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AGIRRE LEHENDAKARIA CENTER
for Social and Political Studies

Basque Lab for Social Innovation

«During the pandemic, we were able to confirm the strong international interest in learning about the socioeconomic transformation experienced by Basque society over the last decades. Our experience is valued as a collective, democratic and local response to highly complex situations. The main contribution of ALC^K during this period was to document this experience and to turn it into a Social Innovation and democratization approach which supports processes of territorial transformation across more than 10 countries.

These partnerships with the United Nations System, the European Commission, La Caixa Foundation or Iberdrola helps us not to fall into complacency and continue the process of transforming the collaborative society towards a truly sustainable development model. That is how we celebrate the heritage of Lehendakari Agirre».

—J. J. Ibarretxe

▲ ■ ● [K]

(K) ≈ Cultural Factor

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Agirre Lehendakaria Center (ALCᴷ) is a **Basque Social Innovation Lab** established in 2013 by the University of the Basque Country (UPV/EHU) in partnership with AC4–Columbia University in New York. ALCᴷ was created to better understand the Basque experience of socio–economic transformation from a multidisciplinary, systemic perspective linking programmes in the Basque region with similar open innovation initiatives at international level.

Universidad del País Vasco / Euskal Herriko Unibertsitatea

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AGIRRE LEHENDAKARIA
CENTER for Social and
Political Studies

COLUMBIA
UNIVERSITY

Basque Lab for Social Innovation

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The Cultural Dimension of Innovation Process

ALCᴷ fosters community transformation processes through open, Social Innovation Platforms based on **culture as a driver of change.**

Our primary objective is to apply the lessons learned from our research on systems transformation to address complex challenges that society is facing.

The key element is the integration of culture, narratives and values from each community toward a holistic vision of **Sustainable Human Development.**

Systemic Change:
The K Factor

Transformation

Collective Actions

Regulatory Mechanisms

Strategic Decision-making

Attitudes and Behaviors

Beliefs and Narratives

Values

K
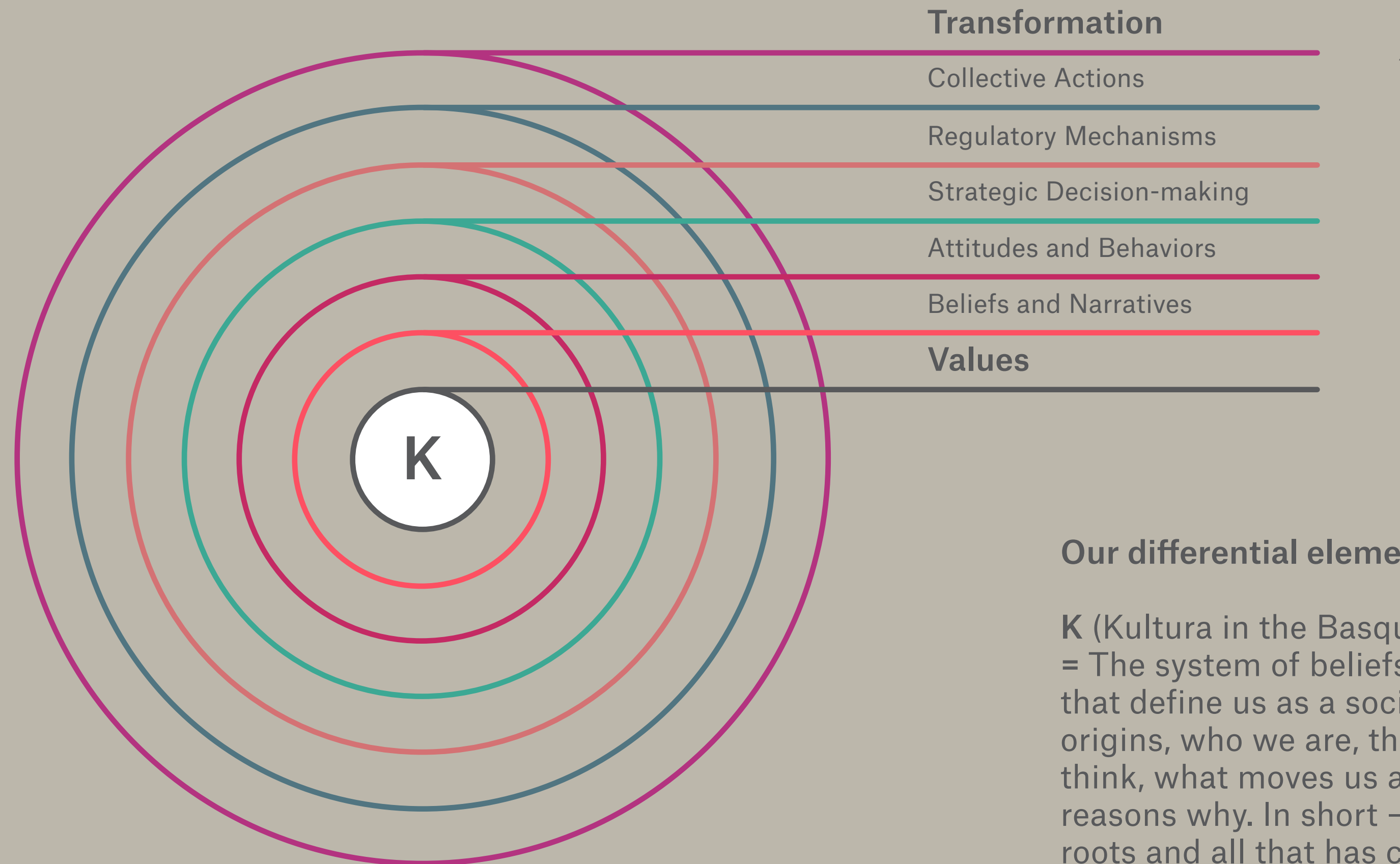
Our differential element is the K.

K (Kultura in the Basque Language) = The system of beliefs and values that define us as a society — our origins, who we are, the way we think, what moves us and the reasons why. In short — it is our roots and all that has contributed to our world views.

Collaborative Network

Social innovation requires new ways of working based on collaboration, co-creation and collective intelligence. For this reason, it is essential for ALC^K to continuously develop a powerful global network with complementary and diverse expertise. This constellation of partners forms a mutually beneficial learning engine as well as a platform for knowledge exchange.

Chôra Foundation

OECD – OPSI

EIT Climate-KIC

McGill University - Criem
Open North

Open North

Eusko Jaurlaritza/Gobierno Vasco
Gipuzkoako Foru Aldundia /
Diputación Foral de Gipuzkoa

Heidelberg University /
Trier University

UNR-CBS

AC4
Columbia University

UNDP – Ukraine

Basque Agency for
Development
Cooperation

UNDP – Hub Regional
Eurasia

UNDP Exo

Sant Lluís city council

Iberdrola
itdUPM

Kansas University-CPPR

EHU-UPV
Deusto University
Mondragon Unibertsitatea

Bestiario
"La Caixa Foundation"

Imago
Last Tour
Angelica Barco Studio
Zorraquino
Baltistan Fundazioa
EDE Fundazioa
Emun Aholkularitza
Fagor S Koop
Elhuyar
F2S

REDS
Spanish Red
Eléctrica

Pontificia Universidad Javeriana de Cali
La Co-creadora
Corpomanigua

Latin America and the
Caribbean ILO

UNDP – Regional Hub in
Asia and the Pacific

Knowledge Centers   **Strategic Partners**   **Institutional Partners**

ALC[K] offers a collaborative support system to co-design, implement and evaluate **Open Innovation Platforms for Systems Transformation**. Our work is distinguished and globally recognized for an approach that can achieve lasting social impact.

We work from a deep immersion in each community —its behaviour and values— as an essential means to achieve more effective, integrated and viable pathways to the future.

We design together, building on the collective intelligence of each cultural context while acting globally and sustainably.

Our Theory of Change

Waves of Transformation

Iteration 1

Iteration 2

Iteration 3
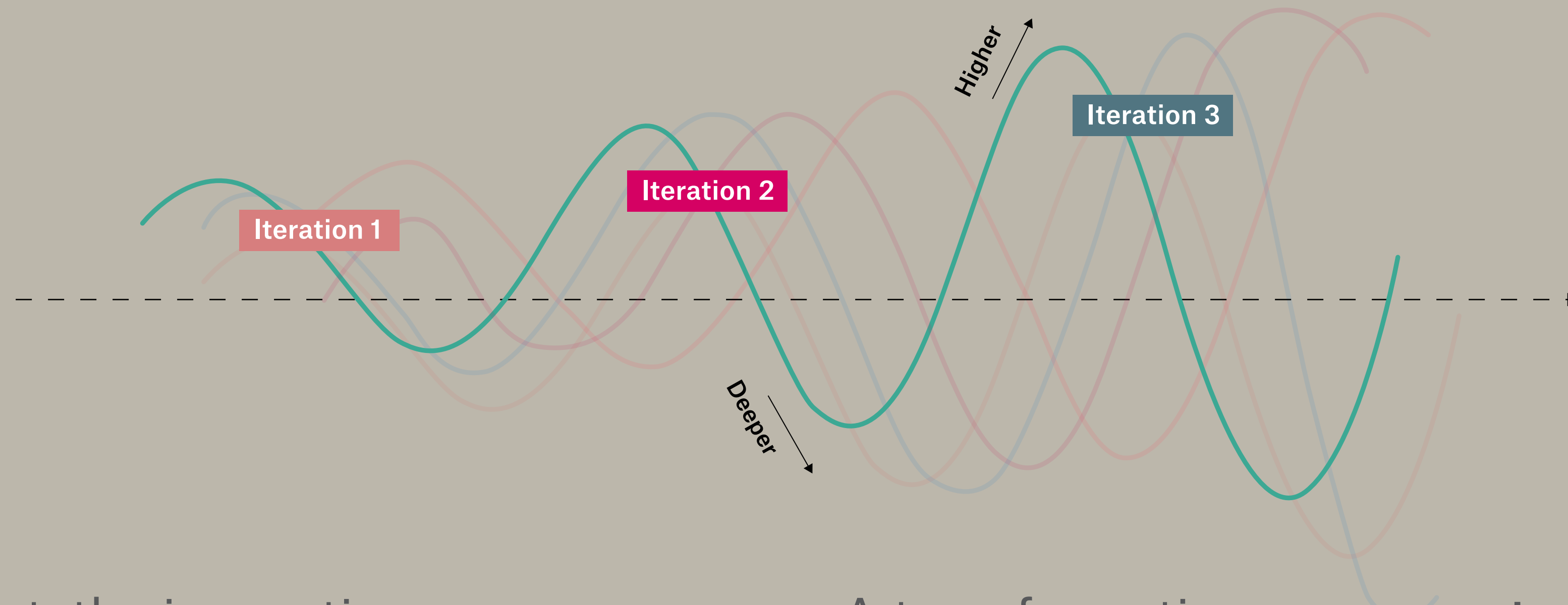
Higher

Deeper

At first, the innovation waves are smaller. Then they begin to resonate deeper and higher through the listening process.

A transformation **movement** consists of many interconnected waves flowing in the same direction.

Waves of Transformation

K

Systemic Transformation
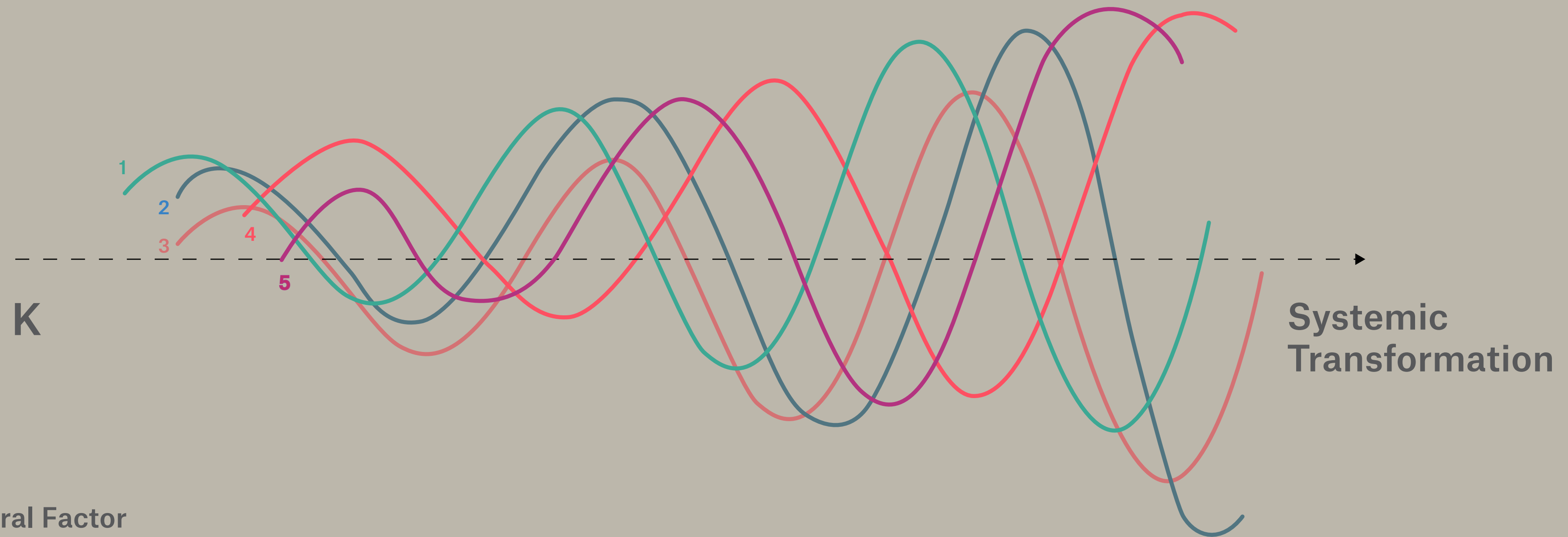
*K=Cultural Factor

Shared narratives (the K factor) align the direction of transformation waves.

Multi-layered portfolio that (1) works on 5 different layers for systemic change; (2) directly addresses the different levels of complexity of the K factor (3) interconnects all actions with each other.

1. Community actions
2. Small and mid scale initiatives
3. Large scale initiatives
4. New public services
5. New regulation mechanisms

▲■● ᴷ

The Value of the Community Listening Processes

Our systemic approach allows us to work in an open, collaborative manner that is sustained over time.

We seek to **break with the traditional division between analysis and action**, incorporating a permanent listening system that generates information in real time about the perceptions of communities while responding to ongoing initiatives.

Our interventions focus on knowledge transfer in order for the ecosystem to acquire transformation capabilities.

Social Innovation Platforms

•**Mapping**. We identify agents and initiatives regionally (at five levels of impact) which have the potential to be interconnected.

•**Community Listening Processes**. The process of deep listening includes a set of qualitative tools that, complemented by quantitative data, can unravel the community's narratives in depth along with their needs, challenges and opportunities.

•**Spaces for Collective Interpretation**. The narratives, challenges and opportunities identified in the listening processes are reinterpreted together with the community through ethnographic profiles.

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Social Innovation Platforms

•**Co-creation of the Portfolio.** Co-creation sessions where people generate ideas around the challenges identified in the listening process and cross them with the initiatives already operating in the territory. The selected project proposal jumps into the prototyping phase on 5 interconnected levels.

•**Experimentation at 5 levels of impact.** With similar prototyping initiatives in (i) community innovation, (ii) small to mid-scale initiatives (iii) large-scale public-private partnerships, (iv) redesign of public services and (v) new regulation.

•**Evolutionary Evaluation.** A strategy that allows us to measure unquantified outcomes and non-linear processes that condition the potential for innovation and change.

Social Innovation Platforms

*K

Culture

Values

Context

1 Systems Mapping

2 Listening Process

3 Collective Sensemaking

4 Co-Creation

5 Prototyping

6 Scaling

Change

Systemic Transformation

K

Systemic Transformation

▲■● ᴷ

We seek to delve into the different perceptions of reality, but we primarily seek to **transform** the present realities to achieve better ones, making the ecosystem acquire the necessary skills to generate change. Our goal is to make society an active part of the **transitions**, ensuring they comprehend the influence of the underlying cultural aspects.

Research Lab, Research to Innovate
Practice Lab, Act to Transform
Education Lab, Spread to Share

Research Lab
Practice Lab
Education Lab

Initiatives 2021

▲■●ᴷ

Training Program
Large Scale Transformations

International Agirre Program
Columbia University

The Basque socio-economic model from the Lonergan perspective

HPS
Analysis of the perception of the use of Euskara.

Last Tour
Cultural and creative industries

Euskadi Zurekin
Compassionate communities

UNDP Exo

Iberdrola
Just Transitions

Lada (Asturias) 1
Velilla (Palencia) 2

Social Laboratory: Women Farmers of the Caribbean (MAC)

Aguabonita Platform

Work 4 Progress
"La Caixa" Foundation

India 1
Perú 2
Mozambique 3

EDE Foundation
Redesign of Social Canteen

Gipuzkoa
Deep Demonstration

1 Goierri
2 D2030

Ucrania
"The Butterfly Effect"

UNDP
City Transformation

1 Stepanavan (Armenia)
2 Prizren (Kosovo)
3 Pljevlja (Montenegro)
4 Skopje (Macedonia del Norte)

Sant Lluís
Menorca

REDS
Platform on Rural Issues & 2030 Agenda

1 Chera (Valencia)
2 Venta del Moro (Valencia)

UNDP
Thematics Platforms

1 Bangladesh
2 Maldivas
3 Laos
4 Tailandia norte (Chiang Rai)

UNDP
Regional Transformations

1 Tailandia sur
2 Indonesia
3 Pakistán

Fields

★ Urban Transformation
★ Cooperativism
★ Equality of Employment, Gender and Inclusion
★ Food systems and Gastronomy Transformation
★ Basic Income
★ Recovery of Culture and Language
★ Digitization
★ University System and Education
★ Aging and Health
★ Investment Capital and Transformation
★ Governance
★ Peacebuilding
★ Just Transitions
★ Climate Emergency

Research Lab

Practice Lab

Education Lab

16

West Java, Indonesia

What we do

Research Lab

Agirre Lehendakaria Center's research has focused on better understanding the Basque experience of socio-economic transformation from a complex system perspective. The result of this work shows that the key to understanding the Basque experience lies in the cultural aspects which underlie the strategic decisions that made it possible.

Euskadi Zurekin
Compassionate communities

In collaboration with Doble Sonrisa Foundation, Basque Government and the University of Deusto

★ ★ ★ ★

This work gathers two interconnected projects: Getxo Zurekin and Analysis of the so-called "Compassionate Communities" in the three provinces of the Basque Autonomous Region: Alaba, Bizkaia and Gipuzkoa.

In it, ALC[K] has worked to gain an in-depth understanding of the challenges related to advanced disease, the end–of–life stage and the grieving process, as well as identifying the capabilities, resources and opportunities for the design and implementation of innovative and welfare generating actions from a community perspective.

Demographic, epidemiological and social changes are leading to a paradigm shift in the care of people and families in situations of dependency and end of life.

This study shows a practical example of the use of ethnographic research methodologies in the area of health and end-of-life care. It aims to foster community networks of caregivers and caregiving companions through awareness-raising, research and training.

The results of this work show it is possible to care about the needs of dependent persons and their families, as well as the needs of people at a stage of end-of-life.

"Compassionate communities" seek to build a decentralized system that is complementary to existing services.

Documentary theatre Rumbo Desconocido as a new listening channel

★ Aging and Health   ★ Equality of Employment, Gender and Inclusion   ★ Recovery of Culture and Language   ★ Basic Income

Research Lab

What we do

Last Tour
Cultural and creative industries

Social Innovation Platform

★ ★

The innovation platform for the cultural and creative industries (ICC) is a collaboration between Last Tour and Agirre Lehendakaria Center (ALC[K]). We delved into the work done by ALC[K] with other Open Innovation Platform initiatives in order to apply it as a dynamising element of the cultural and creative industries in a post-COVID scenario, and thus to foster it from the cultural sector itself.

HPS
Analysis of the perception of the use of Euskara

Deputy Counsellor for Linguistic Policy of the Basque Government

★

We carried out a listening work, in collaboration with the Vice-Ministry of Language Policy, on perceptions of the use of Basque among young people. 120+ interviews with young people between 14 and 35 in different municipalities of the region, with 6 sessions of collective interpretation.
Throughout this year we also worked on the evaluation of the ESEP (Action Plan for the Advocacy of the Basque Language), as well as in the evaluation of improvement opportunities for a new general plan.

The Basque socio-economic model from the Lonergan perspective

Academic article – In collaboration with the University of Deusto and George Washington University

★ ★ ★ ★ ★

In this article, published in the International Review of Economics - Journal of Civil Economy (IREC), Paul O. Hoytt et al. apply Lonergan's perspective to analyze the transformations that took place in Basque society during 1980-1993, an interval in which the territory underwent an intense transformation. The authors explore how the social dimension has been a key factor in the economic strategy developed by the Basque institutions during the last decades.
In addition, they point out that these profound changes, as well as the size and scale of the region's population and economy, make the Basque Country an excellent case study for applying the Lonergan analysis.

★ Recovery of Culture and Language   ★ Cooperativism   ★ Food systems and Gastronomy Transformation

★ Basic Income   ★ Investment Capital and Transformation   ★ Governance

Laos

Hushe Valley, Pakistan

K

Practice Lab

International

UNDP Platforms

ALC[K] collaborates with the United Nations Development Program (UNDP) in the search for new solutions for the Sustainable Development Goals (SDG). Despite the complex and interconnected nature of these goals, currently most initiatives that attempt to address the SDGs are designed as linear and disjointed projects, with very little effective results. UNDP, in collaboration with ALC[K] and other international social innovation laboratories, wants to change this way of working towards new approaches based on collective intelligence and open innovation. This collaboration represents a qualitative and quantitative leap for ALC[K] since it broadens the scope of intervention to the Asian continent and allows us to establish a space for collaboration and learning with the United Nations system.

Our collaboration with the UNDP takes place at three levels of action:

(1) GLOBAL. Support to the UNDP Executive Office in New York (ExO) in the change of strategic orientation in innovation and governance.

(2) REGIONAL. Collaboration with various regional offices in the development of new approaches to territorial development. ALC[K] has contracts in force with the UNDP country offices in Bangkok (Asia Pacific) and Istanbul (Eurasia) to contribute to the localization strategies of the SDGs through the implementation of social innovation platforms.

(3) SUBNATIONAL/SUBSTATE. Design, implementation and evaluation of a learning community on Social Innovation Platforms. Along 2021, ALC[K] has worked on the coordination of social innovation platforms in Thailand, Pakistan, Indonesia (Transformation of regions), Armenia, Montenegro, Kosovo and Northern Macedonia (Transformation of cities) and Laos, Maldives, northern Thailand and Bangladesh (Thematic platforms).

UNDP Exo

Listening Process

★ ★ ★ ★ ★ ★ ★

ALC[K] has carried out a quick listening exercise to collect the perceptions that UNDP teams, "country donors" and external agents have on current and future governance. This information has been contrasted and complemented with additional quantitative and qualitative data.

The result of this process is a report that presents a non-linear and integrated offering of the future of governance (innovating, accelerating and expanding ambition, commitment and practice), identifying new ways of working between local and national between regional and global.
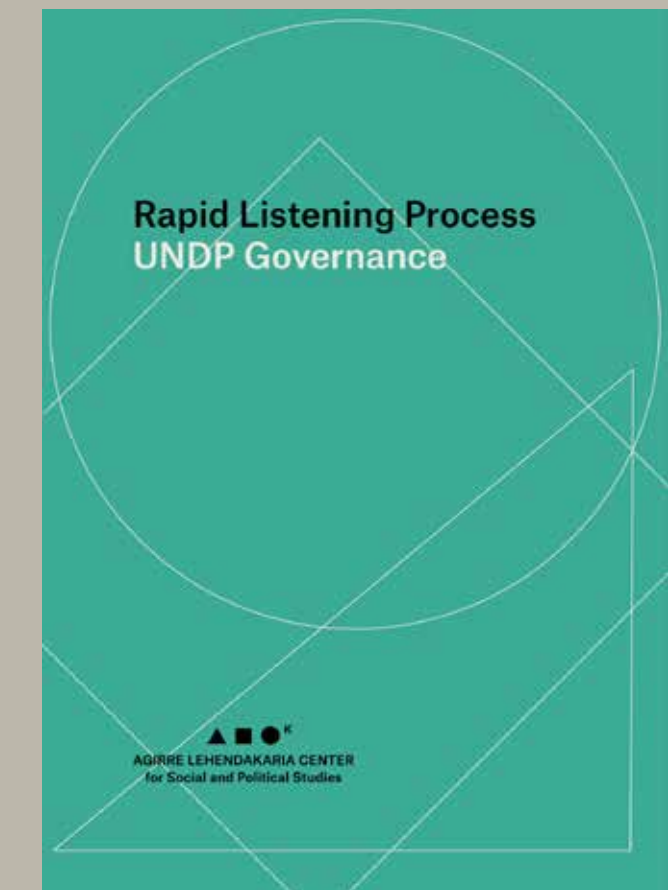
**Rapid Listening Process
UNDP Governance**

AGIRRE LEHENDAKARIA CENTER
for Social and Political Studies

★ Urban Transformation

★ Cooperativism

★ Equality of Employment, Gender and Inclusion

★ Recovery of Culture and Language

★ Digitization

★ Food systems and Gastronomy Transformation

★ Just Transitions

★ Climate Emergency

Practice Lab

International

Throughout 2021, we have fostered platforms in Thailand, Pakistan, Indonesia, Ukraine, Macedonia, Armenia, Kosovo, Montenegro, Bangladesh, Laos and Maldives (11). This is currently the largest work area in the center.

UNDP
Regional transformations

Social Innovation Platform

★★★★★★★★

1 / Patani - Southern Thailand
Food systems

In collaboration with the UNDP country offices in Bangkok (Asia Pacific) and Imago, we promote and coordinate a Social Innovation Platform in southern Thailand with the aim of developing new territorial development approaches around the transformation of food systems.

Throughout 2021, in addition to mapping and connecting what is happening in the region, co-creation and co-design sessions have also been held with stakeholders and with the communities of the three provinces: Patani, Yala, Narathiwat, leading to experimentation.

2 / Indonesia
West Java: Community-Based Sustainable Tourism and Food Systems Development
Gorontalo: Blue Economy

In collaboration with UNDP Indonesia, UNDP Regional Hub for Asia-Pacific – Local governance and SDG localization and the Ministry of Villages, we promote and coordinate two Social Innovation Platforms in Indonesia, specifically in the provinces of Gorontalo and West Java. In 2021, collective interpretation, co-creation and co-design sessions have been held in both provinces.

These sessions have provided a large number of prototypes corresponding to a portfolio of initiatives at the 5 levels of impact.

★ Urban Transformation
★ Cooperativism
★ Recovery of Culture and Language
★ Digitization
★ Just Transitions
★ Climate Emergency
★ Equality of Employment, Gender and Inclusion
★ Food systems and Gastronomy Transformation

Practice Lab

International

UNDP
Regional transformations

Social Innovation Platform

★★★★★★★★

3 / Pakistan
Food systems

In collaboration with the UNDP regional offices in Bangkok (Asia Pacific) and the Baltistan Foundation, we promote and coordinate a Social Innovation Platform in the Hushe Valley with the aim of developing new approaches to territorial development around the transformation of food systems. The team works closely with local farmers and women's cooperatives with the aspiration to create a sustainable production of high-quality products. The priority issues are food security and the creation of sustainable income. Throughout 2021 three prototypes have been developed:

• Apricot oil production
• Construction of greenhouses
• Production of herbs for sale

Pakistan SIP
Prototyping

★ Urban Transformation
★ Cooperativism
★ Recovery of Culture and Language
★ Digitization
★ Just Transitions
★ Climate Emergency
★ Equality of Employment, Gender and Inclusion
★ Food systems and Gastronomy Transformation
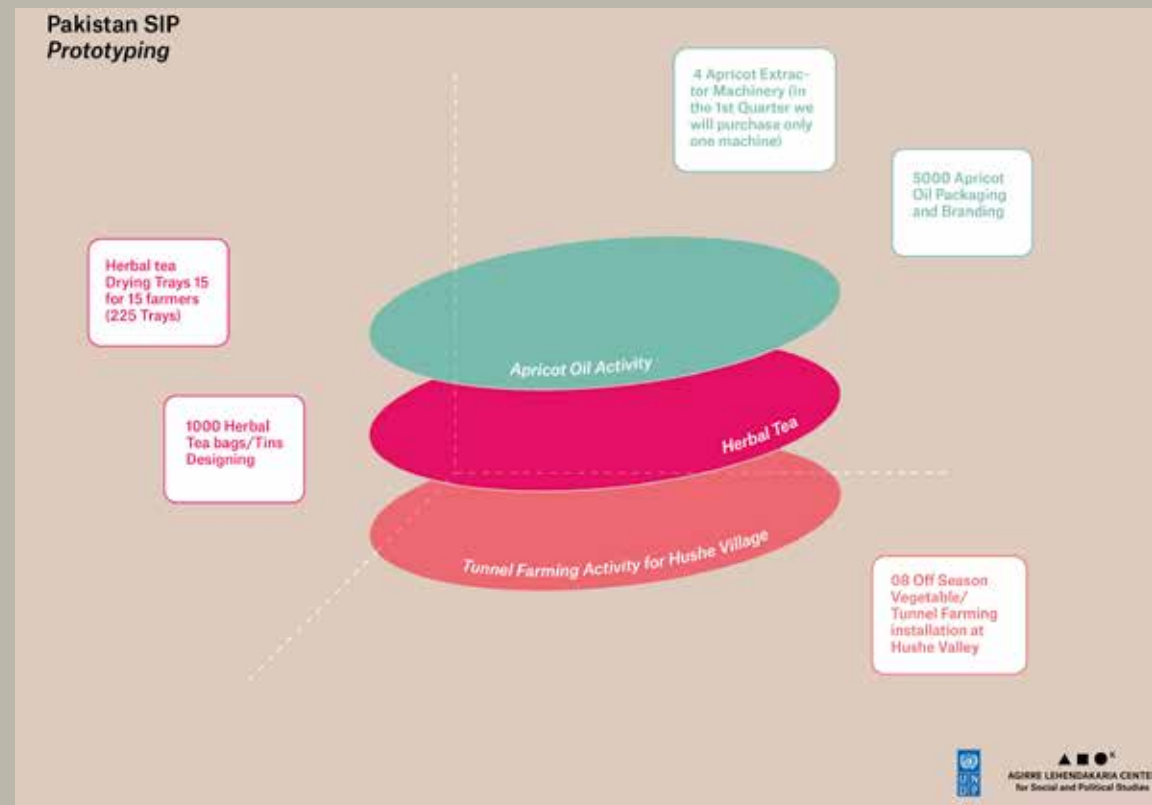
Practice Lab

International

The UNDP Bangkok Regional Hub and ALC^K are collaborating on the implementation of four Thematic Platforms, along with local UNDP teams in Laos, Maldives, Bangladesh and Thailand. The objective is to develop new approaches in terms of air pollution and the future of work, through the co-creation and co-design of a portfolio of initiatives in 5 levels of impact, instead of linear projects, to generate a systemic impact.

In addition to identifying existing efforts in terms of initiatives and key actors, over the course of 2021 we carried out trainings on the deep listening process and provided technical support in conducting interviews, in collaboration with local teams.

It is noteworthy how the listening process has been developed extensively, despite this year's restrictions, regarding distance and language barriers: a total of 200 interviews in Maldives, 100 in Chiang Rai and almost 100 in Laos. As well as Maldives and Bangladesh digital listening reports.

UNDP
Thematic Platforms

Social Innovation Platform

★ ★ ★ ★ ★

1 / Bangladesh
Future of work

Bangladesh is initiating a technological revolution that will change the essential characteristics of its economy and functioning. According to the research carried out by a2i (Aspire to Innovate) together with the government of Bangladesh and the UNDP, the sectors most affected by the automation process are clothing and textiles, furniture, leather footwear, Agri-food, tourism and hospitality. In this context, women without training and low-skilled workers are the most affected.

ALC^K and UNDP are implementing a Social Innovation Platform focused on the Future of Work in this territory. We are in the process of listening and mapping key initiatives and agents for a potential interconnection between them.

★ Just Transitions   ★ Equality of Employment, Gender and Inclusion   ★ Climate Emergency

★ Digitization   ★ Cooperativism

Practice Lab

International

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UNDP
Thematics Platforms

Social Innovation Platform

★ ★ ★ ★ ★

2 / Maldives
Future of work

Due to the Covid-19 pandemic, and the depression of the Maldivian economy due to its high dependence on the tourism sector, economic growth in the Maldives has become vulnerable and economic and social inequalities have widened even further, especially for women and for marginalized populations. This disparity also occurs in different sectors of the economy. UNDP Maldives, ALC[K] and other key actors have launched a Social Innovation Platform to promote economic recovery plans that take into account the realities and needs identified during the listening process.
Thanks to the Ugail Foundation we were able to have a conversation with 30 young people. A great source of narratives of the future of work in the Maldives.

3 / Laos
Air pollution

In Laos, we work via an Open Innovation Platform approach in order to respond to this problem collaboratively. In 2021, we focused on the listening process. One special highlight is the training we did in August on the methodological approach of the Open Innovation Platforms and the importance of carrying out a listening process integrating the entire community. This training was attended by 5 young volunteers selected by the Accelerator Lab (UNDP). We are currently in the process of collective interpretation training.

4 / Chiang Rai - Northern Thailand
Air pollution

In recent years, with the growth of the population and the economic expansion of Thailand, air pollution has become one of the main threats to the health of the environment and the population. One of the most polluted areas is Chiang Rai, a city located in the extreme north of the country. The main sources of air pollution in Chiang Rai are agricultural and forest burning, which cause massive spikes in the air quality index that harm the health of the population. This year we have carried out more than 100 interviews with a very varied sample in terms of ethnic groups and linguistic barriers. In 2022 we will hold collective interpretation sessions.

★ Digitization   ★ Cooperativism   ★ Just Transitions   ★ Equality of Employment, Gender and Inclusion   ★ Emergencia climática

Practice Lab

International

UNDP
City Transformation

Social Innovation Platform

★ ★ ★

The "City Experiment Fund" is part of the Transformative Governance and Finance Facility II, financed by the Slovak Ministry of Finance.

A project of UNDP and the Ministry of Finance of Slovakia to support cities in applying innovative approaches. UNDP's goal in Europe and Central Asia is to help eradicate poverty in all its forms, accelerate the transition to sustainable development, and ensure that countries and people are resilient to crises. ALCᴷ, as a Social Innovation Laboratory, offered in 2021 a collaborative support system to the offices of each country in their work to carry out a deep listening process in each territory.

The result is a report that collects the deep listening and the bases for the co-creation and co-design for the future implementation of the Social Innovation Platforms.

1 / **Stepanavan** (Armenia)

2 / **Prizren** (Kosovo)

3 / **Pljevlja** (Montenegro)

4 / **Skopje** (North Macedonia)

Ucrania
The Butterfly Effect

Social Innovation Platform

★ ★ ★

Ukraine is one of the largest coal consumers in the world, the fossil fuel that contributes most to climate change, and its commitment to the decarbonization of the country is increasingly growing. However, in order to ensure a just transition and good sustainable development, it is vital to take into account the impact that the closure of a mine can have on the communities that depend on them as a source of income and livelihoods. To this end, UNDP in Ukraine, with the support of various actors, ALCᴷ among them, is developing an experimental pilot in two cities where the closure of coal mines is expected: Myrnohrad, in eastern Ukraine, and Chervonohrad, in the west. This initiative has been called "Butterfly Effect": Pilot Research to Support the Sustainable Transformation of Coal Mining Towns in Ukraine.

From our side, we share our experience and knowledge of similar processes. We also support the listening process and collective interpretation in both cities.

Practice Lab

International

Work 4 Progress
"La Caixa" Foundation

India, Peru and Mozambique

★

The Work4Progress Program (W4P) supports the creation of Open Innovation Platforms for job creation in Peru, India and Mozambique through consortiums of collaboration between local entities and NGOs, including:

(1) Processes of listening for identifying the needs of the community
(2) Spaces for co-creation and prototyping of new solutions
(3) Scale instruments
(4) New governance tools
(5) Impact assessment
(6) Financing

This program, designed by ALCᴷ, involves the collaboration of consortiums that co-develop new tools to gain in-depth knowledge of the needs and aspirations of the community before connecting them directly with new job creation opportunities. These user-centered design tools increase the program's effect by avoiding top-down initiatives and generating new models of collaborative action. Throughout 2021, new development networks and a large number of prototypes have been created that correspond to the portfolio of initiatives co-created with each community.

Social Laboratory: Women Farmers of the Caribbean (MAC)

OIT & Costa Rica

★ ★ ★ ★ ★

This program is an initiative of the Government of Costa Rica and the United Nations System Costa Rica (through the ILO, UNDP, FAO and UN Women) and is financed by the Programa Conjunto (PC) for the SDGs. The PC seeks to support institutional efforts to improve the implementation of social sector policy and accelerate the achievement of the Sustainable Development Goals (SDGs). Within the PC, institutional strengthening activities are carried out (at the central level), as well as actions for the economic empowerment of women in the cantons of Buenos Aires, Limón, and Puntarenas, from an environmental, gender, and intersectional perspective. In this sense, ALCᴷ offered a support system to OIT Costa Rica, in collaboration with the team in ground, co-designing, implementing and evaluating the innovation laboratory in the canton of Limón. This laboratory's main interest group is the Women Farmers of the Caribbean (MAC), the implementer of the seed bank in stages, within the framework of the Program to strengthen the Bridge to Development Strategy.

Aguabonita Plataform

Basque Country (Basque Agency for Development Cooperation eLankidetza) with Colombia

★ ★

Between 2019 and 2020, ALCᴷ accompanied a process of social and economic reintegration of former FARC combatants with an evaluation of the development of existing projects in the department of Caquetá (Ex atecé Aguabonita and Miravalle). This project was carried out in a joint collaboration with the European Fund for Peace and the Basque Cooperation Agency of the Basque Government with the aim to build on the arisen knowledge. In 2021, ALC started a territorial development process in Aguabonita, based on the implementation of a social innovation platform in collaboration with local partners (Corporación Manigua, La Cocreadora and the Javeriana University of Cali). The process is based on deep listening and co-creation, which are the basis for the development of a group of initiatives for socioeconomic development at 5 levels of impact.

★ Equality of Employment, Gender and Inclusion
★ Basic Income
★ Food systems and Gastronomy Transformation
★ Recovery of Culture and Language
★ Climate Emergency
★ Governance

Practice Lab

Local

Gipuzkoa
Deep Demonstration

Gipuzkoa Provincial Council, Climate-Kic, OECD–
*3 levels with Deep Demo, Goierri and Debagoiena 2030*

★★★★★

Gipuzkoa Deep Demonstration is an advanced experimental process for a sustainable social, economic and environmental transition in Gipuzkoa.

The Gipuzkoa Provincial Council wishes to promote a sustainable transition from the current model of competitive and social protection to a new scenario that maintains the current signs of identity (Gipuzkoa Model) in a low carbon economy. This process is part of the Etorkizuna Eraikiz program and affects its commitment to collaborative governance and a systemic approach (interrelation of its elements to achieve a global impact).

This strategic commitment has begun to develop with the collaboration of EIT-Climate KIC and the OECD in Debagoiena. It allows us to show in practice how this process could be scaled in a fractal way throughout the territory.
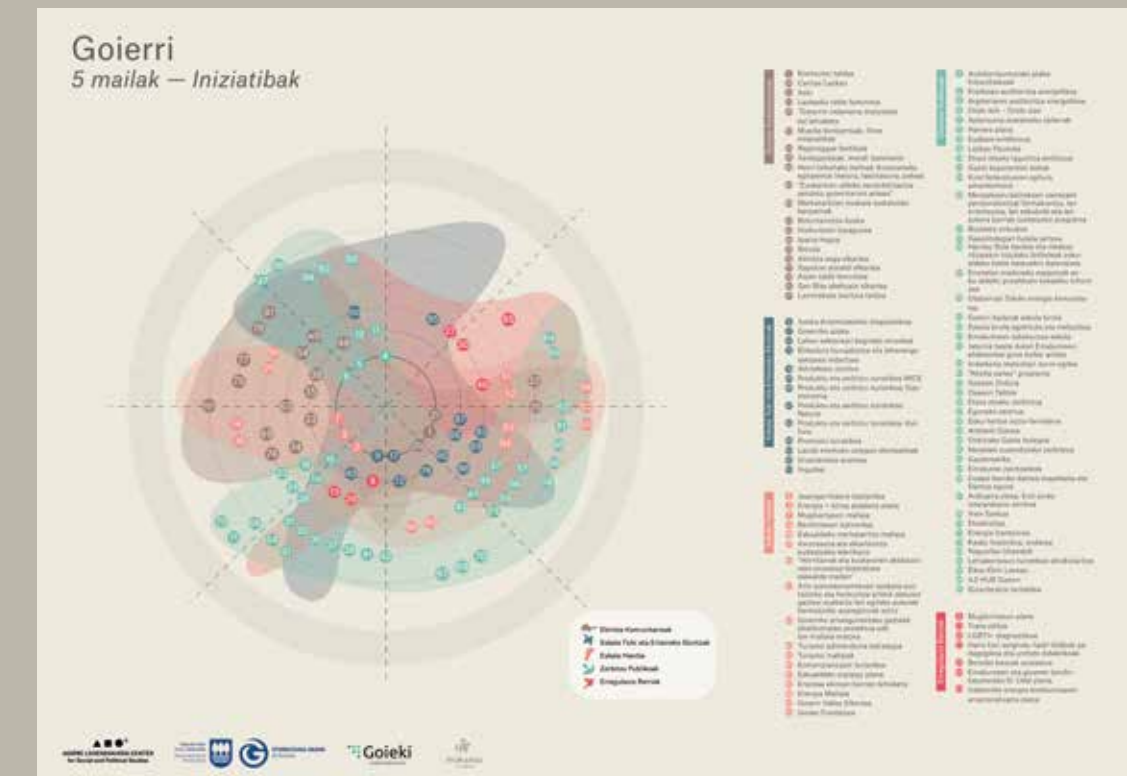
1 / Gipuzkoa Deep Demo
Portfolio analysis sessions: (September, Climate-KIC) it was decided to work focused on two missions – new mobility and sustainable food.
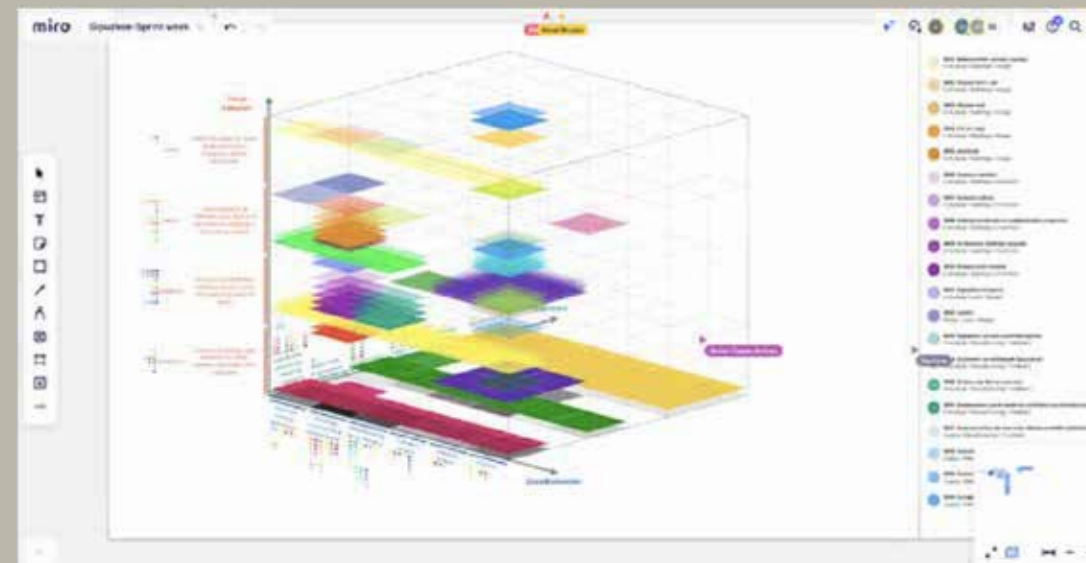
2 / Goierri
An exhaustive initiatives mapping has been done. Also work sessions with city councils and agents where the prioritization of areas of work was discussed: rural development, care and energy.

3 / D2030
Work has begun on the new model of governance.

★ University System and Education

★ Equality of Employment, Gender and Inclusion

★ Renta Básica

★ Urban Transformation

★ Food systems and Gastronomy Transformation

Practice Lab

National

Iberdrola
Just Transitions

Iberdrola, itdUPM and ALC^K

★

After the closure of the Lada, Langreo (Asturias) and Velilla del Río Carrión (Palencia) thermal power plants, Iberdrola launched two social innovation platforms in July 2020, in collaboration with itdUPM and ALC^K. This is an initiative to promote a just transition in the territories that must address the closure processes of Iberdrola's thermal power plants. The objective is to promote new socio-economic opportunities for the regions, connecting existing initiatives in the area with a portfolio of co-designed solutions based on the existing perceptions of local communities and the main interest groups.

The design of the platform was inspired by the principles, methodologies and approaches established by the European Commission under the objective of a new Green Deal and against the backdrop of the 2030 Agenda for Sustainable Development Goals (SDG).

1 / Lada, Langreo, Asturias
Lada Platform aims to contribute to the processes of socio-economic and environmental transformation of the territory. So far, seven interconnected areas of opportunity have been identified, which respond to the problems, demands and opportunities identified during the community mapping and listening process that has been carried out in the territory over the past year and a half. This portfolio of initiatives reflects the commitment to a set of initiatives at different levels of action and themes, which we consider decisive in achieving a long-term systemic and sustainable transformation.

2 / Velilla del Río Carrión, Palencia
Velilla del Río Carrión Platform, under a similar approach of networking and systemic transformation, is in an earlier phase of identifying potential areas of opportunity to be developed in the territory.
In the coming months, the first co-creation sessions with agents from the territory will take place; collaboration spaces aimed at developing these potential areas that respond to the identified needs and opportunities. To consolidate these areas, it is essential to maintain the listening process and analyze it in collective interpretation sessions.

★ Just Transition

Practice Lab

Local/National
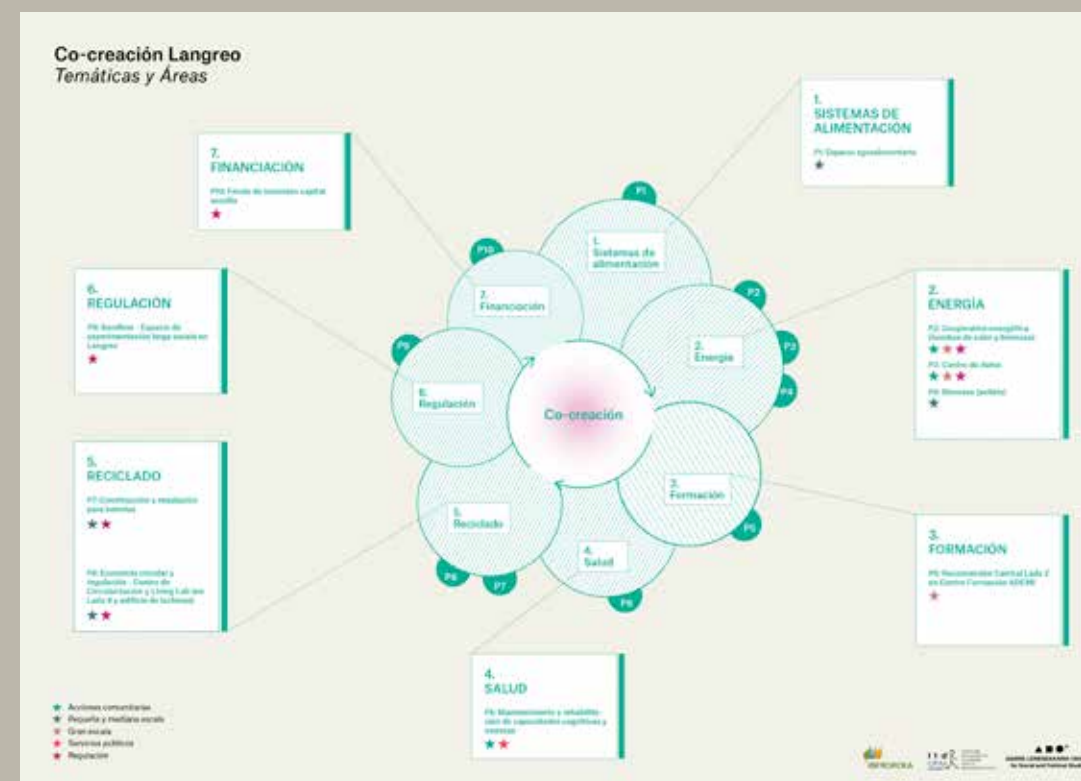
EDE Fundation
Social Canteen

Redesign of Social Canteen

★★★★★

Together with EDE Fundazioa and Imago we have collaborated on a project for the redesign of the soup kitchens of the future and the reconfiguration of the new headquarters of EDE Apostólicas Etxea in Bilbao. One of the main objectives of this collaboration has been to transform the current Apostólicas Etxea social canteen into a multidisciplinary space that can go beyond the canteen so it catalyzes initiatives in the gastronomic and social sphere at different levels. This could help establish a connection of the space with the neighborhood, the city and with a larger number of people.

Collective interpretation session together with the EDE Foundation and Imago in which we present and contrast the information analyzed from the mapping and listening process.

REDS
Platform on Rural Issues & 2030 Agenda

Social Innovation Platform

★★★

We have collaborated with the Spanish Network for Sustainable Development (REDS) and the *Grupo Red Eléctrica de España* with the aim of offering solutions to the challenge of depopulation from social innovation. This platform was launched in two Valencian cities affected by depopulation, to identify a common narrative that could promote sustainable development in rural areas.
Depopulation is one of the great structural problems of Spain today. The sustainable development of the territories of the so-called "Empty Spain" goes through a demographic rebalancing between rural and urban areas, turning the fight against depopulation into an essential factor for the fulfillment of the 2030 Agenda and its 17 Development Goals Sustainable (SDG).

1 / Chera (Valencia)
2 / Venta del Moro (Valencia)

Sant Lluís
Menorca

Social Innovation Platform

★★★★

ALC[K], in collaboration with the municipality of Sant Lluís (Menorca) and various strategic agents, was working to establish a Social Innovation Platform in the municipality. The city council proposed to apply an innovative participation approach that could make it a pioneer of measures to generate economic wealth, social and environmental well-being outside the tourist season, allowing Sant Lluís to position itself as a model municipality and a benchmark in the Balearic Islands. On October 2021, we held event organized by the City Council and ALC[K] where we talked about how to transform territories through citizen participation and in which Sant Lluís was presented as a Social Innovation Laboratory. At the end of 2021, the local team has started to work on collecting narratives and designing new listening channels.

★ University System and Education
★ Equality of Employment, Gender and Inclusion
★ Basic Income
★ Urban Transformation
★ Food systems and Gastronomy Transformation
★ Just Transitions
★ Climate Emergency
★ Recovery of Culture and Language
★ Governance

Hushe Valley, Pakistan

What we do

▲ ■ ● ᴷ

Education Lab

We spread and share the knowledge learned at a global local level and from a dual perspective: community and academia.

International Agirre Program
Columbia University

Global Landscape Cross-Cutting

We offer Basque students the opportunity to work with Columbia University's Advanced Consortium on Cooperation, Conflict and Complexity (AC4) on Sustainable Human Development. In 2020, Professor Miren Onaindia in collaboration with Josh Fisher published an article on Urban Growth and Biodiversity Conservation.

1 / University of the Basque Country, Euskadi
2 / Columbia University based in New York, USA

Training Program
Large Scale Transformations

Social Innovation Platform

Large-scale transformation processes
Lessons from the Basque model
Towards sustainable human development

In order to share the knowledge generated by the center since its inception with the entire society, ALCᴷ presented in 2021 the fifth edition of its training program. In it, new content is taught around social innovation, territorial development, urban transformation, citizen participation, gastronomy, among others, by professional experts at a local, national and international level.

TRAINING PROGRAM COURSE 2021—2022

Large-Scale Transformation Processes

Lessons learned from the Basque Model

Towards Sustainable Human Development
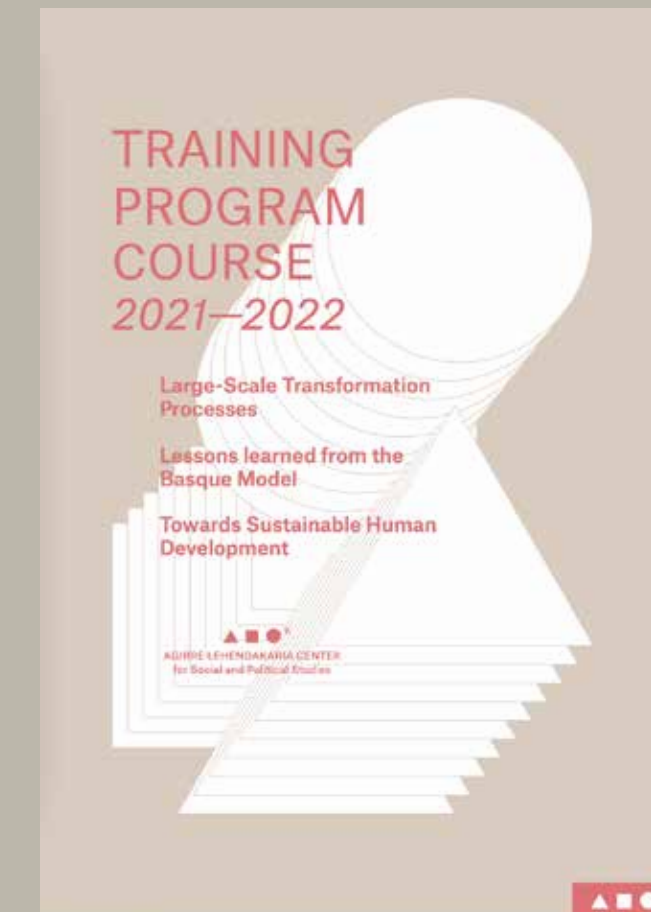
«ALC^K is making a tremendous contribution to the field of social innovation! The team brings unique experience of Basque culture and societal transformation and adapt their approach wisely and creatively to diverse local contexts. Their processes clearly resonate with a broad range of cultural cosmologies around the world.

The deep listening of ALC^K and the team's belief in societies' capabilities for transformation create conditions for catalyzing mindset shifts and innovative collective action. ALC^K has cultivated relationships of trust with partners globally—an incredibly valuable currency, particularly now when social cohesion and collective sensemaking are needed more than ever».

—Jayne Engle
Adjunct Professor of Urban Planning at McGill University

AGIRRE LEHENDAKARIA CENTER
for Social and Political Studies