ACTIVITY REPORT of BBK KUNA INSTITUTOA (2020-2021)
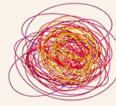
For an institution such as BBK KUNA Institutoa, whose intention is to ensure the long-term and not the immediate future and the underlying trends of our society, an initial report is very little, just the beginning and, nonetheless, ambitious businesses also have to get started somewhere. We imagine it as a series of steps followed by other milestones and other people who will continue scrutinizing the future of Bizkaia, a promising task but not free of risks and uncertainty. Since it deals with exploring that future, it does not seek to pass a final judgement, nor guess an inevitable future, but to explore possible trends; we present it as the first test run of a series that will correct our hypothesis, from the interest that this collective reflection exercise will improve in future editions. Perhaps the most promising thing about the future is that it has not yet been completely written, but it is in our hands and this largely depends on how we imagine, think about and shape it.

FOREWORD

This report sums up the results of countless hours of work and deliberation, but above all lots of enthusiasm and commitment. It is comforting to know that the calls to form part of this initial group of experts such as those who set out to undertake specific research-action projects were received even exceeding our best expectations. Without the contribution of all those people this Report would just be a momentary digression, but thanks to their knowledge and involvement we can be confident that a new stage of strategic thinking is opening up in Bizkaia and, above all, of social transformation. We ascertained that there are many complex problems in this Territory, but even greater is the energy of its people and its distributed intelligence and it is up to BBK KUNA Institutoa to promote and coordinate it.

Nora Sarasola

Director of the BBK Social Project

Daniel Innerarity

Director of Globernance

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1. Introduction

1.1. Purpose of the Progress Report

This document includes the work conducted by BBK KUNA Institutoa within the 2020-2021 cycle. This activity, coordinated by the BBK KUNA Institutoa Steering Committee, has had two main axes summarised in this document:

1. Layout a map of priorities that would identify BBK KUNA Institutoa's fields of action on the short and medium-term.
2. Develop actions and projects that contribute to materialising the processes in order to address the prioritised topics.

The involvement of the BBK KUNA Institutoa Council of Experts has been a key part in identifying and prioritising the topics. In this respect, the overview presented herein does not conclude in the work conducted by the Council members. It also includes the actions conducted by the BBK KUNA Institutoa Steering Committee, either to start up research-action processes associated to the prioritised topics now or to expand the reflection processes in order to carry out a better approach to the challenges of the future.

As regards the goals of the report, these are included in the following axes:

- Transparency: This report seeks to inform about the activity of BBK KUNA Institutoa to all the citizens in the territory of Bizkaia, but also to all those actors –local or not- who may benefit from the conclusions and results of such activity. A transparency which, in turn seeks to be the starting point from which to promote greater participation and involvement in defining the challenges of the future of Bizkaia, as well as in the way to address them.
- Lesson: Outline a summary of the road travelled enables several lessons to be drawn as regards the operations of BBK KUNA Institutoa. This first cycle has had an exploratory component which has allowed strengths and good practices –mainly methodological- to be identified, but also possible points for improvement to facilitate the structuring of BBK KUNA Institutoa's future activity and consequently its consolidation as a space for reflection and research, without relinquishing action. In particular, the experience lived through ensures the collaborative work and vocation –particularly reflected in the quadruple-helix logic and how it fits into the KUNA ecosystem-, and also makes it possible to reduce the degree of uncertainty when addressing future lines of activity.

- **Looking forward:** As a result of these initial steps taken by BBK KUNA Institutoa and reflected in this document, different actions have been planned to continue materialising the initial reflections in research as well as actions. Their inclusion in this report, in addition to being an advance of the activity planned for 2022 will be determined throughout the year (on the date of publishing this report, there are several activities that have already been conducted), which are required for a future accountability.

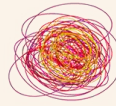# 1.2. Presentation of the BBK KUNA ecosystem

As part of BBK's commitment to sustainable competitiveness and undertaking Agenda 2030 as the roadmap of all the lines of action, BBK Kuna emerges in 2021 as The Home of the Sustainable Development Goals (SDG), a social innovation space which promotes the participation of different actors linked to sustainable development for co-designing and co-creating solutions to meet the challenges of the future. In addition, BBK Kuna is constituted with the aim of being a pioneer international centre, with research applied to social transformation, neighbourhood participation, and the joint work of all the actors in society: citizens, universities and research centres, the public administration and businesses.

BBK Kuna is built based on **three principles:**
1. Agenda 2030 and the Sustainable Development Goals.
2. Collaborative work: all the projects are carried out in collaboration with entities and people.
3. BBK Kuna Institutoa: body through which to achieve from a global to a local vision bringing Agenda 2030 closer to the reality of Bilbao and Bizkaia by prioritising challenges and topics. Similarly, work is being done from the local to global analysing the impact the actions have on achieving the SDGs.

The **three main lines of action** and the projects promoted by BBK are as follows:
1. **Kuna Lab:** this line addresses attaining the SDGs through the work with entities. Among others, this is promoted by:

a) **Kuna-co Proiektuak:** a call for research-action projects created by multiagent teams who provide answers to the challenges addressed linked to Agenda 2030.

2. BBK Kuna 2030 Kideak: BBK Kuna 2030 Kideak: a multisectoral Bizkaia/Basque partnership with 83 entities on board focussed on strengthening social collaboration and innovation with a social, economic and environmental commitment.

2. **Citizen participation:** projects through which to seek the impact in achieving the SDGs through the empowerment of people and their skills as agents of change.

a) **Neighbourhood Consultative Council:** its purpose is to operate as a link between the neighbourhoods of Bilbao La Vieja, San Francisco and Atxuri in order to make action proposals. Determined by a draw, it constitutes a co-decision making space for some aspects related BBK Kuna.

b) **The Future Game:** The Future Game is a gamified learning experience in action through which young people explore the most important trends and challenges in this century in order to create visions and prototypes of the emerging future with an impact in its environment.

c) **Learning Communities:** Initiatives focussed on citizen empowerment who take part in collaborative learning and generate accessible and open knowledge. These are created in groups of people who come together to learn around a shared challenge of common interest. BBK Kuna offers the dynamization, space and economic support to undertake the activities. **Haurkuna/Gaztekuna:** A space for working on aspects linked to sustainable development with children and youth through recreational experiences and collaborative workshops.

3. **Training:** BBK Kuna puts it stakes on the future the key for this is ongoing training and adapting to change.

a) **BBK Bootcamps:** intensive training geared towards people who are unemployed equipping the people with skills in digital programming and cybersecurity with an employability of between 80 and 100%.

b) **SDG training for SMEs:** A workshop aimed at incorporating the SDGs into the business strategy.
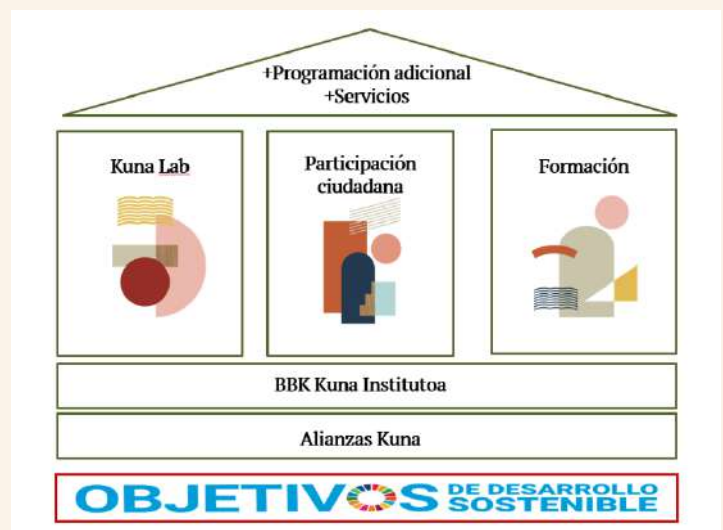
1.3. BBK KUNA Institutoa

BBK Kuna Institutoa is a Think Tank project of a cross-cutting nature within the framework of the BBK Kuna initiative. It is presided over by **Daniel Innerarity** and includes renowned voices in the territory and BBK and GLOBERNANCE representatives, and whose challenge is to identify and prioritise the different strategic challenges to address for the coming years, as well as defining the best way to get started.

In order to accomplish this, it has a "Council of Experts" (hereinafter "Council") of a consultative nature and is composed of a group of people who participate individually and represents the actors of the "quadruple helix". People who have the expertise and interest in different spheres of action and who make up an open council. In its initial cycle of operation it has received the disinterested contribution of the professionals listed below:

Ane Agirre

Founding partner of Vesper

Jordi Albareda

Founder and CEO Fair Saturday Foundation

Juanjo Álvarez

Doctor of Law, General Secretary of Globernance

Antón Arriola

Writer and member of the Board of the BBK Foundation and of the Lealtad Foundation.

Arantza Atxa

Director of UNESCO Etxea

Leire Bilbao

General Director of the Basque Innovation Agency Innobasque

Ana Enrich

Deputy Director of
Ashoka

Lorena Fernández

Director of Digital
Identity at UD

Javier Font

Executive Vice President of
Intelligence & Public Affairs

Jorge García del Arco

Co-founder of
AQUADAT

Ivan Marten

President of Orkestra

Mikel Mancisidor

Member of the UN Committee on
Economic, Social and Cultural
Rights (2013- 2024).

Cristina Ruiz

Former Councillor of the Bilbao
City Council, Director of IR
Amatech Group & Member of
Globernance

Ángel Toña

Former Councillor for
Employment and Social
Policies of the Basque
Government

Xabi Uribe-Etxebarria

CEO of Sherpa, Entrepreneur
in the areas of innovation
and AI
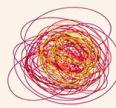
In order to materialise the identified and prioritised challenges, a **Steering Committee** has been set up –comprised of **BBK and GLOBERNANCE**- from which different innovative initiatives have been promoted and will be promoted which address the social challenges previously identified and prioritised by the Council, as well as others that may be appropriate to address without delay.

Research-action projects –under the "Kuna-co Protiektuak" or the "zero projects" formulas-, conferences, sessions or workshops, are some of the initiatives through which these have been materialised or will materialise the ways to address the challenges of our future.

2. BBK KUNA Institutoa Council of Experts Activity 2022-21

Outlined below is the activity carried out by the Council of Experts during the 2020-2021 cycle. This work is essentially focussed, on (1) reflecting on the strategic challenges facing Bizkaia and (2) contributing to prioritise the topics that should be promoted and addressed by BBK KUNA.

2.1. Workings of the Council of Experts 2020-2021

After an initial period in which the BBK KUNA Institutoa Steering Committee conducted the first surveys and sent invitations to people with very different profiles to form part of the Council of Experts, it met for the first time on 2 October 2020. This first session was held in-person and introduced the Steering Committee and the BBK KUNA Institutoa goals, the composition of the Council of Experts…as well as the mechanics to carry out the initial contributions, including a timetable of dates. As the situation caused by the Covid-19 pandemic, as well as the different availabilities as a result of the range of member profiles and backgrounds have allowed, efforts have been made for he Council sessions to be held in person.

However, this has not always been possible, so in-person and telematics sessions were combined resulting in a wide range of combined working sessions: (1) prior processes by means of individual online communication and cloud working; (2) telematics as well as in-person work meetings, presentation and informative sessions; and (3) the further work of collecting and exchanging individualised contributions.

2.2. Prioritisation process

The **prioritisation process** conducted by the Council was addressed as a gradual, participative and accumulative exercise in three phases, resulting in a detailed report of priorities to be analysed by the Steering Committee with a view to draft a plan of specific actions.

2.2.1. Methodology

The work performed by the Council of Experts followed work dynamics which essentially combined, proprietary methodologies of *design thinking* and *focus group* sessions.
In summary, the four principles outlined below were highlighted as the core axes of the methodology:

1. Collaborative: all the members of the Council participated on equal terms in all of the phases of the topic preparation process, covering among these-

- the different knowledge and experience that each challenge may require.

2. Gradual: the Council commenced by defining a comprehensive work framework not excluding any starting option in order to finish by specifying eight topics with analytical rigour. Accumulative: as the goals to reach from the first phase were established, the transfer from general to specific was enabled at all times by taking advantage of the knowledge and work already performed beforehand.

3. Trans and interdisciplinary: the preparing of a map of priorities and, above all, its final materialisation in the 'Priorities Report of the Council' combined the focus of one challenge from different disciplines with the approach of challenges whose definition required the intervention of different disciplines.

The work carried out by the Council was materialised by the KUNA and Globerance work team, inserting development, contrast and validation elements into all the progress phases of the project.

2.2.2. Development

The aforementioned methodology was implemented throughout the entire work progress carried out by the Council until the completion of the Priorities Report of the Expert Council.

A work structured into three phases: the first phase consisted of collecting the topics to prioritise, the second phase of deliberating and prioritising the topics and the third and final phase of developing the eight topics prioritised by the Council in the second phase.

Topic collection phase

The members of the Council were given a format of individual contributions to conduct a minimally homogenous collection in its form, with the aim of facilitating the development of subsequent joint deliberations. This was developed during the period between the first meeting of the Council on 2 October 20202 and the call for 18 December of the same year. Two and a half months in which the members of the Council produced a map of priorities with which to delve further into in subsequent phases. This map of thirty eight priorities enabled, in turn, to articulate eight non-excluding blocks of topics but which enabled the prioritisation process to be better organised. It is important to note that, albeit in the first phase the level of specification when proposing topics was uneven, the BBK KUNA Institutoa knowledge management scheme was present at all times (particularly as regards the quadruple helix).

This list enabled, in turn, to balance the topics, identify the knowledge areas which might require new members in the Council and establish a framework of topics beyond the planned action-projects which were created in KUNA already in 2022.

Deliberation and prioritisation phase
Once the contributions made by the members of the Council were collected, the mentioned 18/12/2020 in-person session was held in which, through the dynamics of participative deliberation, the 38 proposals contributed in the prior phase were debated on and the work was staggered until the Council came to a consensus on the eight topics.

Additionally, the deliberation enabled the topics to be combined, as well as to specify, complete and adjust the respective wordings. Finally, of the eight prioritised topics, six were addressed as topics that might fit in with the research-action projects methodology to be promoted by BBK KUNA Institutoa (or other types of initiatives of an exploratory nature such as congresses and sessions) and two were considered unique topics due to resulting appropriate for one of the singularities of the KUNA project as a whole, but clearly differentiated from the topics to be expected from a *Think Tank* linked to social innovation.

Final development, preparation and validation phase of the topics
Finally, in the third phase during the months of February and March 2021, work was done on the preparation and validation of the Priorities Report of BBK KUNA Institutoa's Council of Experts. To do this, first of all, the members of the Council delved deeper and completed the development of the prioritised topics based on a common model, placing particular attention on the mode of actions they might generate, as well as the types of actors in the territory who might participate. The final goal was to continue the gradual and participative dynamics which, in turn, would enable a minimum homogenisation into four base elements: description, justification of the need, goals and quadruple helix. From this work by the Council, a detailed document and a summarised and layout version of the Priorities Report of the BBK KUNA Institutoa Council of Experts was drawn up.

This first Priorities Report of the BBK KUNA Institutoa Council of Experts was submitted to the Board in the session held on 16 April 2021to be definitively validated by group dynamics aimed at scaling one more level in materialisation and delving deeper.

This session was completed with an informative-inspiring lecture on the dissemination of the SDGs given by guest expert, Javier Cortés.
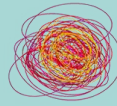
A lo largo de las distintas fases del proceso de priorización, se han combinado momentos para la reflexión individual de las personas expertas con momentos de deliberación colectiva, tal y como se puede observar en el siguiente esquema:

I. Proceso de aportaciones individuales. Resultado: 38 temáticas.
II. Sesión de priorización colectiva (Dinámicas de grupo). Resultado: 8 temáticas priorizadas.
III. Proceso de profundización individual de las 8 temáticas priorizadas. Resultado: Primer borrador del Informe de Prioridades del Consejo en el que se recogen las 8 temáticas priorizadas con un mayor grado de elaboración y concreción.
IV. Sesión de contraste colectivo de las 8 temáticas priorizadas contempladas en el borrador del Informe de Prioridades del Consejo (Dinámicas de grupo). Resultado: Validación del Informe de Prioridades del Consejo de Personas Expertas.

2.2.3. Conclusions

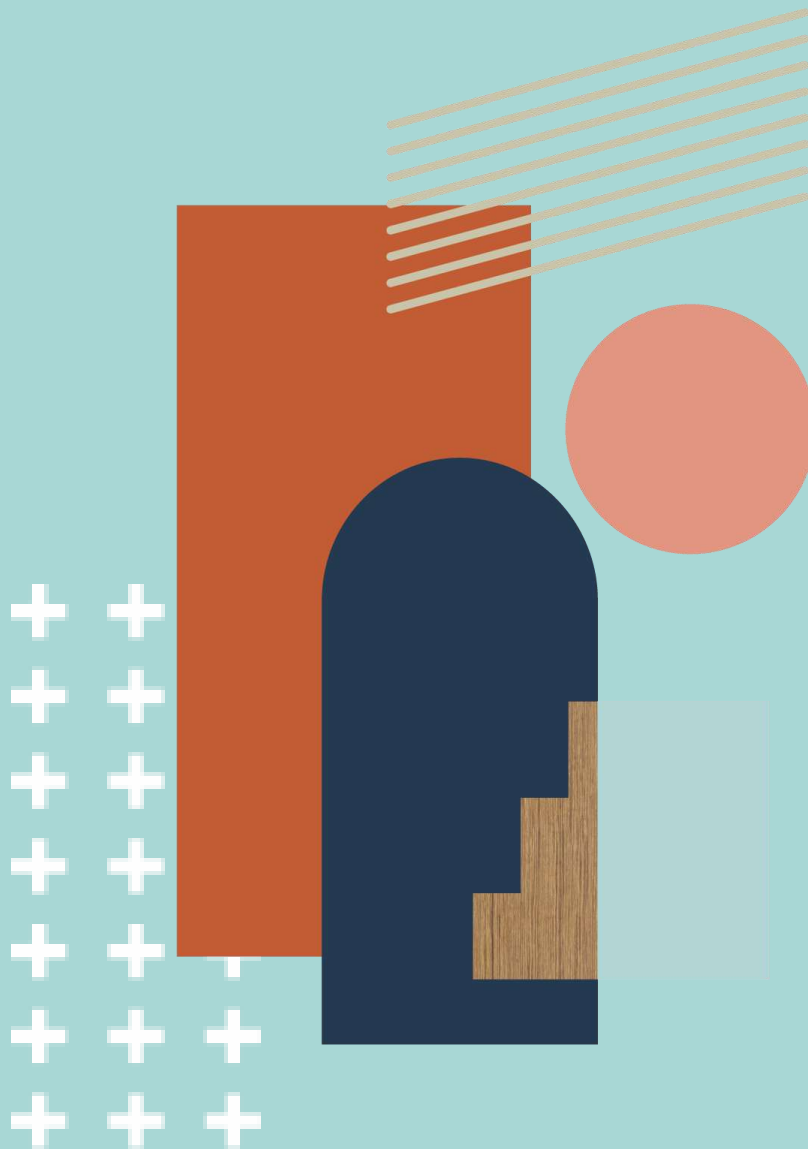The work carried out by the Council of Experts enabled three fundamental issues to be detected:

1) The value of the SDG as cross-cutting priorities that must provide structure to the innovation, research, action and dissemination in the next decade. The cross-cutting element enables, in addition, that the materialisation (in terms of context, actors, scope or impact) my be heterogeneous and dynamic.
2) The alignment of local, national-state and transnational initiatives in Europe regarding shared or common challenges. Proof of this would be the fact that, at all institutional-territorial levels, most of the competitive calls and excellence projects coincide on focussing on equivalent goals.
3) The importance of landing the actions linked to the SDG in local and specific environments where the challenges are manifested more concretely, tangibly and closer, thereby also facilitating citizen participation in all the execution phases of the resultant projects-actions. An aspect which does not exclude the global perspective, but which mutually complement each other.

3. Prioritised topics

GENERAL TOPICS
Assessment of priorities for the territory from the environmental climate emergency perspective.

Goal	Justification
In order to combat climate change, it is necessary to make **changes in human activity** and in **global economic development models**. This requires studying the structural conditions of each territory to address specific actions with indicators that enable the measuring of the short and long-term impact.	The intense economic development that has taken place during the last century has turned **environmental pollution, and climate change** into global problems the effects of which have increased in recent decades. A situation which makes it inevitable to address immediate cross-cutting responses.

Justification analysis of the primary sector relevance linked to the sustainable gastronomy model as a sign of identity of the territory.

Goal	Justification
It is necessary to review the role of the **primary sector** (particularly raw materials, their local peculiarities and mode of production) **and local gastronomy** to strengthen their role as drivers of sustainability at all levels: social, economic and environmental.	The primary sector and gastronomy are essential for defining the social, economic structure and the environmental consideration of each territory. In addition, the current health situation cause by Covid-19 has had devastating **consequences in the sector** making its treatment even more necessary.

Ageing society, and its challenges and implications.

Goal	Justification
Developing new **ageing management models** that incorporate cross-cutting elements to contribute to the construction of a society of and for all ages, such as gender perspective, identifying and correcting new social cracks and the specific case studies affecting migrant groups.	The **systematic decline of birth rates and the increase in life expectancy**, as well as the **stagnation in the percentage of healthy years of life** as regards life expectancy, are changing the population structure of EU-27, generating a multitude of economic, cultural and social challenges.

Inclusive economic and social development	
Goal	*Justification*
In order to combat economic and social inequality, it is necessary to change to a development model which enables **raising expectations about the future, guaranteeing intergenerational well-being** and advancing towards a **more balanced society with less inequalities.**	The inclusive economic and social development issue will be vital for shaping a **new social contract** to face growing inequality, unstoppable at all times and increased in times of crisis, as well as for the new social and economic progress models.

Innovation ecosystems	
Goal	*Justification*
Innovation is a catalyst for social progress, promoting high impact changes in various sectors in society: from the **labour market and citizens' well-being** through to their incidence in the increase in energy **autonomy, efficiency and self-sufficiency** and reverses to the generation of **durable solutions for local and global challenges** related with population connectivity, and the ensuing democratic inclusion of citizens.	The promotion of innovative entrepreneurship has the **potential to generate high value added economic development** in any territory. However, incentivizing entrepreneurship without having created a **favourable ecosystem may be counterproductive**, given that if the necessary conditions are not created, **it increases the risk of innovative entrepreneurship projects failing**. This makes it necessary to go beyond measures focussed on financing to find more systematic changes.

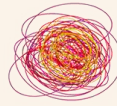| Educational system and teaching methods adapted to the challenges of the 21st century as a tool for equality and excellence	
Goal	*Justification*
It is necessary to build a education model for the 21st century which presents challenges that go beyond the technical issues. The goal of this education must be to **create full-fledged , well trained and responsible citizens in constructing the common good**. Thereby, this must contribute to overcoming an educational curriculum model in which teaching skills and	The improvements and advances in educational systems tend to seek **solutions to problems** related to poor performance in certain areas, the educational level of the population, and participation in education. However, they increasingly understand that high quality inclusive education and training are essential for creating and maintaining a cohesive society. Combining both

demands derived from evaluations drive the teaching community to prioritise technical contents before other skills.	dimensions proves to be essential for building better societies.

SINGULAR TOPICS	
Circular urbanism in Bastida's work	
Goal	*Justification*
This is a topic which would enable addressing three fundamental goals in an integrated way: **analyse the different factors which explain the rejection, acceptance and use of new urban spaces; disseminate among citizens how the urban transformation process contributes to processes of social change and modernisation; and contribute to the creation of social innovation ecosystems.**	The neglect of historical buildings and the relentless rate growth rate of cities puts the concept of **"circular urbanism"** on the table as a possible solution for fundamental challenges linked to social cohesion, innovation ecosystems or citizen participation.
Analysis and implementation of a more inclusive urban governance model	
Goal	*Justification*
Integrating social innovation in urban governance models is key for **building solid institutions and prosperous, effective and resilient societies**.	Among the **outstanding issues of many democratic societies** are the inclusion of ethnic, cultural and affective-sexual minorities into their governance models. This concern lies in the transformations our societies are experiencing towards being increasingly more diverse and intercultural and are no being reflected in the same way in governance bodies.

4. Prioritised topics and their relationship with the SDG framework
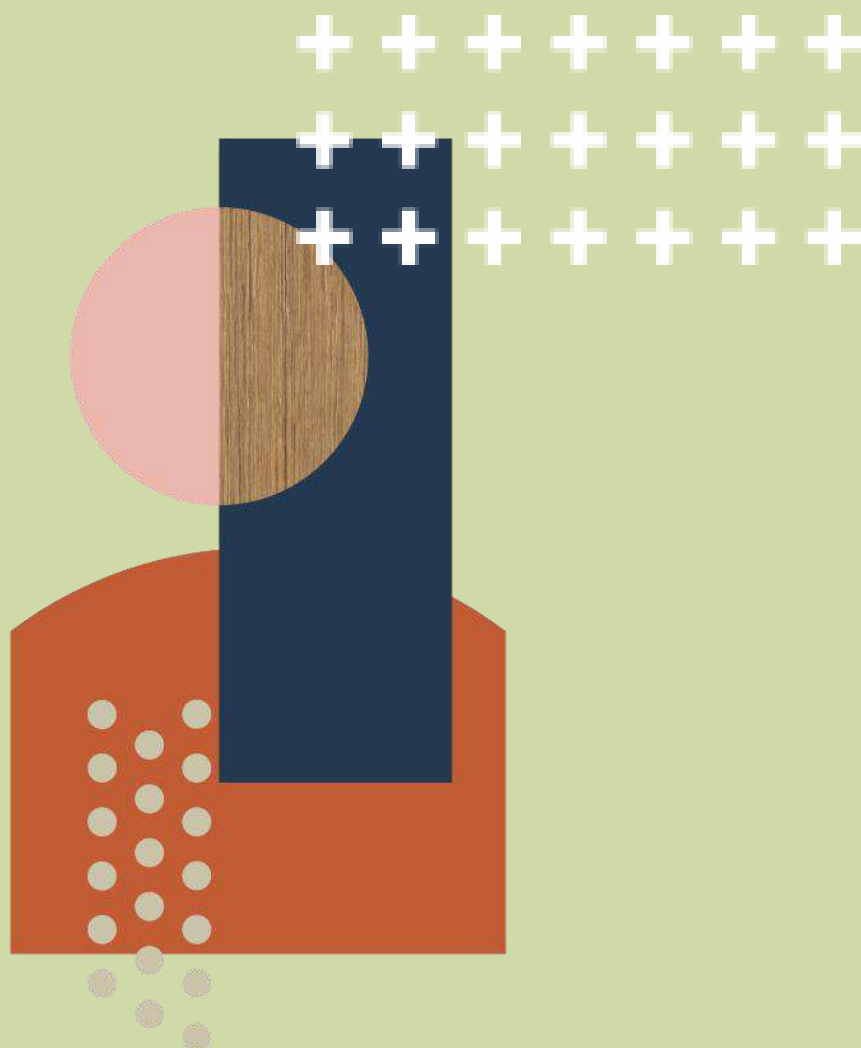
As concluded in the Priority Report of the Council of Experts, the relationship with the SDG is located in the centre of the selection of topics and challenges addressed and worked upon throughout the 2020-21 cycle. A strategy which has three key justifications:

1. First of all, the fact that, as has already been mentioned, the Agenda 2030 framework deployed in the SDG constitutes a benchmark framework shared by many different actors, territories, institutions or cultures. This contributes to a more collaborative match of the initiatives to emerge from BBK KUNA Institutoa as regards the approach proposed by the Council and adopted by the Steering Committee.
2. Secondly, the existence of actions within the territory of Bizkaia and the Basque Country as a whole that work in the SDG framework facilitate the alignment of the BBK KUNA Institutoa initiatives with the common strategy, in turn promoting dynamics which enable to maximise their transformative impact.
3. Thirdly and finally, the reference to the SDG, insofar as they have generated their own methodology and conceptual map, allows establishing shared indicators with more rigour and criteria to measure the impacts of the different initiatives.

A summary of the link between the SDG and the prioritised topics is given below, as well as a final summary table.

Assessment of the priorities from the environmental climate emergency perspective for the territory.

- SDG 13 "Take urgent action to combat climate change and its effects", to which it directly contributes.
- SDG 17 "Strengthen the Global Partnership for Sustainable Development", due to the strong collaboration between actors proposing to develop in the lines of action put forward by BBK Kuna.

Justification analysis of the relevance of the primary sector linked to the sustainable gastronomy model as a sign of identity of the territory.

- SDG 2 "Zero Hunger", linked to the social aspect of the new model, which defends sustainability from the perspective of fair distribution and social integration.
- SDG 3 "Good health and well-being", given that the issue defends quality local products which generate a direct positive impact on the food of consumers.
- SDG 12 "Responsible consumption and production", generating production and consumption habits which are more ethical with the environment and society.
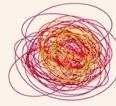
- SDG 13 "Adopt urgent measures to combat climate change and its effects", by placing the focus on the environmental footprint and working in favour of areas such as the circular economy and waste reduction in the gastronomy sector.
- SDG 14 "Life below water", by seeking to promote sustainable fishing and agricultural production, as a sign of identity of the new gastronomy model.

Ageing society, and its challenges and implications

- SDG 3 "Health and well-being", with a direct link by wagering on building new ageing management models that promote active and healthy ageing, improving the living conditions of the elderly people collective.

- Some of the topics of SDG 4 "Quality education", promoting access to quality training for professionals in charge of caring for elderly people, and pursuing to facilitate access to education for groups of elderly persons in order to minimise the intergenerational knowledge divide, particularly in the digital domain.

Inclusive economic and social development

- SDG 8 "Decent Work and Economic Growth" and

10 "Reduced inequalities", and also contribute directly to SDG 1 "End Poverty", due to the close relationship which exists between economic development and eradicating poverty.

Innovation ecosystems

- SDG 9 "Industry, Innovation and Infrastructure" and SDG 11 "Sustainable Cities and Communities", and it also contributes directly to SDG 17 "Partnerships for achieving the goals", due to the strong collaboration between actors proposing the development on the lines of action proposed by BBK Kuna.

Educational system and teaching methods adapted to the challenges of the 21st century as a tool for equality and excellence

- SDG 4 "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all" and 10 "Reduce inequality in and among countries", albeit referring to adapted education to the challenges of the 21st century, they contribute to the knowledge and involvement in all the SDG.

Singular topics

Circular urbanism in Bastida's work
- SDG 11 "Sustainable Cities and Communities", although
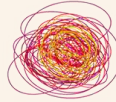
Evaluación de las prioridades desde el punto de vista **medioambiental de emergencia climática** para el territorio

Análisis justificativo de la relevancia del sector primario ligado con el modelo de **gastronomía sostenible** como seña de identidad del territorio

Sociedad envejecida y sus retos e implicaciones

Desarrollo **económico y social inclusivo**

Ecosistemas de **innovación**

Sistema educativo y métodos pedagógicos adaptados a los retos del siglo XXI como herramienta de igualdad y excelencia

Urbanismo circular en la obra de Bastida

Análisis e implantación de un **modelo de gobernanza urbana** más inclusivo

SDG	Análisis e implantación de un modelo de gobernanza urbana más inclusivo	Urbanismo circular en la obra de Bastida	Sistema educativo y métodos pedagógicos adaptados a los retos del siglo XXI como herramienta de igualdad y excelencia	Ecosistemas de innovación	Desarrollo económico y social inclusivo	Sociedad envejecida y sus retos e implicaciones	Análisis justificativo de la relevancia del sector primario ligado con el modelo de gastronomía sostenible como seña de identidad del territorio	Evaluación de las prioridades desde el punto de vista medioambiental de emergencia climática para el territorio
1					●			
2							●	
3						●	●	
4			●			●		
5								
6		●						
7		●						
8					●			
9				●				
10	●		●		●			
11	●	●		●				
12							●	
13							●	●
14								
15								
16	●							
17			●				●	●

• It also contributes to SDG 6 "Clean Water and Sanitation" and SDG 7 "Affordable and Clean Energy", since circular urbanism places value on the role played by water and energy in the sustainable planning of buildings and cities.
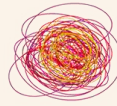
Analysis and implementation of a more inclusive urban governance model

• SDG 10 "Reduce inequalities and SDG 11 "Sustainable Cities and Communities" although it also somehow contributes to SDG 16 since inclusion into governances systems is closely linked to the building of solid institutions.

5. Materialization of the prioritised topics 2021-2022

In the on-line session on 22/07/2021 and advance of the actions proposed was presented as a result of the prioritised topics analysis conducted by the Steering Committee in terms of feasibility and opportunity. During the analysis process it was found that "zero" projects promoted from BBK KUNA Institutoa, as well as other projects promoted by KUNA, were consistent with the topics prioritised by the Council and in fact constituted the materialization of these.

The action proposal completed the "zero" and unique ongoing research-action projects with those planned – Kuna-co Proiektuak call- and with the completion of other reflection dissemination and promotion initiatives and processes.

5.1. Ongoing research-action projects

5.1.1. Zero Projects

In addition to the 8 topics prioritised by the Council of Experts –reflected in the relevant Priorities Report which brought a close to the first reflection-prioritisation cycle, the Steering Committee prioritised 3 more topics beforehand which it addressed as research-action projects and called them "Projects zero" and reported about their evolution to the Council of Experts throughout this first cycle.

The "zero" projects, are research-action projects that due to reasons of importance and opportunity have been addressed without further delay and are characterised by including the characteristics of BBK Kuna in their design and development. In other words, research-action projects, in which, one way or another, actors of the so-called quadruple helix participate: Academia-Citizens organised or not –Businesses- public Institutions.

In this first course, three zero projects have been addressed:

5.1.1.1. ESG Certificate (Environmental-Social-Governance) or sustainable competitiveness

The ambitious goal of this project is to contribute in redefining the new business model linked to the concept of sustainable competitiveness. A redefinition that BBK itself considers strategic.

This certificate is based on theoretical-practical research focussed on defining a series of business conduct and action parameters such as pay equity, localisation policy of the business activity centres, the use of technology for the common good or environmental sustainability, which in turn make it possible for BBK to be recognised to all those businesses with such action vectors
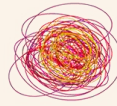
by obtaining a certificate or label with ESG parameters (internal Environmental, Social and Governance in decision-making).

The project driver is based on redefining the competitiveness concept in order to wage in favour of business models which develop their activity by not only promoting short-term economic-financial performance, but by maximising the social and environmental value by contributing to the medium and long-term.

The ultimate purpose is to recognise all of those small, medium and large businesses in the Historical Territory of Bizkaia, that contribute social value by creating quality employment, operating with social and environmental responsibility, generating wealth throughout the entire value chain and benefitting society as a whole.

The goal of this project is to consolidate a new business culture by promoting a device (certificate/labelling) that offers value information to investors and consumers on the businesses in Bizkaia and how they perform in the fields of sustainable competitiveness to help them make responsible and coherent decisions.

Other goals added are research in social innovation, its projection to all citizens and ensuing social pedagogy.

5.1.1.2. Bakarzain: Unwanted loneliness and care

This entails the development of a theoretical-practical study on unwanted loneliness and its impact on the intersection between the individual, society and technology.

This analysis provides us with tools for developing public policies around this silent pandemic and aligning the technological developments of the businesses in the territory with the values and needs of citizens so they can contribute to face it along with the values and needs of the citizens.

The main goal is to critically detect and analyse the individual, community and social factors that cause unwanted loneliness in order to prevent it becoming chronic, from the ethical perspective of care and paying special attention to the impact of technology on this phenomenon. We will analyse what unwanted loneliness means and identify the structural elements that come together in it: gender, poverty, institutionalisation, precariousness…

As a result of the research conducted, the book "SOLEDADES Una cartografía para nuestro tiempo" (LONELINESS A cartography of our time)(Plaza y Valdes) has been published and was presented by the team of researchers in KUNA on 25 January 2022.

Benefit will be taken from the "BBK Kuna" building's location in order to contact with its surrounding environment by conducting semi-structured interviews with people and actors from the neighbourhood.

The "life stories" methodically collected, will be the raw material for preparing a documentary and/or book used to complement the theoretical analysis.

5.1.1.3. Post-pandemic White Paper

The white paper format is understood as a double guide of recommendations aimed at contributing to improve the decision-making of the key agents of the governance models analysed. The white paper format proposed combines a brief guide as an executive summary and a detailed development of each recommendation.

The main goal is produce a guide which may be used to better understand the moment in which we live and make a more accurate diagnosis which contributes to better decision making and be used as a key to manage uncertainty. This management becomes key for decision making at an institutional level as well as for the active communication with citizens. Thereby, a dual result is addressed, on the one hand, the active communication will contribute to improve the public debate, and on the other,

the planned guide will contribute to more informed decision making in contexts of uncertainty and transition. The white paper of the pandemic proposed is aligned with the commitment of the new European research framework Horizon Europe of prioritising the gender dimension in research. As an example, it will follow the line of the recent UN report which concludes the coronavirus pandemic has exacerbated the existing economic and social inequalities between men and women.

5.1.2. Singular projects

Two topics emerged in the topic prioritisation process two one which clearly contributed to achieving the SDG goals (Analysis and implementation of a more inclusive urban governance model) and the other did not do so directly (Circular urbanism in Bastida's work). However, taking into account that Bastida was the architect who designed the building which is the headquarters of BBK KUNA, the Steering Committee understood that it was appropriate to address the concept of circular urbanism. Because of this singularity and with the agreement of the Council of Experts, the Steering Committee approved addressing both topics merging them into one called "EKOMUNITATEAK. From circular urbanism to the 360º city"
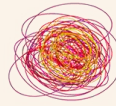
5.1.2.1. EKOMUNITATEAK. From circular urbanism to the 360º city.

This project proposes, from an initial approach to circular and city urbanism, configuring a 360º city, by promoting a democratic governance system which promotes the generation of sustainable and responsible communities at a neighbourhood, municipality and/or regional level, in which institutions, businesses, social entities and anonymous citizens are involved.

Michael Braungart y William McDonough in their work Cradle to Cradle (2005) pointed out that the paradigm shift stemmed from the idea that, in any production process, waste should be understood as food for a new process parallel in the image and likeness of natural processes.
Thought must be given to ecodesign, in reducing waste production, the use of spaces and energy consumption.
It is necessary to imagine a closed process, in which the waste of one process can be used as biological food of itself or as the technological food of another parallel process, creating a circular scheme, with a totally efficient feedback. Circular urbanism emerges in applying the paradigm shift to recycling and reutilizing buildings and spaces in the city.
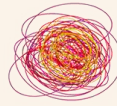
But, why stop at this point? Why not apply circularity to the ensemble of cities and territories?

It is about giving thought to Braungart and McDonough's proposition, and the achievements of circular urbanism in relation to the use of land, spaces, resources and energy, for the city as a whole.
All this with the goal of generating sustainable cities capable of adapting to new contexts, learning from their own mistakes and projecting themselves towards the future in a responsible and solidary manner with the new generations.

We are talking about a 360º city which, starting with a cross-cutting approach (which integrates sustainable, environmental, economic, social and cultural development), cross-sectoral (which incorporates public institutions, private businesses, social entities and citizens) and trans-technological (which harnesses byte, atom, neuron and gene technologies) which promotes a radically democratic governance model. In other words, a system, structures and processes, which: empower the people involved through training and learning; are transparent in shared information; build trust through communication and listening; make co-creation and co-responsibility between actors possible; encourage the start up of cooperative initiatives; and make satisfactory experiences and complicity around the shared challenges possible.

How to develop a system with such characteristics? How to make it feasible, adequate and viable?

The goal of this project is no other than to create sustainable and responsible communities which, integrating institutions, businesses, social entities and citizens, will address the environmental, economic, social and cultural development of the neighbourhoods, municipalities and regions.

It is about taking the circularity concept, applied to urbanism and the environment, to the whole city and the governance model.

5.2. Research-action projects planed in KUNA

5.2.1. KUNA-co proiektuak

The Kuna-co Proiektuak call is a competitive concurrence call which seeks to find solutions to the challenges associated to Agenda 2030 in the Basque Country in general and in Bizkaia in particular and which will bring about a change in the territory of Bizkaia.

In particular, BBK seeks to finance social innovation projects to provide solutions to the challenges prioritised by BBK Kuna Institutoa.

The projects have been submitted by multiagent teams (at least two representative actors of the quadruple helix, each one being of a different nature:

universities, business, public administration or organised civil society) who present a research proposition on the topic with, at least, one action as a result which must be transferable and applicable.

The topics the projects must provide solutions for in the Kuna-co Proiektuak 2022 call are:

- Migration and prosperity: inclusive economic and social development
- Humanist digital transition
- Sustainable gastronomy
- The selected projects (one for each topic submitted) will receive financial aid from BBK and access to use the BBK Kuna spaces. (The deadline for submitting proposals expired on 25 April)

5.3. Other promotions of prioritised topics projects

5.3.1. Event: Universal charter of the duties and obligations of human beings and Saramago anniversary

"…Let us common citizens therefore speak up, lead the way and take the initiative. With the same vehemence as when we demanded our rights, let us demand

also responsibility over our duties. Perhaps the world could turn a little better…", pronounced José Saramago in one of his Speeches in Stockholm, when he was awarded the Nobel Prize for Literature in 1998.

As a result of this call to citizens, and after years of work, in 2018 the "UNIVERSAL CHARTER OF DUTIES AND OBLIGATIONS OF HUMAN BEINGS" was submitted to different UN Commissions and presented to its Secretary General, Antonio Guterres.

In 2022 celebrates 100 years since the birth of José Saramago, this gives us the opportunity to reflect on his work and make known this part of his legacy of vast potential for social transformation.

On such an occasion, a panel discussion will be held on 31 March (already held on the date this report is published) in the KUNA building between experts, some of these quite close to him, to share their reflections with all citizens who come along to participate.
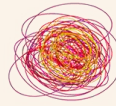
Saramago's call was made to common citizens, but was taken on by universities and adhered to by different institutions and citizens. Furthermore, the session on 31 March will provide the opportunity for organised citizens and citizens in general, universities and research centres, public administrations and businesses, to learn about and adhere to the "Universal Charter of Duties and Obligations of Human Beings".

5.3.2. Green Digital Congress

Data based public policies will contribute to less speculative decisional models, and reduce risks and uncertainties. The current pandemic has accelerated the relevance of digitalisation and the importance of AI to tackle all kinds of challenges and problems, not only as regards public health but also as regards work, administrative management, social policies, citizen participation and the climate emergency.

However, although AI and the digital economy in general are presented as an environmentally friendly development, which do not abuse the scarce raw materials and generate little pollution, there is no such "dematerialization" because the extension of AI and digital technologies carry an enormous consumption of resources and energy.

In view of this scenario, the goal is to generate a space for reflection and analysis on the need to align the ecological and energetic transition to contribute to achieving the Sustainable Development Goals and Agenda 2030, from which conclusions are expected for a sustainable and green digitalisation and the use of digital technologies to tackle the climate emergency.

For this purpose, an international event is being planned–Green Digital Congress- with a format encompassing debates between people as well as general citizen participation, with particular emphasis on people from the neighbourhood.

As a further illustration of the collaboration between institutions which characterises BBK Kuna, this initiative is planned together with the Bilbao City Council. In this sense, the *"Green Digital Congress"* will be the 9th edition (2022) of the *Bilbao European Encounters* (BEE) and will have two venues: The KUNA building for the part of the congress with more interaction with social agents and Azkuna Zentroa for the debate among experts, both are open to citizens in general.

The design of the congress is planned with the participation of agents from the so-called "quadruple helix". Organised citizens and citizens in general, universities, the public administration and businesses, will take part in this congress and will be able to benefit from its debates and conclusions.

The *"BEE 2022: Green Digital Congress"* will be held on 17 and 18 November this year, as the ideal culmination for the first anniversary of the inauguration of the KUNA building and on dates very close to the International Day Against Climate Change (24 October).
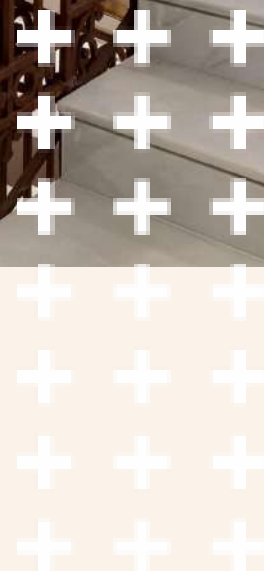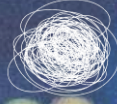
6. Lessons for the near future

Once the cycle of the Council's reflection-prioritisation sessions were concluded, Council sessions have continued to be held focussed on (1) accountability and (2) proposing specific actions, but also (3) make the Council known to other KUNA ecosystem projects and (4) bring expert knowledge to the territory in order to learn about international trends first hand. As could not be otherwise, the last sessions have also been used for (5) suggesting improvements in the functioning and dynamics of the
Think Tank itself.

In particular, in the *on-line* session held on 22/07/2021 other initiatives of the KUNA ecosystem were revealed such as the "Neighbourhood Advisory Council" project.
In the in-person session on 29/09/2021 with the participation of Xabier Sagredo, the President of BBK, he explained BBK's commitment with the development and implementation of sustainable competitiveness in the businesses of Bizkaia (A commitment materialised in the ESG Certificate: Environment-Social-Governance). Finally, in the in-person session on 15/12/2021 in which the *Think Tank* model proposal towards which BBK KUNA Institutoa has to evolve was presented. The session was concluded with an informative-inspiring lecture given by Sara Baliña –guest expert on this occasion- titled "The upcoming future: megatrends and priorities".

The first general reflection cycle completed for identifying and prioritising challenges resulted in a portfolio of topics to be addressed in the coming years, the model proposed would precisely focus on being able to address these and do so by promoting research-action projects and creating groups of experts from the Council linked to each one of these projects.
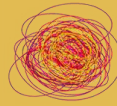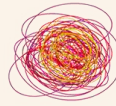
7.Conclusion

As a result of the general approach and strategy designed and deployed during the period contained in the 2020-2021 Activity Report, BBK KUNA Institutoa has identified 11 priority topics and generated two lines of action in relation to the research-action projects it is promoting: (1) projects such as "Zero Projects" and "Singular Projects" (ongoing) and (2) the KUNA-co proiektuak projects (2022 public call whose deadline for submitting proposals expired on 25 April). These lines of action are completed with a series of events which seek to create meeting spaces between the different actors of the quadruple helix in order to continue going deeper into the topics prioritised by the Council and in turn complement other BBK initiatives.

In addition, as an outcome of a internal reflection process driven by the first BBK KUNA Institutoa life cycle, its operating model has evolved from reflection and geared towards identifying priority topics to promoting specific research-action projects. All without forgetting to look outward.