community in 2017 obtained more than 95 points out of 100 (100 points in Bilbao, Barakaldo, Getxo and Vitoria and 95.6 points in San Sebastian) (ITA)

- In 2015, the Basque Water Agency (URA) came first with 94.9 points/100 in the demanding evaluation of water management bodies (INTRAG)

However, the most important and essential question is to comply with the law, whereby the City Councils already have a highly demanding level (Law 2/2016, of 7th April, on Local Institutions in the Basque Country) but it is not easy to fulfill for small Town Halls with limited resources for management in this field. Compliance with the law and the International Transparency indicators has led to the publication of 196 transparency indicators in the case of the City Councils.

On the other hand, it has been seen that the level of use of information by citizens is very low. Looking into the causes, it can be shown that:

- A lot of information has been published, but it is not very accessible and comprehensible for citizens. It is necessary to create more attractive information displays and presentations (“citizen vision of the portals”)
- Accessing the transparency portals is less natural than the transparency information which is mainstreamed in the different sites of the institutional website (“transparency everywhere”)
- The right to access public information and active advertising as accountability have not been made widespread

Challenges

Progress in accessibility, ease of understanding of the information, open and re-usable formats, updating of the information, linked data and citizen visualizations.

Spread and raise awareness of the right to access public information and the obligations of active advertising.

Obtain the leadership position in the Transparency International qualitative evaluations and implement for the future, as in the case of the INCAU in 2016.

TRANSPARENCY REGULATION

Strength - Positioning

There is general compliance with the basic regulations among the Basque institutions and their institutional administration, and a tendency to over-regulate the larger commitments of active advertising, reduced response times in accessing information and creation of monitoring and control bodies for transparency obligations.

Alava, Bizkaia and Gipuzkoa Provincial Councils have their own regulation ([Provincial Law](#) 1/2017, of 8th February on transparency, citizen engagement and good public sector government in the Historical Territory of Alava; [Provincial Law](#) 1/2016, of 17th February (BOB No. 37 on Wednesday 24th February), on Transparency in Bizkaia; [Provincial Law](#) 4/2014, of 6th February on Transparency and Access to Public Information).

The local entities have their own [regional regulation](#) which is highly advanced in transparency, Act on Local Institutions of the Basque Country, and some City Councils have their own regulations (Mayor’s Office Decree of 19th November 2015, “For the promotion of the transparency culture in Vitoria City Council”...)

Challenges

The Basque Autonomous Community does not have its own regulation and the basic regulation is in the process of review and reform, along with the regulation to combat corruption and the protection of complainants, which has concluded its amendment phase in Congress and the coming into force of the new Law on Public Contracting.

The Basque Parliament should pass a Basque Law on Transparency requiring the homogenization of regional regulations in terms of transparency guarantees and promotion and control bodies. A legislative proposal on transparency, citizen engagement and good government presented by the Basque Nationalist and the Basque Socialist parliamentary groups is currently in the amendment phase.

On the other hand, a boost from the public institutions is required so that private entities with public subsidies or those which provide public services comply with the corresponding transparency regulation, as it has not received the attention it deserves. In this respect, using

a common, self-assessment tool for the level of quantitative (if the information is published) and qualitative (if the information is published in a way that is up-to-date, comprehensible, accessible and complete) compliance with the requirements of active advertising set out in the basic, regional, provincial or local regulation will serve to inform, foster and promote the quantitative and qualitative compliance with the transparency obligations of public or private entities as a whole, regardless of the majority or minority stake of each of the Basque Administrations or one of them in particular, and its effective protection (MESTA Tool developed by the National Council for Transparency and Good Government with the autonomous communities and the Spanish Agency for the Evaluation of Public Policies and the Quality of Services AEVAL). Both the Basque Government and Bizkaia Provincial Council have developed Guides for these private entities, which could easily be made available to the project.

However, not only in order to comply with the law, public institutions should incorporate into their management culture the vision of the right of citizens to know about public management in all of its extremes, at the time of administrative acts and decisions on public services or policies.

The appearance of intermediaries from civil society could also be promoted, whereby they act as drivers of public information consumption, such as, for example Bilbao

data lab, which even generates qualitative information with its processing, which helps to identify failures in public management or new phenomenon or social needs that should be addressed.

TRANSPARENCY BODIES

Strength - Positioning

All of the administrations have incorporated structures (new departments for transparency, open government, public innovation, etc., positions and coordination bodies in their organizations, which is helping to transform the public management culture into one of transparent management committed to providing citizens with information on its decisions and actions. They all agree on the fact that promoting culture and transparent management requires a decentralized and transversal organizational approach which affects the entire organization, endeavoring to make it a value to be incorporated in all posts of any level (from first line service to technical, management and senior positions). It is a question of what happens internally being seen externally.

Monitoring and control bodies have also been set up although perhaps of a transitory nature until the regional regulation:

- The Basque Commission for access to public information ([Decree](#) 128/2016, of 13th September, on the Basque Commission for access to public information)

- Alava City Council's Provincial [Council](#) on Transparency
- Bizkaia Provincial Council's Complaints Committee ([Provincial Law](#) 1/2016, of 17th February (BOB No. 37 on Wednesday 24th February), on Transparency in Bizkaia)
- The Transparency Municipal [Council](#) in Vitoria
- San Sebastian City Council's Municipal Information Unit

Challenges

The challenge lies in having a common independent body in the Basque Country that harbors the functions of promoting, monitoring and controlling transparency, with sanctioning powers and for all of the Basque public administrations, institutional administration, instrumental bodies, subsidized private entities, contractors.... or, where appropriate, with a collaboration space between the different Committees for the exchange of experiences and to generate a shared doctrine between them.

NB: It is important to bear in mind that all of the sanctions that are to be imposed must be set out in a Law. In the case of the Basque Government, these sanctions could be incorporated into its new Transparency Law, but this will not apply to municipalities or provincial councils. In the case of wishing to apply sanctions on city councils or breach of the transparency regulations, they must be set out in the Municipal law or in an amendment to the law.

TRANSPARENCY PLANS

Strength - Positioning

Almost all of the Basque institutions have a schedule for the promotion of transparency or they are in the process of developing it, either specifically or within a broader strategic framework:

- The Basque Government's 2020 Strategic Plan for Governance and Public Innovation
- Strategic Legislature Plan for Alava Provincial Council 2015-2019
- Bizkaia Transparency Plan 2017-19
- ETORKIZUNA ERAIKIZ: Gipuzkoa Provincial Council STRATEGIC AGENDA 2015
- Vitoria City Council's operational transparency Plan, developed in June 2016, in which there is a commitment to a new management model: Open Government, which forms part of the Strategic Plan 2015-2019, for a transparent and participative city model
- Bilbao City Council transparency strategic plan.
- San Sebastian City Council transparency strategic plan.

which entails structured, more committed action with the means and resources to assign and the possibility of evaluating results and impacts, and improvement proposals.

Challenges

The challenge lies in the coordination of potential joint actions and in sharing advances in developments, tools and resources between the Basque institutions.

Shared models to facilitate citizen access to information from any institution could be considered. Provincial Councils could also allow city councils/town halls to use their platforms for the publication of their transparency portals, as Gipuzkoa does. The Bizkaia Transparency Portal provides access to the portals of the local entities in its territory. All of the portals of Provincial Councils and City Councils/Town Halls in the Basque Autonomous Community can be accessed via Gardena- the Basque Government's Transparency Portal, through the Transparency in the Basque Country Map (<http://www.gardena.euskadi.eus/transparencia/-/portales-de-transparencia-de-las-administraciones-publicas-en-euskadi/>).

TRANSPARENCY TOOLS - INFRASTRUCTURES

Strength - Positioning

Numerous tools have been developed by the Basque institutions for the publication of transparency indicators: organization and planning information, regulations and information of legal relevance, administrative acts such as agreements, management assignments, contracts, subsidies..., economy, assets, service letters, etc.

There are transparency guides, among which the following can be highlighted:

- "Embarcamos en la Transparencia (Manual de Tripulación)" (Launching Transparency (Crew Handbook) by the Basque Government

Challenges

The challenge lies in sharing them with those who have not yet developed them efficiently, and in the joint development of those that are of interest to all the Basque Administrations, such as: graphic displays, agendas of institutional events, surveys on the information needs of citizens, etc.

2.- OPEN DATA

OPEN DATA PORTALS

Strength - Positioning

Most of the Basque institutions have or will soon install an open data portal with a large set of open data:

- Open Data Euskadi currently has 4,126 open datasets, of which 186 correspond to Open Data Bilbao, 370 to Open Data Gipuzkoa and 121 to Open Data Vitoria, as the data of Gipuzkoa Provincial Council and Bilbao and Vitoria City Councils are federated. Bizkaia Provincial Council has requested the federation of its new Open Data portal in order to have the link to its data through Open Data Euskadi.

Open Data Bilbao has certification in accordance with the UNE178301 SMART CITIES AND OPEN DATA (OPEN DATA) Standard.

To foster the data re-use culture, the Basque Government is promoting competitions for ideas and open data applications, which are presented to infomediaries and re-users and university students.

Bilbao City Council, through its IT company, Cimubisa, has promoted the Cimubisaria Award, to recognize ideas that are capable of working with and/or generating open data.

A lot of information is published but its consumption is very low, as open data is purely a raw material and is only useful for experts or academics. Services associated with such data should be developed for citizens, based on their interests, opinion generators and which are committed to true accountability, or which allow the creation of businesses or social initiatives.

Challenges

In addition to extending the federation of data in Open Data Euskadi to all of the Basque Administrations, including the smaller ones, and continuing to open up open data, the challenge lies in:

- the standardization of data labels (the UNE Standard regulates the management of data but not the way in which it is categorized)

- the use of the data for the generation of public services and its relation through linked data, the infrastructure for which is being developed through the Basque Government
- the analysis of demand of re-users and economic activity entrepreneurs from the citizen and private perspective, so that the planning for the opening up of data does not only focus on the possibilities of the administrations but also on citizen demands and business and economic value opportunities
- the unified call between the Basque Government and the Provincial Councils in calls for Open Data tenders which foster there-use of open data culture
- Foster the opening up of open data by local entities through the Provincial Councils. The existence of projects like the Biscaytik Foundation, which allows a shared architecture for databases, is now facilitating the standardized opening up of certain data at a local level

3.- ACCOUNTABILITY

TOOLS AND INFRASTRUCTURES

Strength - Positioning

Almost all of the Basque administrations have diverse accountability tools, of which the following can be highlighted:

- Applications for the monitoring of government plans or programs: in some cases, priority is given to their visualization by citizens, so that it serves to understand the political priorities and the main bids of each legislature or mandate in the form of a summary; in other cases a very disaggregated presentation of objectives, initiatives, budgets, scheduling and those responsible for their implementation with constant updating has been chosen

- Basque Government <http://programa.irekia.euskadi.eus/>
- San Sebastian City Council <http://www.donostia.eus/info/ayuntamiento/programagobierno.nsf>
<http://www.donostia.eus/ataria/es/web/gardentasuna/udalgobernua/gobernu-programa>
- Since 2016, Bizkaia Provincial Council has had a space in which it publishes the strategic plan and the annual evaluation reports, as well as the participative accountability rounds that it has been holding since 2016 and which, in the initial phase, obtained the direct participation of around 700 people in 10 encounters held all over the territory. It also has an interactive application to find out the level of progress and the status of the projects, which offers the possibility to participate by making comments and evaluations. Furthermore, a traveling bus has been put into service in 2018, providing manage-

ment accountability. This bus will spend 5 months traveling around all of the districts of Bizkaia, during which period sectorial accountability is taking place (provincial councilors from the different departments). At an internal level, it has a management tool that allows the progress of the projects, calculation of indicators, etc. to be constantly monitored. Space to access the strategic document and annual reports: http://web.bizkaia.eus/es/el-diputado-general#56_INSTANCE_X3HAvy8MHXaN_Ia-BizkaiaQueQueremos Space to access information on the accountability participatory encounters of the General Deputy: <http://web.bizkaia.eus/es/encuentros-con-unai> Space to access information on the Bizkaia accountability bus: <http://www.bizkaia-goazen.eus/>

- Gipuzkoa Provincial Council has developed one for its internal management and publishes the extent to which its objectives are fulfilled. It will shortly address the more detailed publication phase in terms of milestones.
- Vitoria City Council also has an accountability portal for its government program <https://www.vitoria-gasteiz.org/a29-01w/plan/show/1?lang=es&locale=es&idioma=es&>
- Bilbao City Council: <http://www.bilbao.eus/cs/Satellite/transparencia/es/ambitos/plani->

<ficacion-y-evaluacion/estrategia-y-planificacion/1279162268828>

- budgets: the tools developed in this case include the easy and comprehensible presentation of the use of public budgets, their levels of implementation, citizen contributions in accordance with their revenues
 - Basque Government <http://aurrekontuak.irekia.euskadi.eus/?locale=es>
 - Donostia-San Sebastian City Council <https://www.donostia.eus/ataria/es/web/aurrekontuak/in-darrean-dagoen-proiektua/inbertsio-nagusiak-2018>
 - Bilbao City Council: <http://www.bilbao.eus/epresupuestos/ingresos.jsp?locale=es#/~/presupuesto-2018>
 - Bizkaia Provincial Council: <http://gardentasuna.bizkaia.eus/documents/1261696/1269206/Pre-supuesto+Bizkia+corregido+final.pdf/989220e8-e3df-2056-bbd0-c379dd1ead92>
- Administrative acts: LEGEGUNEA is a website linked to TRAMITAGUNE, electronic processing platform, which means that any Basque Government public employee incorporates the publication act at the time it occurs, as part of the administrative procedure, and the mandatory or optional reports, reports, resolutions, regulatory projects, agreements, management assignments, action plans with their associated metadata...

- Basque Government http://www.legegunea.euskadi.eus/x59-formbusa/es/contenidos/recursos_tecnico/legesarea_comun/es_busqueda/index.html#documentacion
- Service letters: Basque Administrations are increasingly incorporating service letters as an expression of the commitments to increase the quality ratios of the services provided, moving from internal documents for the improvement of their management to become external accountability documents.
- Basque Government: Service [Letters](#)
- Bilbao City Council: Bilbao City Council Service [Letters](#)
- Public policy evaluation systems: the obligation of the evaluation function is increasingly regulated in sectorial laws and in provincial and local transparency and good government regulations. It is also more instrumentalized in initiatives and bodies, such as observatories or behatoki: Basque Observatory for housing; for youth; for culture; for immigration; for the social economy; for harassment and discrimination; for safety; for administration of justice; ... as well as in specific planning and evaluation departments. However, the institutionalization of evaluation requires an integrated system for the whole of the organization.
- In the case of the Basque Government, it is going

to begin within the framework of the PEGIP 2020 in smart strategic planning and evaluation through the President's Office, the Department for Economy and DACIMA.

- Bizkaia Provincial Council has a series of public policy tools to evaluate impact as well as processes and social perception. To do so, it has developed a set of tools, such as social perception studies on the FFB policies and services (Neurbi, BSB), sectorial qualitative studies, a system of macro indicators for the territory which enables the status of key questions for their progress to be monitored and which are published annually (Bizkaia in Figures), the Bizkaia Goazen Strategic Plan 2030 in which accountability is participatory and which includes a series of indicators associated with each of the plan's commitments. Furthermore, departmental plans are being developed which enable a system for the monitoring and evaluation of departmental actions to be developed, although it is not made public.

However, in the case of small Town Halls, they do not even have mandate plans, which hinders accountability.

Budgetary accountability is not easy as it does not allow the assignation of people (Chapter 1) to projects or specific work lines, which makes a lot of public action that is not subject to subsidies, contracts or investment invi-

sible.

Challenges

The challenge is related to progress in systems that enable the automatic decentralized publication of all the management information from original data sources that allows for accountability, in which it is possible to not only find out about the decisions that are adopted, but also the decision-making processes with those involved and their constraints, and the measures adopted for their correction.

As for the evaluation of public policies, the challenge consists of the institutionalization of the evaluative function which requires an integrated system for the whole of each inter-operable organization with the rest of the administrations, through specific regulations that establish obligations for pre-impact evaluation, results evaluation and evaluation of the policies, regulations and the public services provided, coordination bodies and inter-operable tools.

4.- CITIZEN ENGAGEMENT - COOPERATION

RULES - PLANS - MODELS

Strength - Positioning

Either through global transparency, engagement and good government regulations (as is the case of Alava Provincial Council with the [Provincial Law](#) 1/2017 on

Transparency, Citizen Engagement and Good Government and the local entities with the [Law](#) of 14th April 2016 on Local Entities in the Basque Country) or through specific regulations on engagement (as is the case of Gipuzkoa Provincial Council [Provincial Law](#) 1/2010, of 8th July on Citizen Engagement) or the city councils of the three provincial capitals with their participatory reform processes (Bilbao: Organization of Districts and Citizen Engagement [Regulation](#) (Partially updated); Vitoria: Citizen Engagement [Regulation](#); San Sebastian: [Regulation](#) of citizen consultations), there is a recognized track record in the Basque Autonomous Community through an existing regulation of the need to foster citizen engagement in public affairs, up to the point that these pioneering regulations are under review to adapt them to the increasing need for engagement felt and demanded by citizens.

Regulation may be a good source of promotion, but the institutionalization of citizen engagement is delayed, hindered and its impact is reduced if it is not accompanied by measures for its instrumentalization.

From here, plans emerge to foster engagement either in the framework of more global plans (such as the Basque Government's [Plan](#) for Governance and Public Innovation 2020;) or in specific plans (such as those of Vitoria and Bilbao City Councils or that of Gipuzkoa Provincial Council), mapping and recompilation systems for the existing engagement initiatives, such as the "en-

agement map in Bizkaia” and even the far more innovative initiatives of co-creation with citizens.

In some cases, such as that of Bizkaia Provincial Council, there is a focus on the development of Open Government Plans, which not only include citizen engagement initiatives, but also a set of commitments that address Open Government as a whole. The interim evaluation of the Plan is currently being completed.

This is the case of the White Paper on Democracy and Citizen Engagement in the Basque Country in which over 500 people and 150 organizations participated in its development throughout a year of the co-creative process (2014), and which includes the principles of the model in the Basque Country, the prejudices and attitudes to overcome, the proposals to move forward and the deployment commitments, which are to be fulfilled in 2015, 2016, 2017 and 2018, and which have led to their dissemination throughout society and in the Basque Parliament, in the preparation of a regulatory proposal, in exemplary pilot projects (For example: Participatory evaluation of the Equality Law; Participatory development of the Territorial Organization Guidelines; Development of citizen science in biodiversity and the natural environment; Development of the Basque strategy for engagement in health; Promotion of collaborative law; Training of staff from the administrations in skills for collaboration with volunteers). The deployment of this initiative was recognized by winning the ORU/FOGAR Award granted by

the United Regions Organization and the UNDP Award in 2016 as a Regional Good Practice.

This is also the case of the ETORKIZUNA ERAIKIZ initiative, which emerged to define the future of the province of Gipuzkoa, based on open and collaborative “new governance” to jointly build the Gipuzkoa of 2020, as a competitive and solidarity region. Its first pillar is the Gipuzkoa-Lab, a collaborative space in which strategic and experimental projects are designed and implemented within the reflection framework of Gipuzkoa Taldean. The second pillar is Gipuzkoa Taldean, with the aim of sharing a reflection on the challenges and identifying new projects to be implemented over the forthcoming 10 years. Both pillars are fueled by 3 transversal initiatives: Nazioarteratze Sarea: the international network which will address the analysis of successful experiences and foster integration in international forums and networks; Ikergune in which the 4 universities with a campus in Gipuzkoa are integrated in order to intensify the connection of the provincial institution with the knowledge system and, finally, Gizarteratze Prozesua, to foster debate, dissemination and socialization processes for the main challenges faced in Gipuzkoa, and the experiences and results obtained together with Gipuzkoa society.

Challenges

Without basic regulation for institutions as a whole and with the regulatory efforts of the different local adminis-

trations, which have been pioneering but currently need to be reviewed, the challenge of having a Basque law that at least homogenizes rights has emerged, although always respecting the capacity for self-organization of each institutional level, and developing reference local regulation models for local administrations, which the Association of Basque Municipalities (EUDEL) is already working on and which will be valuable for the deployment of stable governance models

ENGAGEMENT BODIES

Strength - Positioning

All of the institutions have diverse formal consultative and general or sectorial participation bodies, many of which were created by Laws. Some of them are highly consolidated, such as the Economic and Social Council or the Labor Relations Council, and others, among which the following can be highlighted for their recent creation and the expectations that they will become true spaces for collaborative learning and help in decision-making in terms of good government, the Basque Council for Local Policies which is made up of the three institutional levels, or the Committee for City Councils and the Social Council promoted by Gipuzkoa Provincial Council, ...

However, many of these bodies are attended by the same representatives and their functioning is too administrative, following a mere process rather than being agile and collaborative. There is a greater feeling of parti-

cipation than effective participation.

In addition to these formal bodies, the Basque institutions are increasingly turning to informal engagement spaces to contrast and design their policies, regulations or programs or public services, in the search for citizen reflection spaces for experimentation and co-responsibility in public affairs.

Participation between public and private agents in collaboration networks is becoming more widespread in the Basque Autonomous Community, as in the case of Inno-basque, which is a non-profit entity whose mission is the promotion of innovation in the Basque Country, including social innovation and new governance models, made up of civil society, companies, administrations and people who are particularly representative of the social, economic and cultural life of the Basque Autonomous Community (more than 1000 members); well consolidated in the Basque Country and which is an important resource for the promotion of innovative and experimental projects to build the future of the Basque Country.

The Basque Administrations also participate in international collaboration networks in all spheres of their policies, among which the following can be highlighted: the United Regions Organization (ORU/FOGAR) in which the Basque Country was the Second Vice-President in 2017 under the Presidency of Abdessamad Sekkal, President of the region of Rabat-Zalé- Zemour (Morocco); the

UCLG network (United Cities and Local Governments), in which Bilbao City Council participates, presiding over the Digital Cities and Knowledge Commission, and Gipuzkoa Provincial Council is currently participating in the United Nations-Habitat project (Global-Local Accountability Support System), which supports local governments in preventing and fighting corruption in urban development,...

Challenges

However, the large number of consultative and participation bodies in existence, more than 40 in the case of the Basque Government, does not ensure efficient governance of public affairs, which suggests that a thorough analysis of their real activity, composition, functions and management model should be conducted. Therefore, the challenge in this area lies in:

- The analysis of the activity of these bodies for their streamlining and more effective configuration, consolidating those that work from a multi-approach perspective and in those in which collaboration really adds value to public management
- The provision of tools so that they can work in a more open, transparent and collaborative way
- The mapping of all existing bodies in the Basque Country, including those of all the territorial levels, in order to offer citizens transparency and accessibility

On the other hand, modern systems of governance add

the promotion of other more informal bodies, which we could call flexible yet stable participation spaces, to the opportunity and willingness of these formal bodies. Experiment with diverse formula for different purposes: forums that are one-off or stable; creative, evaluative, contrasting and consultative; in person and virtual, open to all or with randomly selected invitations...

The Basque Country's candidacy to participate in the Open Government Partnership falls within the context of fostering specific commitments from the Basque regional, provincial and local governments to promote transparency, increase citizen engagement in public affairs, fight corruption and make the most of the new technologies to strengthen governance.

PARTICIPATORY PROCESSES

Strength - Positioning

In recent years, many participatory processes have been conducted in the Basque Country by the different levels of institutional administration. Due to their real incidence, their exemplariness and their duplicability, examples are those which represent milestones in showing the feasibility and willingness to foster citizen engagement processes in the three dimensions defined in the White Paper on Democracy and Citizen Engagement in the Basque Country:

- Political engagement, for the design, planning, moni-

toring and evaluation of public policies (what to do and why). This is the case of:

- The development of the [White Paper](#) on Democracy and Citizen Engagement in the Basque Country, a starting point to build a more participative Basque Country in public affairs
 - The [Review](#) process of the Territorial Development Guidelines for the Basque Autonomous Community
 - The participative evaluation of the impact of [Law 4/2005](#), of 18th February, for Equality between Men and Women
 - The participatory budgets that the Basque local administrations are developing and which are imposed by law, with increased involvement in urban works and infrastructures
 - [Participation Process](#) associated with the review of the General Urban Development Plan (PGOU) for Bilbao
 - [Participation Process](#) associated with the development of Bilbao City Council's Sustainable Urban Mobility Plan (PMUS)
 - ...
- Participation for the design of services, in a dimension that focuses on efficiency and the operational nature to improve the provision of public services. This is the

case of the Basque Government's redesign of the family support program.

- Collaborative participation, understood as those initiatives that arise from civil society for the generation of public value and others which develop co-responsibility environments in which public affairs are co-managed.. This is the case of:
 - The Basque Government's [Elkarlan Awards](#) which recognize the generation of public value by the Basque civil society, held in 2015, 2016 and 2017 and granted 10 awards
 - The promotion of [collaborative law](#), which is an alternative method for conflict resolution that is innovative, collaborative and amicable, but, above all, it is a new way of understanding legal defense and justice from principles and values, through the support for the Association for the development of Collaborative Law in the Basque Country
 - The development of [citizen science](#) in biodiversity and the natural environment; through the participation of the Basque Government in the Bid Rex Interreg Europe network
 - Bizkaia Provincial Council's Gazte Begirada project in collaboration with the DDC (Danish Design Center) for the co-design of a future strategy for the district of Busturialdea. Inter-generational project

led by young people with the vision of the aging population as an opportunity element

- The Gazte Saregileak project, a network of young people to maximize opportunities, generate connections between agents of the territory and facilitate meeting and sharing spaces
- The generation of collaboration spaces with the social tertiary sector in Bizkaia, through the implementation of the Civil Dialog Table, the collaborative development of the Plan for Participation and Life Quality of the Disabled and their families or the Council for the Elderly in Bizkaia, which goes beyond being a body and is set up as a co-creation tool for policies and services in the field of the elderly

The mistrust generated in the institutions as a result of the use they sometimes make of citizen proposals, the difficulty in understanding administrative matters, the inexperience in participatory processes that sometimes leads citizen expectations to be frustrated... make it difficult to drum up citizen interest in participating in the consultation or contrast processes that are called by the institutions.

Challenges

Effective participatory processes require attitudes and prejudices to be overcome by administrations and ci-

tizens, appropriate tools and infrastructures for their management, experimentation and good practices that exemplify and serve as a model for their extension to other spheres or territories, and above all, their inclusion in the political agenda of all the public administrations. To do so, it is necessary to continue fostering social awareness, training in collaborative skills, in the development of models and practical guides for effective participation and virtual platforms and flexible yet stable spaces for their good governance.

Each process must be linked to a purpose that will determine the groups to be mobilized, the appropriate channels to reach them, the adaptation of information to be facilitated depending on the recipient's profile, the generation of realistic expectations, the use of more appropriate and attractive co-creation-consultation-contrast-evaluation methods and the return of results and decisions finally adopted with the co-generated proposals.

Participatory budgets, for example, require a reflection on their potential as a real participation tool, which may be useful for the identification of citizen demands, prioritization in the allocation of resources... when their dissemination is effectively managed, the stimulus for the preparation of proposals, collective debate, transparent evaluation criteria and methods of consensus and adoption of decisions.

ENGAGEMENT TOOLS AND PLATFORMS

Strength - Positioning

The institutions have developed different platforms and useful tools to move forward in the culture of participation in public management, among which the following can be highlighted:

- PLATFORMS

- On-line participation platform (DonostiaKIN), Elkar-teen ATARIA (ElkarteKIN), PH Gunea (Elkar-teent-zako gune bat haien arteko harremanetarako)
- Bilbao City Council's citizen engagement portal (publication scheduled for summer 2018)
- "Mejora Bilbao" is a mobile citizen engagement platform in real time to report incidents, suggestions and improvements in issues such as water networks, sanitation, lighting, cleaning and waste management, green belts, parks and gardens, urban furniture, roads, bicycles and public space
- Etxebizitza, the Basque Housing Observatory's new platform, whose objective is to maintain an open and stable communication channel with citizens, professionals of the sector and media interested in housing. Furthermore, a private space is available for professionals of the sector, where they can find specialized contents.

- Irekia. Direct channel of communication between citizens and the Basque Administration: 1) Agenda: updating of the agenda of activities for senior officials and departments in real time; 2) News: with the Government's activity; 3) Senior Official profiles: Dimension of budget, human resources by department/area, etc.; 4) Participation: Government proposals and citizen requests; 5) Interviews/Topaketak: Digital meetings with senior officials, broadcast live and shared on Government social networks; 6) Social Networks: management and coordination of Government accounts; 7) Active Listening: Internal Irekia software that collects contents published on Twitter, based on a selection of key words by topics.
- Vitoria City Council's Citizen Engagement website: Improving Vitoria Hobetuz Participatory Budgets Program; Citizen Engagement Plan; Different [participatory processes](#) in Vitoria ; Open School for Citizens website (HEI) ; [VGarbi](#) participative and free tool, for the identification and management of situations related to public cleaning and urban waste management through WhatsApp and Telegram...
- Bizkaia Provincial Council's space for citizen engagement
- BiscayTIK Foundation's Udala Zabaltzen, which offers an open government platform that facilitates

participation tools to the member Town Halls in the territory. Which represents 75% of Town Halls

- TOOLS

- Citizens' School Pilot Project in Gipuzkoa, with the aim of fostering learning and the Citizen Engagement culture among citizens of Gipuzkoa.
- Alava Provincial Council's citizen engagement register
- Easy reading guide for the Provincial Law on Transparency, Citizen Engagement and Good Government and Alava Provincial Council's Open Government Portal
- Bizkaitarren Sarea. A network of people and entities from Bizkaia interested in participating and receiving information related to open government and engagement in the territory. A network with over 8,000 people registered
- Creation of Laia Eskola - School for Equality and Women's Empowerment in Alava.
- Vitoria City Council's Open School for citizens
- Participation travel book (100 guidelines for exploration, approximation and route); Participation knots (A collaborative reflection based on the experience in 26 municipalities, to help political managers and technicians to anticipate and sort out

these problems before they tie up and clog up the participatory process); Evaluation model of participatory processes in Public Administrations; Participation in health Handbook ; Irekia-Open Government on-line course

Challenges

Participation platforms and tools for the improved management of participatory processes require their dissemination and generalization for greater use among the general public and expert technical staff in each sphere of policy for their integration in daily public management as a usual and natural task. To do so, it is necessary to continue fostering social awareness, training in collaborative skills, in the development of models and practical guides for effective participation and virtual platforms and flexible yet stable spaces for their good governance.

5.- INTEGRITY

RULES - MODELS

Strength - Positioning

For several years, the Basque institutions have been adopting similar mechanisms and instruments in their institutional integrity system.

[Act 1/2014, of 26th June](#), which regulates the Code of Conduct and Conflicts of Interest for Public Officers extends the concept of public office with the aim of be-

ing included in the control and guarantees system that regulates the largest possible universe of those who perform this type of public duties in the public sector of the Basque Autonomous Community and regulates the principles, obligations, guarantees, procedures and sanctions that ensure the predominance of general interest. It is applicable to management positions and senior officers of the member entities: Ararteko, Basque Public Audit Office, Economic and Social Council, Labor Relations Council and other independent entities, Basque Parliament and temporary staff with a minimum ranking of Director.

Furthermore, all of the Basque administrations have adopted Ethical Codes of Conduct for public officers and bodies for their control in the form of public ethics commissions, made up of internal and external agents. They are responsible for receiving consultations and the publication of observations and suggestions, as well as the procedure for carrying out proposals for the adaptation of the provisions set out in the Ethical Code.

Gipuzkoa Provincial Council has a complex institutional [integrity system](#) which also includes an Ethical and Good Government Code for Provincial Public Officials in Gipuzkoa and a Code of Conduct and institutional integrity framework applicable to public procurement.

Bizkaia Provincial Council has approved a proposed Provincial Law for conflicts of Interest and incompatibilities,

which will represent the institutional integrity framework for the institution following its approval by the General Assemblies of Bizkaia. Notwithstanding the above, in addition to the instruments set out in the prevailing regulation, the Provincial Administration has an action Protocol for the appointment of senior officials in the entities that form part of the provincial public sector in the Historical Territory of Bizkaia, as well as a Commitment from the public officers in Bizkaia Provincial Council to Ethics and Good Government that are assumed by them all on acceptance of the position.

On the other hand, and in order to extend the integrity, compliance and good government frameworks in the provincial societies, Compliance Programs are being implemented in them all.

Vitoria City Council has an [Ethical Code](#) for all staff working in the City Council.

Challenges

As a complement to these mechanisms that make up the institutional integrity systems, and in line with initiatives that have been developed in other counties, it is worth considering the virtue of conducting a study that analyzes the benefits of building an alert system to strengthen the integrity of the system and improve management that identifies areas of risk and articulates measures for their implementation. The preventive approach is the most effective and favors the development of a good democratic culture.

6.- DIGITAL CULTURE

Strength - Positioning

The coming into force of the following laws: Law 39/2015, of 1st October, on the Common Administrative Procedure for Public Administrations and Law 40/2015, of 1st October, on the Legal Regime of the Public Sector have accelerated the digitalization process of the internal and external procedures of the Basque Administrations, which has been underway for the past 15 years. 75% of the Basque Government's external procedures are electronic and the rest of the administrations are moving forward in the digitalization of their services and procedures.

On the other hand, and closely linked to the potential for the generation of services through the collection of information from the life of our cities and people, the three Basque capitals are developing their smart city model based on sustainability, which is capable of addressing the basic needs of institutions, companies, and inhabitants, in the economic sphere and in operational, social and environmental aspects. This concept is linked to the Digital Community, which is based on the intense use of the Information and Communication Technologies (ICT) in the provision of public services of high quality, safety, productivity, competitiveness, innovation, entrepreneurship, participation, training and skills building. Therefore, initiatives such as the municipal WIFI network, providing

citizens of a network with free and universal access to Internet, enables telematic capacities to be used in the growing fields of electronic administration, real time data collection to increase municipal knowledge of the city and become the base for the deployment of connected municipal services.

The set of accessibility initiatives for the institutional websites that have been created can also be highlighted, particularly the Basque Government's - Irekia Open Government portal, which has automatic subtitles for videos, listening to texts and website support tool readers; and is adapted for access to news contents and easy reading participation.

Challenges

To date, the development of e-administration has been more concerned with the digitalization of all its administrative procedures to enable their electronic management than influencing the unique integration of these administrative interactions with citizens. For this reason, the Basque Government is developing the Citizen Folder, with a view to enabling any citizen to view all of the procedures that he/she has had or has with the Basque Administrations or the Spanish territory. It is a complex project that requires a technological adaptation of the existing situation (My Dealings), its conversion into multi-entity, if the rest of the administration converge with this purpose (interoperability with the state administra-

tion's Citizen Folder is imminent); and its adaptation to mobile devices with access via a common identification system (Giltza).

On the other hand, moving towards a data infrastructure shared by all of the administrations that serves to improve public management and the generation of shared public value is an objective of interest in terms of:

- The design of the structure and the Smart City framework as a source of information: Predictive information, information sensors... elements for predictive analysis, particularly useful to develop projects in specific neighborhoods or areas.
- The opportunity to maximize resources and improve public management
- The transfer from open data to big data: collecting data, deciphering, monitoring... and in parallel, developing new technologies to generate open applications for public-private use (e.g. visualize parking spaces, clearest traffic routes, epidemiology...)

7.- ADVANCED PUBLIC MANAGEMENT

Strength - Positioning

The Basque public administrations are committed to moving towards efficient public management, and in this respect, we have organizations, such as Euskalit, which will celebrate its 25th anniversary in 2018, which was set

up as a foundation backed by the Basque Government to foster Advanced Management in the Basque organizations, contribute to their competitiveness and become an international benchmark; and like Q epea, which is a network of public entities in the Basque Country (30) committed to advanced management.

With their help, the excellence model has been adapted to the needs and characteristics of the public entities and management elements for advanced management have been established in different fields: strategy, services, people, innovation, society and results. Implementation is carried out through a training process aimed at action, by which the different departments of each administration are aligned with the model and establish their implementation plans with guidance to carry out the better management projects identified in the departments. The model is called [AURREERABIDE](#) and it is being implemented in the Basque Government and in Gipuzkoa Provincial Council.

Challenges

The challenge lies in the generalization of advanced public management good practices.

8.- CITIZEN SERVICES

Strength - Positioning

The Basque public administration entities are undergoing

a process or have already put in place a unified "Citizen Service" system for all of the activities and services of their Government institution under a single model.

- Provided by people for people.
- Horizontal and integrated, which channels all of the interactions of the administrative departments and units.
- Multi-channel: on-line, by telephone, in person.
- Proactive

Challenges

The challenge lies in the full implementation of the integrated service, to become the approachable and accessible gateway for all citizens, in accordance with their needs and demands.

ORGANIZATIONAL MODEL IMPLEMENTED IN EACH BASQUE INSTITUTION FOR TRANSPARENCY MANAGEMENT

Bizkaia Provincial Council	Decentralized model. Three people with a technical profile as new posts in the Transparency unit. The unit deals with issues of integrity, compliance, procurement, quality, analytics... Economic resources are also destined to the unit in addition to people. This sphere is divided between two departments: Good Governance and Transparency and Behatokia..
Bilbao City Council	Transparency reports to the Department for citizen engagement and districts. The creation of a management team was approved by the governing board with people from citizen service, quality, the Mayor's Office and the website. Its functions are regulatory control, monitoring, etc. It does not have its own staff for transparency, but there is a contact person for each area if something is needed. The unit itself assigns responsibility.
Vitoria City Council	Citizen service and transparency is a service in the Mayor's Office. It focuses on generating a cultural change, working on the ethical code with the public officers of all the departments, the definition of the open catalog. It is particularly involved in organizational structure as reluctance sometimes comes from inside. It centralizes (giving homogeneous criteria, etc.) in order to decentralize. There is a specific unit but it does not have any staff. It functions with technical secretariats (e.g. ethical code with the UPV)
San Sebastian City Council	There is a Delegated Department for Transparency which is the Presidency, Innovation and Human Resources. Its functional sphere is developed by the Department for the Presidency (Municipal Information Unit, Citizen Service, Organization and Quality, Data Protection, etc.) and the DonostiaTIK Autonomous Body (E-Administration, technological structure, etc.). The Municipal Transparency Plan is led and implemented by the Municipal Information Unit. There is no technician devoted entirely to this obligation but, depending on the tasks, the head of this unit has diverse technicians as well as the Organization and Quality Service.
Alava Provincial Council	There are two new posts assigned to the Cabinet which are solely responsible for the application of the transparency regulation. They are posts under construction which are currently working on the portal. By structure decree, the people who assume the responsibility of liaison and driver of planning, evaluation, transparency have also been designated in each department. They have a mixed model: specific heads + people from each of the units..
Gipuzkoa Provincial Council	In the area of modernization and systems, the transparency function falls under the modernization service. There are 11 people in modernization and 2 of them are responsible for transparency and open data. They have a contact in each department, who sends information and then they publish it. As for bodies, it is more complete: there is a body to monitor transparency as well as an ethics commission, where the principle of enforceability is determined for the Provincial Council and for companies.

Basque Government

They have the Department for Open Government and the Department for Citizen Services and Innovation and Improvement of the Administration. Open Government is responsible for the participation platforms and DACIMA is entrusted with website presence, administrative simplification, citizen services and innovation. In innovation, there is a public innovation axis, and transparency is handled in public innovation. 2 new positions have been created. There is also an inter-departmental committee with the function of establishing the general guidelines, homogenization, etc. in matters of governance, transparency and citizen engagement. Units have not been created in each of the departments, but there is technical support in each department. A compliance report is issued each year and all of the public entities are obliged to report through the departments. They share a centralized channel and this is later extended and derived. On the ethical side, there is a Public Ethics Commission, which is responsible for responding to consultations and issuing reports on breaches of the ethical code.

2. LEADING INITIATIVES ON OPEN GOVERNMENT BY BASQUE INSTITUTIONS

INSTITUTION	ENGAGEMENT AND COLLABORATION	TRANSPARENCY	OPEN DATA	ACCOUNTABILITY	REGULATIONS AND PLANS	INTEGRITY
BASQUE GOVERNMENT	<p>White Paper on Democracy and Citizen Engagement</p> <p>Good practices in citizen engagement</p> <p>Basque Housing Observatory - Engagement Platform</p> <p>Elkarlan Awards – recognition of public value projects promoted by civil society</p>	<p>Transparency Portal - Gardena</p> <p>Irekia - Open Government Platform</p>	Open Data Euskadi	<p>Tracking of the government program</p> <p>Publication of public budgets</p> <p>Publication of all administrative acts (Legegunea-space for documentation of legal importance)</p> <p>Basque Observatory for youth; for immigration; for harassment and discrimination; for safety; for culture; for the social economy; Basque sociometrics.</p>	<p>Act on Local Institutions of the Basque Country</p> <p>The 2020 Strategic Plan for Governance and Public Innovation of the Basque Government</p> <p>Advanced Public Management - Aurrerabide</p>	<p>Act 1/2014, of June 26, 2014, which regulates the Code of Conduct and Conflicts of Interest for Public Officers</p> <p>Basque Commission for Public Ethics</p>
ÁLAVA PROVINCIAL COUNCIL	<p>Alava Open Government Portal</p> <p>Irekia - Engagement</p> <p>Accessible as of 13th March 2018</p> <p>Agora - Citizen engagement project</p> <p>Laia Eskola - School for Equality and Women's Empowerment in Alava</p>	<p>Alava Irekia – Open government portal</p> <p>Provincial Council on Transparency</p> <p>Public Information Access System</p> <p>Public Information Catalog</p> <p>Accessible as of 13th March 2018</p> <p>Easy guide to the Provincial Law on Transparency, Citizen Engagement and Good Governance</p>	Open Data Alava Site under construction - operational as of July 2018	<p>Monitoring of the Strategic Legislation Plan 2015-2017</p> <p>Economic-Budgeting Information of the Provincial Council of Alava</p> <p>Accessible as of 13th March 2018</p>	<p>Alava Provincial Council's Strategic Legislature Plan 2015-2019</p> <p>Provincial Law 1/2017 of 8th February, on transparency, citizen engagement and good public sector governance in the Historical Territory of Alava</p>	<p>Ethics and Good Governance Code for Public Officials and Public Ethics Committee</p> <p>Proposed Provincial Law to regulate Public Officials' Positions in the Historical Territory of Alava. Under construction; process of citizen participation has already begun (22.02.2018).</p>

INSTITUTION	ENGAGEMENT AND COLLABORATION	TRANSPARENCY	OPEN DATA	ACCOUNTABILITY	REGULATIONS AND PLANS	INTEGRITY
BIZKAIA PROVINCIAL COUNCIL	<p>Participation Portal and “Map”</p> <p>Round Table for Civil Dialog</p> <p>Gazte Begirada (future local region co-designing with youths), with the cooperation of the DDC (Danish Design Center)</p>	<p>Transparency Portal</p> <p>Biscaytik – Udala Zabaltzen</p> <p>Committee for complaints about transparency issues</p> <p>Easy reading for the Provincial Law of Transparency</p> <p>Website space to ensure the implementation of rights in relation to personal data protection: Data Protection Officer (DPO)</p>	<p>Open Data Bizkaia</p> <p>GeoBizkaia</p> <p>Interoperability</p>	<p>Tracking and internal evaluation of the BG2030 Strategy Document</p> <p>On-line publication of tracking reports</p> <p>Interactive tool for on-line monitoring and participation in the Strategic Plan</p> <p>Traveling Bus for public accountability throughout the territory with over 350 accountability projects and initiatives as well as the Bizkaia Goazen Plan 2030.</p> <p>In-person accountability process of the Strategic Plan (first cycle and second cycle)</p>	<p>BG2030 Government Strategy</p> <p>Provincial Law on Transparency</p> <p>Provincial Transparency Plan 2017-19 and Reports</p> <p>Open Government/Territory Strategy</p>	<p>Declaration of Assets, Compatibility and Ethics Decalogue</p> <p>Action Protocol for the appointment of senior management of the entities that make up the provincial public sector of the historical territory of Bizkaia.</p> <p>Provincial Council Project for conflicts of Interest and Incompatibilities</p>
GIPUZKOA PROVINCIAL COUNCIL	<p>Citizen Engagement Portal</p> <p>Inter-institutional Space for Citizen Engagement BOG - egoitza</p> <p>Social Council for Citizen Engagement</p> <p>Gipuzkoa Sarean: Laboratory for multi-level regional development</p> <p>HirikiLabs – digital culture and technology laboratory</p>	<p>Institutional Transparency Portal</p>	<p>Gipuzkoa Irekia – Transparency and Open Data Portal for Gipuzkoa</p>	<p>Monitoring of the level of public budget execution</p> <p>Monitoring of the Strategic Management Plan</p> <p>Accountability for Previous Years</p>	<p>Strategic Management Plan 2015-2019</p> <p>Etorkizuna Eraikiz</p> <p>Provincial Law on Citizen Engagement</p> <p>Provincial Law on Transparency and Access to Public Information</p> <p>Participatory Program</p>	<p>Institutional Integrity System</p> <p>Institutional Ethics Committee</p>

INSTITUTION	ENGAGEMENT AND COLLABORATION	TRANSPARENCY	OPEN DATA	ACCOUNTABILITY	REGULATIONS AND PLANS	INTEGRITY
BILBAO CITY COUNCIL	Participatory Budgeting Citizen Engagement in the Development of Plans Municipal Councils and other Engagement Bodies Children and Teenagers' Council Auzokide Plana – Key tool to reach consensus on the planning, development and implementation of projects to improve our neighborhoods	Transparency Portal Easy Reading Plan	Bilbao Open Data	Service Letters Municipal Economic and Financial Data Graphic Display of Budgets Bilbao Economic and Demographic Data Observatory	Government Plan 2015-2019 Strategic Participation Plan 2015-2019 Bilbao District Council Regulation Citizen Engagement Regulation under review Civic Council Regulation	Institutional Integrity System
SAN SEBASTIAN CITY COUNCIL	Donostiakin – On-line citizen engagement platform Elkarteen Ataria – Portal for Associations	Transparency Portal	Open Data Portal Donostia Data	Hitzak, Ekintzak – Evaluation of Government Program performance Publication of public budgets	HAZI – Integrated Citizen Services Project Lagunkoia – Age-Friendly City KLIMA Strategy – DSS2050 – Local climate change strategy	Good Governance Code
VITORIA CITY COUNCIL	Vitoria Citizen Engagement Plan Open School for citizens	Operational Transparency Plan Accountability for the Government Plan			“Improving Vitoria-Gasteiz Hobetuz” Project Citizen Consultation Rules	

3. CITIZEN MEMBERSHIP PROCESS IN THE REGULAR FORUM (REPORT SUMMARY)

In the case of the Basque Country, there are 8 public institutions that are members of the Regular Forum for the Open Government Action Plan in the Basque Country: DFA, DFB, DFG, Bilbao City Council, San Sebastian City Council, Vitoria City Council and Eudel. All of them, with the exception of Eudel, are members of the Candidacy

Steering Group.

Given that they participate in the Regular Forum with the same representation in terms of the number of members, public institutions and individuals (organizations from civil society, this means that there are 8 people / organizations that can form part of the Regular Forum to incorporate the citizen vision in the development of the Action Plan and its deployment and monitoring process.

Having been a member of the candidacy Steering

Group, Innobasque has become a member of the Regular Forum (like the aforementioned 7 public institutions), so there are 7 places to be decided in a SELF-NOMINATION process, in which interested organizations and individuals must agree on the best formula to make up the Regular Forum.

The process for the composition of the Regular Forum by civil society has involved diverse phases, which are summed up in the following diagram:



Details of the process in phases are shown on the following pages.

PHASE 1- LAUNCH

The Steering Group issued over 90 invitations to organizations and individuals to participate in the Regular Forum in accordance with diversity and territoriality criteria:

- **Territoriality:** fostering the collaboration of agents working on the Basque Country level and in the three Historical Territories and /or at a municipal level.
- **Diversity:** seeking to incorporate the following perspectives into the Action Plan: age, gender, migration, urban-rural, (organized, non-organized, expert, neighborhood) and public-private citizens

To do so, the following matrix was used as a reference, in which each member of the Steering Group proposed diverse agents (See Annex 1 – List of People / Organizations Put Forward by the Steering Group):

[illegible]

The possibility (as in the case of other participants in the OGP local network) of fostering self-nominations through [Irekia](#) was opened by submitting a form.

Propuestas de Gobierno

Co-creación del Plan de acción para el Modelo Vasco de Gobierno Abierto OGP Local Programme

[COMPARTIR](#)

#OGP_Euskadi

3 participaciones

Tags Gobierno Abierto - oGov gobiernos locales

PRESENTACIÓN
27 de abril de 2018
30 de abril de 2018

DEBATE
30 de abril de 2018
31 de julio de 2018

CONCLUSIONES
1 de agosto de 2018
1 de octubre de 2018

LEER EN VERSIÓN LECTURA FÁCIL

100 %
a favor
3 votos (3/0)

Estoy a favor

Estoy en contra

El Gobierno Vasco [quiere invitarle a participar en el Foro Regular](#) que se constituirá mediante el siguiente procedimiento:

- Invitación a participar en el Foro Regular a personas y entidades de la sociedad civil, propuestas por las instituciones vascas que conforman el Grupo Promotor de la candidatura (cuarta semana de abril).
- Encuentro de la ciudadanía organizada y no organizada que ha aceptado participar en el Foro Regular con el Grupo Promotor (segunda semana de mayo). En dicho encuentro se compartirá la información de contexto existente y se celebrará un taller para la autoselección de los 8 miembros que conformarán la representación de la ciudadanía en el Foro Regular.
- Constitución del Foro Regular y aprobación de su Régimen de Gobernanza (segunda quincena de mayo).

Ya constituido el Foro Regular éste procederá a la deliberación y elaboración de propuestas sobre el Plan de acción y compromisos 2018- 2020 durante el mes de junio y a la monitorización de la implementación del plan a partir de septiembre de 2018 hasta agosto de 2020, con una previsión de reunión como mínimo trimestral (presencial o a distancia).

Esperamos que despierte su interés este proyecto que constituye una oportunidad para avanzar en Euskadi en gobierno abierto y acepte nuestra invitación.

Descargas medios de comunicación

AUDIO (0) VIDEO (0) FOTOS (3) PDF (4)

- ☐ 2018_05_17_ogp_09.jpg
3 MB (.jpg)
- ☐ 2018_05_17_ogp_05.jpg
3 MB (.jpg)
- ☐ 2018_05_17_ogp.jpg
3 MB (.jpg)

Descargar set de fotos (zip)

PHASE 2- EXPRESSIONS OF INTEREST

Taking the invitations to participate extended by the Steering Group as a starting point and the possibility of registering via Irekia, a total of 36 expressions of interest

to participate in the process of setting up the Regular Forum and, therefore, in the development process of the Open Government Action Plan for the Basque Country were received.

LIST OF PEOPLE INTERESTED IN PARTICIPATING IN THE PROCESS OF SETTING UP THE REGULAR FORUM

NAME AND SURNAMES	ORGANIZATION	PERSPECTIVE	PROPOSED BY
Aitzol Batiz	KULTIBA	EXPERT	STEERING GROUP
Alberto Ortiz de Zárate	CONSULTANT	EXPERT	STEERING GROUP
Ana Molina	MESTIZA ASSOCIATION	MIGRATION	STEERING GROUP
Ana Navarri Jaumet	AGADELPRISE	ORGANIZED CITIZENS	OPEN
Anabella Barroso	ALDEE	ORGANIZED CITIZENS	STEERING GROUP
Antonio Campos y Eusebio	HELDUAK ADI	ELDERLY	STEERING GROUP
Antxon Gallego	IRITZIAK BATUZ	EXPERT	STEERING GROUP
Arantza Otaolea	WOMEN'S COUNCIL	GENDER	STEERING GROUP
Aurora Hermosilla	NGO COORDINATOR IN THE BASQUE COUNTRY	ORGANIZED CITIZENS	STEERING GROUP
Claudia Bohórquez	GAMAKER	ORGANIZED CITIZENS	STEERING GROUP
Eneko Agirre	OSOIGO	EXPERT	STEERING GROUP
Eva Silván	SAVE THE CHILDREN	YOUNG PEOPLE	STEERING GROUP
Francisco Jesús Aloa	GAMAKER	ORGANIZED CITIZENS	STEERING GROUP
Ivan del Caz	BIKONSULTING	EXPERT	STEERING GROUP
Javier Goikoetxea	BIKONSULTING	EXPERT	STEERING GROUP
Joxe Agustín Arrieta	AGIJUPENS	ELDERLY	STEERING GROUP
Julio Roca	ZUZENAK	FUNCTIONAL DIVERSITY	STEERING GROUP
Kristina Apiñaniz	BASQUE CIRCULAR ECONOMY CLUSTER	PUBLIC - PRIVATE	STEERING GROUP

NAME AND SURNAMES	ORGANIZATION	PERSPECTIVE	PROPOSED BY
Lucía Sarabia	IRSE SOCIAL INCLUSION	ORGANIZED CITIZENS	STEERING GROUP
Maialen Olabe	EGK	YOUNG PEOPLE	STEERING GROUP
Maria José Anitua	BASQUE COLLABORATIVE LAW ASSOCIATION	ORGANIZED CITIZENS	STEERING GROUP
María José Cano	FEDEAFES	ORGANIZED CITIZENS	STEERING GROUP
Mikel Barturen	SAREEN SAREA	ORGANIZED CITIZENS	OPEN
Mikel Cabello	GLOBERNANCE	EXPERT	STEERING GROUP
Miren Fernández de Landa	COUNCILS OF THE MUNICIPALITY OF VITORIA	RURAL - URBAN	STEERING GROUP
Miren Gutierrez	UNIVERSITY OF DEUSTO	EXPERT	STEERING GROUP
Nuria Bustamante		NON-ORGANIZED CITIZENS	OPEN
Pablo Moratalla	EHLABE	FUNCTIONAL DIVERSITY	STEERING GROUP
Pablo Rey		ORGANIZED CITIZENS	STEERING GROUP
Ramón Ibeas	CÁRITAS VITORIA	ORGANIZED CITIZENS	STEERING GROUP
Ricardo Antón	COLLABORATOR	EXPERT	OPEN
Roberto Gómez de la Iglesia	C2 + I	EXPERT	STEERING GROUP
Roberto San Salvador	UNIVERSITY OF DEUSTO	EXPERT	STEERING GROUP
Susana Sucunza	BASQUE COLLABORATIVE LAW ASSOCIATION	ORGANIZED CITIZENS	STEERING GROUP
Txema Franco	LANTEGI BATUAK	FUNCTIONAL DIVERSITY	STEERING GROUP
Txema Odriozola	FEDERPEN	ELDERLY	STEERING GROUP

These people were asked to fill in a form, responding to the following questions: Why do you want to join the REGULAR FORUM? What knowledge, competences and experiences can you offer? What are your interests?

PHASE 3- PROCESS DEFINITION

Interested parties were called to a meeting (17th May 2018 at the President's Office) and as indicated in the minutes different options were evaluated and the following process was agreed as the most feasible option to define the 7 people / organizations that will participate in the REGULAR FORUM:

- After issuing the minutes and a more detailed explanation to interested parties of what participating in the Regular Forum involves, a self-nomination process was opened to confirm the availability of each person/organization to participate in the Forum – deadline, Monday 21st May, via e-mail

- With this information (people / organizations that re-affirmed their interest in participating in the Regular Forum) and bearing in mind the diversity standards required by OGP, Innobasque made a technical and reasoned proposal for the composition of the Regular Forum for its ratification by the people / organizations that had participated or expressed interest in this initial phase – deadline, Tuesday 22nd May, via e-mail
- Given the need to call the Regular forum as soon as possible to commence the Action Plan development process, this proposal will be ratified with a YES or a NO, understanding that no response will be considered to be affirmative - deadline, Wednesday 23rd May, via e-mail or by telephone

- The participants will be informed of the results of the ratification process. If it is ratified, the Regular Forum will be convened as soon as possible for its composition once the participation of civil society has been established - deadline, Thursday 24th May

PHASE 4 – PROCESS DEVELOPMENT

SELF-NOMINATIONS PRESENTED

On 22nd May, the information received by Innobasque in accordance with the procedure was:

PERSON	ORGANIZATION	INTEREST	PROPOSES
Aitzol Batiz	KULTIBA	YES	
Alberto Ortiz de Zárate	CONSULTANT	YES	
Ana Molina	MESTIZA ASSOCIATION	YES	
Ana Navarri Jaumet	AGADELPRISE		
Anabella Barroso	ALDEE		
Antonio Campos y Eusebio	HELDUAK ADI	YES	
Antxon Gallego	IRITZIAK BATUZ	YES	
Aurora Hermosilla	ONGD IN THE BASQUE COUNTRY COORDINATOR	NO	Sareen Sarea
Claudia Bohórquez	GAMAKER		
Cristina Apiñaniz	BASQUE CIRCULAR ECONOMY CLUSTER		
Eneko Agirre	OSOIGO	SÍ	

PERSON	ORGANIZATION	INTEREST	PROPOSES
Eva Silván	SAVE THE CHILDREN		
Francisco Jesús Aloa	GAMAKER		
Ivan del Caz	BIKONSULTING	YES	
Javier Goikoetxea	BIKONSULTING		
Joxe Agustín Arrieta	AGIJUPENS		
Julio Roca	ZUZENAK		
Lucía Sarabia	IRSE SOCIAL INCLUSION		
Maialen Olabe	EGK	YES	
María Aranzazu Otaolea	WOMEN'S COUNCIL	YES	
Maria José Anitua	BASQUE COLLABORATIVE LAW ASSOCIATION	NO	More in commitment-based group
María José Cano	FEDEAFES	NO	Sareen Sarea
Mikel Barturen	SAREEN SAREA	YES	
Mikel Cabello	GLOBERNANCE		
Miren Fernández de Landa	COUNCILS OF THE MUNICIPALITY OF VITORIA	YES	
Miren Gutierrez	UNIVERSITY OF DEUSTO	YES	
Nuria Bustamante			
Pablo Moratalla	EHLABE	NO	Sareen Sarea
Pablo Rey			
Ramón Ibeas	CÁRITAS VITORIA		
Ricardo Antón	COLLABORATOR		
Roberto Gómez de la Iglesia	C2 + I		
Roberto San Salvador	UNIVERSITY OF DEUSTO	YES	no problem in assigning
Susana Sucunza	BASQUE COLLABORATIVE LAW ASSOCIATION	NO	More in commitment-based group
Txema Franco	LANTEGI BATUAK	NO	Sareen Sarea
Txema Odriozola	FEDERPEN		

Summary: 13 expressions of interest, 6 refusals (including resignations and organizations that believe they can contribute better in another group /phase of the Plan) and 17 individuals who did not present their resignation but their own nomination, although they are still interested in participating in the process.

Therefore, the self-nominations were the following (13 in total):

PERSON	ORGANIZATION
Aitzol Batiz	KULTIBA
Alberto Ortiz de Zárate	CONSULTANT
Ana Molina	MESTIZA ASSOCIATION
Antonio Campos	HELDUAK ADI
Antxon Gallego	IRITZIAK BATUZ
Eneko Agirre	OSOIGO
Ivan del Caz	BIKONSULTING
Maialen Olabe	EGK
María Aranzazu Otaolea	WOMEN'S COUNCIL
Mikel Barturen	SAREEN SAREA
Miren Fernández de Landa	COUNCILS OF THE MUNICIPALITY OF VITORIA
Miren Gutierrez	UNIVERSITY OF DEUSTO
Roberto San Salvador	UNIVERSITY OF DEUSTO

TECHNICAL PROPOSAL

Taking these self-nominations as a starting point, and as agreed, a technical proposal was made to complete the Regular Forum by civil society (7 people/organizations) in accordance with the following criteria.

- The different OGP handbooks set out the need to incorporate the following in the Regular Forum:
 - People/organizations that can provide visions /sensibilities that are not normally taken into account in the design of governmental plans
 - Organizations of diverse sizes and typologies
 - Complement the citizen vision with the expert vision
 - Address diversity criteria that influences the design and deployment of the plan: gender, origin, age, rural-urban, etc.
- Therefore, Innobasque considered it necessary to incorporate the following into this proposal:
 - The presence of organizations / people from the three Historical Territories
 - The parity criterion, equal participation for men and women
 - Such participation enables the maximum of networks and groups from civil society to be reached

Bearing in mind these criteria, the technical proposal to be ratified by interested individuals was made up of the following 7 people / organizations:

PERSON	ORGANIZATION
Alberto Ortiz de Zárate	CONSULTANT
Ana Molina	MESTIZA ASSOCIATION
Eneko Agirre	OSOIGO
Maialen Olabe	EGK
María Aranzazu Otaolea	WOMEN'S COUNCIL
Mikel Barturen	SAREEN SAREA
Miren Fernández de Landa	COUNCILS OF THE MUNICIPALITY OF VITORIA

Considering that the following joined the Regular Forum as a result of this proposal:

- People who provide an expert global vision from a citizen vision in relation to open government
- Small associations and Networks or coordinators of organized civil society
- Sensibilities such as age, the gender perspective, groups with barriers for participation or the migrant perspective.
- Territoriality (presence of organizations / people from the three Historical Territories, including the rural and urban sphere) and parity criteria
- People/organizations that can provide visions /sensi-

bilities that are not normally taken into account in the design of governmental plans

The full report can be found at <http://www.ogp.euskadi.eus/documentos/-/documentacion/ogp/metodologias-y-procesos/>

4. REGULAR FORUM GOVERNANCE MODEL

As indicated in diverse OGP reference documents -“members of the Regular Forum jointly develop its remit, membership and governance (frequency of meetings, who sets the agenda, how decisions are made, how conflicts are managed, the level of detail of minutes and decision-making authority). The above is published on the national OGP⁴ website/webpage”-, the Regular Forum in the Basque Country on 29th May 2018 approved the following governance regime:

GOVERNANCE MODEL OF THE REGULAR FORUM IN THE BASQUE COUNTRY

1. STATUS

The Regular Forum is an informal space structured and designed to maximize participation and cooperation between Basque public administrations and organized and non-organized citizens.

It seeks to generate spaces for dialog and co-creation, guaranteeing the plurality of voices to design, implement and assess an action plan to foster open government in the Basque Country.

2. COMPOSITION

The Regular Forum is made up on an equal basis of Basque authorities and representatives of organized and non-organized citizens.

The institutional representatives are made up of the following:

1. Basque Government. Full Member: Luis Petrikorena (Open Government Director) Alternate Member: Javier Bikandi (Director of Citizen Services and Innovation and Improvement of the Administration)
2. Alava Provincial Council Full Member: Nekane Zebe-rio (Director of the Office of the DG) Alternate Member: César Rodríguez (Transparency and Participation Technician)
3. Bizkaia Provincial Council. Full Member: Maitane Leizaola (Behatokia Director General) Alternate Member: Nerea Martiartu (Good Governance and Transparency Director General)

4. Gipuzkoa Provincial Council. Full Member: Joseba Muxika (Citizen Engagement Director) Alternate Member: Goizeder Manotas (Director of Modernization, Services and Systems for the Information Society)

5. Bilbao City Council. Full Member: Gotzone Zaldunbide (Councilor for Citizen Services, Participation and Districts) Alternate Member: Amagoia Ibarrondo (Director of the Quality and Assessment Office)

6. San Sebastian City Council. Full Member: Edorta Azpiazu (Director of the Mayor's Office) Alternate Member: Mikel Esnal Arrizabaga (Head of the Support Unit to the Mayor's Office)

7. Vitoria City Council. Full Member: Vale Tena (Adviser) Alternate Member: Blanca Guinea (Director General of the Mayor's Office)

8. Eudel. Full Member: Roberto Cañon (Head of Organization at Eudel)

Citizen engagement has been established by means of an open invitation process, prior information and self-selection of individual and citizen entities that have expressed interest in participating, guided by the principle of stakeholder plurality and diversity that reflects the different citizen sensitivities and perspectives of the Basque Country. The citizen representatives resulting from this

⁴ https://www.opengovpartnership.org/sites/default/files/OGP_POC-Manual_2017_ES.pdf
<https://www.opengovpartnership.org/sites/default/files/Diseno-y-Administracion-Foros-Multisectoriales.pdf>

process are made up of the following individuals:

1. Mestiza Association. Full Member: Ana Molina
2. Bilbao Women's Council. Full Member: María Aranzazu Otaolea
3. Councils of the Municipality of Vitoria Full Member: Miren Fernández de Landa
4. Consultant. Alberto Ortiz de Zárate Alternate Member: Antxon Gallego
5. Euskadiko Gazteriaren Kontseilua. Full Member: Maialen Olabe Alternate Member: Zuban Zubiria
6. Innobasque-Basque Agency for Innovation. Full Member: Gotzon Bernaola Alternate Member: Goizalde Atxutegi
7. Osoigo. Full Member: Eneko Agirre
8. Sareen Sarea. Full Member: Mikel Barturen

3. ASCRIPTION AND HEADQUARTERS

The Regular Forum is ascribed, in the framework of cooperation with the International Alliance for Open Government, as an informal participation space at the request of the Steering Group of the Basque candidacy, consisting of the Basque Government, the 3 Provincial Councils, the 3 City Councils of the provincial capitals and Innobasque-Basque Innovation Agency.

It does not have its own headquarters and sessions may be held anywhere in the territory of the Basque Autonomous Community, at the venues provided by the institutions making up the Regular Forum.

4. FUNCTIONS

The functions of the Regular Forum are the following:

- Contribute to the co-design of the 2018-2020 two-year plan to drive open government in the Basque Country, which involves:
 - Situation diagnosis and identification of challenges faced
 - Identification of priorities to establish commitments to be included in the Action Plan
 - Formalization of the 2018-2020 two-year plan (process, milestones, indicators, etc.)
- Monitor the implementation process of the plan and propose improvements and corrections to the established commitments.
- Collaborate in the assessment of compliance of the Plan's commitments
- Contribute to the planning of the forthcoming 2020-2022 Plan.
- Receive recommendations and proposals on the design of the first plan, regarding the requirements to implement and to assess the compliance of the com-

mitments of the Plan.

- Involve other stakeholders (open forum, commitment-based groups) in OGP activities (face-to-face meetings, open consultations, monitoring and assessment processes, etc.)
- Report on and be held accountable for its activity in an open and collaborative way

5. VALUES AND ACTION PRINCIPLES

The following values and principles make up the action of the members that are part of the Regular Forum and by which they have to abide:

- Integrity: honesty and subjective disinterest
- Transparency and accountability
- Leadership and exemplariness
- Working for the common goods, impartiality and objectivity
- Public innovation
- Learning and continuous improvement

6. RUNNING OF THE FORUM

Some aspects referring to the running of the forum are set out below:

Resignations. In the case of the Basque administrations, resignation from the post will require the represen-

ted administration to identify the person to replace the outgoing member. In the case of citizen representation, the person to replace the outgoing member will be proposed by the current representatives in the Forum.

Presidency. The Forum will be co-presided by the representative of the Basque Government and a member chosen from among the citizen representatives, who shall hold the tie-breaking vote when adopting agreements. Should either or both be absent or ill, the Forum shall appoint the individual to chair the sessions, while representing the co-presidency between administrations and citizens.

The Presidency of the Council, on its own initiative or at the request of its members, may request the participation in the sessions, on an ad hoc basis, of experts or people whose opinion should be heard on themes to be discussed, who shall attend and be heard to provide their expert view

It is currently co-presided by: Luis Petrikorena (Basque Government) and Maria Aranzazu Otaolea (Bilbao Women's Council).

Frequency of the Meetings. The Regular Forum must meet in ordinary session at least once a month during the co-creation process of the 2018-2020 Action Plan and quarterly during the implementation and assessment of the Plan, and in extraordinary session whenever necessary to exercise its functions, at the initiative of the

Presidency or when so requested by at least a third of its members.

Effectiveness of the Meetings. In order to ensure a truly collaborative forum:

- Meetings will be structured in a streamlined and collaborative way
- The necessary information will be available sufficiently ahead of the meeting so that it can be analyzed and discussed with external stakeholders.
- There will be an effective communication platform with an open mainstreaming and internal document repository.
- Informative materials will be prepared for new alternate members.
- There will be a technical secretariat comprising the institutional technical manager appointed by the steering group to the OGP and by the Innobasque project manager - civil society member promoter of the candidacy -, who will act as liaison and point of contact between the members of the Regular Forum, as secretary of the work sessions and as coordinators of the technical and documentary management work.

Convening the Forum. The Forum will be convened by the Presidency with at least five days notice, except when circumstances arise that require it to be convened urgently, in which case the Forum should be convened

at least twenty-four hours in advance.

Constitution. The Forum will be duly constituted for the purposes of holding sessions if one of the Presidents, the Secretary, or their substitutes, if applicable, and at least half of the institutional representatives and citizen representatives are present.

Linguistic Rights. Those attending the meetings of the Council may use Basque and Spanish in the meetings, and both languages will be used for the notice of meetings, agendas, minutes and other documents.

Adoption of Agreements. Ordinarily, collaborative work will seek for agreements to be adopted unanimously. Extraordinarily and when at least half of the members so request, the agreements shall be adopted with an absolute majority.

Expenses. The members of the Forum will not receive any remuneration for such capacity, but, where applicable and with documentary proof, they will be paid the expenses generated by attending the Council, pursuant to the Basque Government's regulations regarding service expenses.