

A Vision of Learning

STRUCTURED DEMOCRATIC DIALOGUE



REPUBLIC OF CYPRUS



CYPRUS ACADEMY
OF PUBLIC ADMINISTRATION

MINISTRY OF FINANCE



Εμπόδιο 9
Η περιορισμένη αυτοτέλεια που έχει να κοινοτικό συμβούλιο

Εμπόδιο 9
Η έλλειψη εξειδικευμένου προσωπικού

Εμπόδιο 17
Έλλειψη καλής συνεργασίας μεταξύ των συμβουλίων ΤΑ

Εμπόδιο 25
Η μη ύπαρξη ενιαίας πολεοδομικής αρχής

Εμπόδιο 33
Η μη ισοζυγισμένη κρατική χορηγία για τα έργα ανάπτυξης

Εμπόδιο 35
Η ανεπάρκεια σε α ή σε ποιότητα υπαλλήλων σε δή και κοινότητες

Εμπόδιο 2
Δεν υπάρχει σωστή και επαρκής στελέχωση

Εμπόδιο 10
Το υφιστάμενο προσωπικό και οι νοοτροπίες

Εμπόδιο 18
Έλλειψη αυτονομίας στη λήψη αποφάσεων

Εμπόδιο 26
Η απαίτηση του συστήματος πολλαπλών καθηκόντων πέραν των αρμοδιοτήτων της ΤΑ (πχ το κοινοτικό συμβούλιο είναι και σχολικές εφορίες κλπ)

Εμπόδιο 34
Ο μη έγκαιρος προγραμματισμός για έργα υποδομής στην ύπαιθρο

Εμπόδιο 42
Η έλλειψη ενημέρω τα σύγχρονα Ευρωπαϊκά δικαιώματα που έ Ένωση Κοινοτήτων κοινότητας

Εμπόδιο 3
Πλήρης οικονομική εξάρτηση της Τ.Α από την κεντρική εξουσία

Εμπόδιο 11
Οι πάρα πολλές κοινότητες (μεγαλύτερο του 80%) με μικρό αριθμό κατοίκων

Εμπόδιο 19
Η μη δυνατότητα σωστής αξιολόγησης του προσωπικού

Εμπόδιο 27
Η μη αγαστή συνεργασία σε φιλικό και ποικιλομορφικό κλίμα ανάμεσα στα αιρετά μέλη και προσωπικό της ΤΑ

Εμπόδιο 35
Οι σκοπιμότητες που υπάρχουν πίσω από ενέργειες ή και αποφάσεις που λαμβάνονται απόρροια πολιτικών ή και άλλων συμφερόντων των εκλεγμένων μελών

Εμπόδιο 43
Η διαφορετική εφαρμογή της διοίκησης και νομοθεσίας σε κοινότητα

Εμπόδιο 4
Το νομοθετικό πλαίσιο δε συνάδει με τα σύγχρονα δεδομένα και απαιτήσεις της σημερινής κοινωνίας

Εμπόδιο 12
Η έλλειψη εκπαίδευσης τόσο των αιρετών όσο και του προσωπικού της Τ.Α

Εμπόδιο 20
Ο κρατικός μηχανισμός ο οποίος πάσχει και πολλά έργα δεν υλοποιούνται λόγω καθυστερήσεων

Εμπόδιο 28
Η έλλειψη κρατικών υπηρεσιών και δημιουργία παραρτημάτων στην ορεινή ύπαιθρο

Εμπόδιο 36
Η μη συνεργασία των μελών μαζί με τον πρόεδρο (αζάδων με μουχτάρη)

Εμπόδιο 44
Δεν αντιμετωπίζονται οι διοικήσεις με τον τρόπο από οποιονδήποτε λειτουργό (το σύστημα)

Εμπόδιο 5
Οι διαδικασίες που περιορίζουν τη δράση της Τ.Α

Εμπόδιο 13
Η μη πλήρης μηχανογράφηση των κοινοτικών συμβουλίων

Εμπόδιο 21
Η πολυδιάσπαση του νομικού πλαισίου που διέπει την ΤΑ (4 υπουργεία, 4 αδειες για 1 πιστοποιητικό)

Εμπόδιο 29
Η υποβάθμιση εκ μέρους του κυβερνητικού τομέα απέναντι στην ΤΑ (πρόεδρους, μέλη και υπαλλήλους)

Εμπόδιο 37
Η ανεπάρκεια και μη εκσυγχρονισμός του θεσμικού οργάνου ΤΑ (Ένωση Κοινοτήτων)

Εμπόδιο 45
Οι αντιδράσεις που παρατηρούνται από υφιστάμενο προσωπικό και εκσυγχρονισμό των εργαλείων εργασίας

Εμπόδιο 6
Η μη ικανοποιητική αντιμισθία του προέδρου και των μελών της Τ.Α

Εμπόδιο 14
Τα στενά πλαίσια διεύρυνσης των εξουσιών της Τ.Α

Εμπόδιο 22
Η ημιμάθεια της νομοθεσίας και των κανονισμών

Εμπόδιο 30
Οι προσωπικές δυνατότητες των εκλεγμένων αρχών

Εμπόδιο 38
Η μη μόνιμη απασχόληση των αιρετών

Εμπόδιο 46
Η μη άσκηση της κοινωνικής πολιτικής του κράτους από ΤΑ

Εμπόδιο 7
Η γραφειοκρατία και η εξάρτηση από την επαρχιακή διοίκηση

Εμπόδιο 15
Η έλλειψη συνεργασίας με τα κυβερνητικά τμήματα για την επίλυση προβλημάτων

Εμπόδιο 23
Η κουλτούρα και η νοοτροπία που διέπει εμάς τους ίδιους (ώσπου δε φωνάζουν άφραστο παράζει)

Εμπόδιο 31
Η έλλειψη κινήτρων από την κεντρική διοίκηση ούτως ώστε όχι μόνο να κρατήσουν κατοίκους στην ύπαιθρο αλλά να αυξήσουν τον πληθυσμό

Εμπόδιο 39
Η μη ενημέρωση των πολιτών σχετικά με τα τοπικά προβλήματα

Εμπόδιο 47
Η μη θεσμοθέτηση αριθμού θητείας της ΤΑ

Εμπόδιο 8
Η γνώση για τη νομοθεσία και τους κανονισμούς της Τ.Α όσον αφορά αιρετούς και

Εμπόδιο 16
Η συγκεντρωτική δομή του κράτους προς την Τ.Α

Εμπόδιο 24
Η μη αξιοποίηση των δυνατοτήτων που μας παρέχονται από την ΕΕ (τόσο όσο αφορά χρηματοδότηση έργων όσο και μεταφορά δικαιωμάτων)

Εμπόδιο 32
Το τοπικιστικό στοιχείο (γιατί να γίνει ο βιολογικός σταθμός, νοσοκομεία, σχολεία εκκ

Εμπόδιο 40
Η έλλειψη σεμιναρίων σχετικά με θέματα ΤΑ για κοινοτάρες

Εμπόδιο 48
Η μη ανιδιετέ



TABLE OF CONTENTS

Introduction to the English language version of the SDD-dedicated publication	4
Foreword to the Greek language version by then PAPD-CAPA Director	9
The utilization of Structured Democratic Dialogue in the Public Service	11
The role of the Public Service in the New Governance framework: The case of the Pilot Local Development Plan for the Wine Villages of Limassol	13
The role of the Public Service in the New Public Governance framework	15
Participatory governance and public dialogue as tools of administrative reform during the crisis	19
Structured Democratic Dialogue as a science	25
Structured Democratic Dialogue ensures the best solution	28
From the authority of power to the consensual knowledge of democracy	35
The Local Development Pilot Project for the Wine Villages	41
The Local Development Pilot Project for the Wine Villages through the eyes of the Town Planning and Housing Department	44
Real Democratic Dialogue	47
Collective addressing of complex issues	50
Diagnosis of Learning and Development Needs for the Local Authorities of the Republic of Cyprus	51
Teamwork and dialogue cultivate commitment	55
From free expression to broad consensus	57

Introduction to the English language version of the SDD-dedicated publication

Marios Michaelides, Senior Training Officer, CAPA Head

Philippou Philippou, Training Officer, CAPA

The Cyprus Academy of Public Administration (CAPA) was established 27 years ago and this period has been replete with important milestones in the life of our country. Our organization has been consistently called upon to provide support in overcoming challenges faced by civil service organizations. The current period is not an exception given the financial and fiscal challenges the Cypriot PA is presented with. In the five years since the original Greek language issue of 'Vision of Learning: Structured Democratic Dialogue' came out, RoC (Republic of Cyprus), society, economy and PA have been impacted by dramatic changes. In fact, the present English language version of our Journal's Special issue on SDD, was rendered necessary, despite the extensive body of relevant literature in English, partly as a result of such developments. For instance, the foreign experts attached to the lending institutions (EC-ECB-IMF) which had requested the merger of the RoC Tax departments took an interest in the methodology and sought to gain a better understanding of it. Another example adding to the expedience of the present publication was the keen interest in the methodology and CAPA relevant experiences, shown by the Council of Europe's FARO Community.

Historically, CAPA has been an extroverted organization and has always kept in touch with international trends in PA in order to adapt the services it provides to its customers, namely civil service and wider public sector organizations. After 2000 CAPA assigned due significance and attention to elements of the New Public Governance model with its emphasis on a different relationship between the citizen and the PA in pursuit of a new level of democratic legitimization of policies in close cooperation and deliberation with civil society actors. This approach is the one actively promoted

by the European Commission itself in the framework of the EU political process and has been utilized by most EU member-state administrations as well.

The Structured Democratic Dialogue methodology and accompanying tools are in essence a practical expression and application of this modern thinking regarding PA. In our effort to practice what we preach our organization has implemented the SDD methodology both as an organizational development tool, since it is especially important in an environment of increased complexity for an organization of L & D (Learning and Development) to stay ahead of the game in matters of organizational development, and as a structured process, facilitating stakeholder engagement and public consultation.

Some of the latest applications of SDD have been the following:

a) The Cyprus Youth Board

The CYB (ONEK) requested CAPA assistance in 2014 to implement the methodology in its effort to design a "Road map for modernization" with the contribution of numerous stakeholders, which its management felt the organization urgently needed. The choice to utilize the SDD procedure was linked with the organization's concern that all stakeholders get the opportunity to express their views regarding the Vision, the goals and the actions that ONEK should pursue. Participating stakeholders included the Ministry of Education and Culture, the ONEK governing board, the University of Cyprus, the Cyprus Youth Council, political party youth organizations, trade union youth sections, NGOs, ONEK staff representatives, as well as representatives from local



self-government, student unions, young entrepreneur associations, ONEK contractors and others. The SDD “archetype” used was “Futures Creative” which is most appropriate for the formulation of organizational vision. A series of 3 “co-laboratories” ensued. The first one regarded the “what ought to be”/Vision part of the selected SDD archetype with the triggering question “In what ways should ONEK function in order to become the ideal representative of young people?” The 2nd co-laboratory investigated “what can be”/obstacles and participants addressed the question “What are the impediments to ONEK becoming the ideal representative of young people?” The final co-laboratory considered the “what will be”/Actions, phase, answering the triggering question “What actions should be designed and realized to render ONEK the ideal representative of young people?” The end product was a consensus-based Action Plan along with 5 scenarios and 70 actions as the way forward.

b) Sovereign Base Areas of Akrotiri and Dhekelia

The Sovereign Base Areas of Akrotiri and Dhekelia is a British Overseas Territory on the island. After an agreement reached between the two governments in 2014, restrictions on the urban and commercial development of 78% of the area were lifted. In the light of these changes the RoC Urban Planning Department sought CAPA assistance in order to draft a ‘Development Plan for the Akrotiri and Dhekelia areas’ which would be endowed with the added knowledge and legitimacy of stakeholder consultations. It materialized in August 2015. Among the 37 organizations which were represented were the members of the competent Commission of British Base Areas, which are charged with the drafting of a relevant Policy Statement for the areas, local

self-government organizations, government departments, NGO’s and professional and business chambers. The aim of the workshops was for the participants to identify the most important development goals of the areas and to reach an agreement as to the main aspects of the role the areas are going to play in conjunction with their chosen development orientation.

c) Wider Troodos Area

Following a government decision to methodically promote the development of Troodos mountain range area local communities, the office of the Commissioner for Privatization, along with CAPA organized a SDD workshop in 2016 with the aim of exploring challenges faced in the attempt to revitalize the area. Participants included local self-government authorities, government departments, and civil society organizations. They were asked to contribute their views on the basis of the triggering question: “Which, in your opinion, are the most important challenges faced in the effort to revitalize the Troodos area?”

d) Akamas peninsula

The Akamas Peninsula is part of the Europe-wide Natura 2000 network. Within the framework of the drawing up of a Management Plan for the area including the creation of a National Forest Park as well as urban and commercial development of privately owned land within the area, CAPA was asked to organize a series of SDD consultations in 2017. The aim was the development of a shared vision for the Akamas peninsula that would take into account the concerns and interests of local communities, technical and commercial chambers, NGOs, government departments etc. In the event 33 organizations participated and contributed to

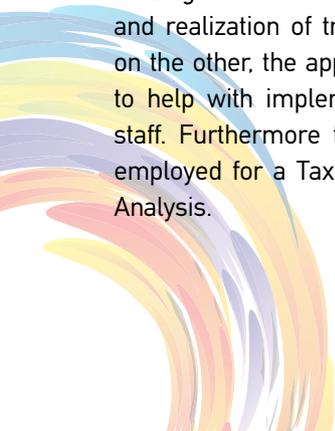


the definition of main goals which could form part of the overall vision for the Akamas area.

e) Tax Department

Following the financial crisis and the signing of a MoU with the EC-ECB-IMF the merger of the Internal Revenue and VAT departments was recommended. CAPA was called in to support the merger process. As is mentioned elsewhere in this publication, CAPA chose to do this with a series of SDD co-laboratories which sought to identify potential challenges and propose remedies in 2013. It was on the basis of these findings that a Change Management Plan was produced with the participation of the Project Team and is being successfully realized. Subsequently the newly-formed TAX Department requested assistance for the effective implementation of a Code of Ethics and Conduct. CAPA conducted an exploratory SDD laboratory in April 2017 in order to identify and list the views of the departmental Ethics and Conduct Coaches on the question: "What are the challenges (weakness, difficulties, obstacles, problems etc.) which need to be overcome in order to effectively implement the Code of Ethics and Conduct?"

Findings will form the basis for, on the one hand the design and realization of training activities for the Coaches, and on the other, the application of listed suggestions in order to help with implementation of the Code by the rest of staff. Furthermore the SDD methodology has also been employed for a Tax Department general Learning Needs Analysis.



f) Ministry of Foreign Affairs

In 2016 the MFA requested assistance in order to structure its role as coordinating ministry for EU affairs and analyze relevant learning and coordination needs across all Ministries. A number of stakeholder organizations were represented including: 7 ministries, the Central Bank, the Law office of the Republic, the Parliament, the Administrative Reform Unit, and CAPA expert associates. The triggering question was "What are the obstacles you face in carrying out your duties, in the framework of coordination and effective participation of the RoC in the EU, aiming at achieving national goals at the European level but also at our contribution in EU policies?" Aside from knowledge-skills-attitudes learning needs identified, the main finding was that what shortcomings exist are mostly due to procedural problems rather than any lack of knowledge and skills. Root cause analysis pointed to obstacles like lack of effective coordination and shared understanding, as well as difficulty in formulating unified and joined-up policy in areas where cooperation across Departments and Ministries is required. Accordingly CAPA has agreed to provide support both in terms of training and of the design of appropriate coordination procedures. In addition to training this will be achieved primarily by helping to bring together all the involved parties within the PA, according to each EU policy area and individual policy and pursue concerted action.

g) CAPA

Our organization also opted for a SDD-guided process over 2015-2016 in order to engage with its stakeholders in its effort to optimize and update the management of learning in the RoC civil service. Participants in the 2-workshop series



included individuals and organizations with whom CAPA maintains cooperation and who have a good understanding of the range of its action. More specifically PAPP, PASYDY, the Ombudswoman's Office, the Directorate General for European Programmes, Coordination and Development, Local Self-government Union, Trainers, Departmental Learning coordinators, Ministerial Strategic Planning Unit members participated. Findings have informed and have been incorporated in the draft "Learning and Development Policy for the RoC Civil Service".

Three recent developments are also perhaps worth mentioning:

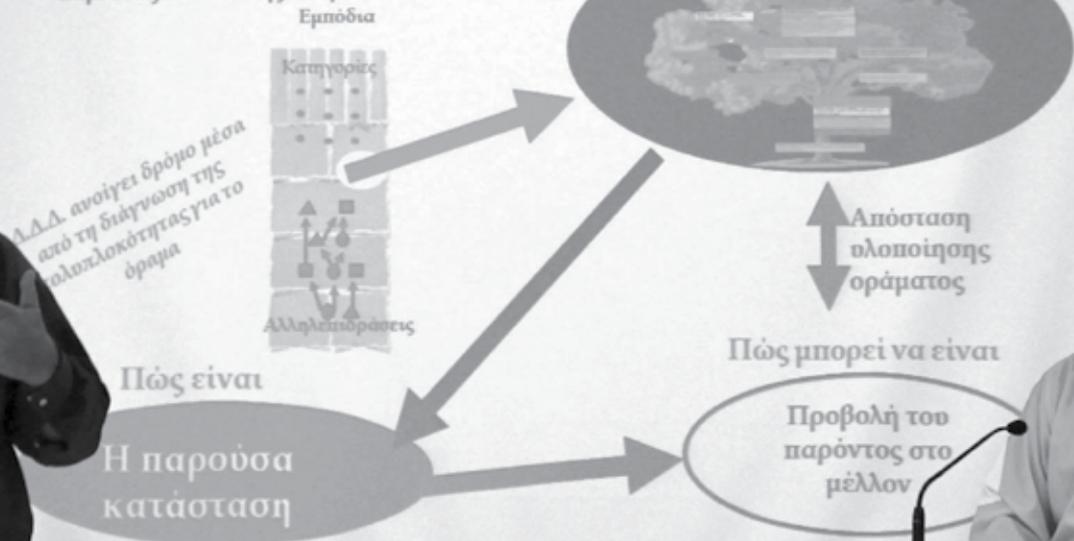
- i) The potential usefulness of SDD for public consultations has been further acknowledged and formalized through its inclusion in the updated version of the "Public Consultation Guide" published by the Presidency's Administrative Reform Unit, with interested organizations referred to CAPA for support in implementation.
- ii) One of the projects presented in the original Greek language version of this publication was the project of the "Pilot Local Development Plan for the Wine Villages of Limassol". That project lead by the RoC Urban Planning Department was funded by the Council of Europe under the Faro Framework Convention on the Value of Cultural Heritage for Society. The CoE took notice of the CAPA contribution to the formulation of the plan and subsequently extended an invitation to CAPA to present the methodology at a Faro Community meeting in Strasbourg in the fall of 2016 and thereafter actually apply it for a public consultation process in Spain in May 2017.
- iii) The personnel and governing board of ReSPA (Regional School of Public Administration), an organization which came to be as a result of the cooperation between the EU and west Balkan countries, was hosted at CAPA between the 5th and the 8th of December 2017. Having attended a CAPA presentation at the DISPA meeting during the Maltese EU council presidency, ReSPA director expressed her organization's desire to participate in a special demonstrative iteration of the SDD. The organizational Strategic Framework was scrutinized and an appropriate "Triggering Question" was formulated: "What measures/ actions / activities, if implemented in 2018 – 2019, will help ReSPA move towards the achievement of its Goals and Vision?" It was then posed to the participants from ReSPA in order to achieve the twofold objective of the visit: On the one hand to familiarize the organization with the SDD methodology in order to be able to further utilize it in the future and on the other, to make some progress on an actual issue being worked on by ReSPA.

In conclusion, given the progress observed in the few years since the first version of 'Vision of Learning: Structured Democratic Dialogue' was published it is safe to say that the SDD methodology and tools hold a lot of promise for the Cyprus Public Administration in its quest for a new style of relationship with citizens and civil society organizations. I am sure that our organization can rise to the challenge of providing guidance and facilitation as SDD iterations proliferate. We look forward to presenting any new relevant achievements in future standard and special issues of our Journal.

Η διάγνωση των εμποδίων & ο σχεδιασμός του οράματος

Η σσναινετική διάγνωση των εμποδίων και η ανάπτυξη οράματος όταν αποδεσμευτούμε από τη παρούσα κατάσταση βοηθά ώστε να επιτευχθεί καλύτερο αποτέλεσμα από την απλή προέκταση της παρούσας κατάστασης στο μέλλον

Χαρακτηριστικά του ΟΡΑΜΑΤΟΣ
Πώς θα πρέπει να είναι





Foreword to the Greek language version by Mr Kypros Kyprianou Director of the Department of Public Administration and Personnel (2008 - 2017)



Ladies and gentlemen, friends, dear colleagues.

This publication seeks to demonstrate the importance of the use of specific methodological tools for the modernization of public administration moving it towards the New Governance model, which

constitutes the current state-of-the-art in matters of public administration.

The modernization of public administration is a constant objective and in this context and for several years we have been using a number of tools which are closely intertwined with learning, such as:

- The Decentralised Learning Management System, which aims at operating trained Learning Units in every Public Organization for the autonomous management of issues related to learning,
- the Common Assessment Framework (CAF), developed through national public administration cooperation at the EU level and is used for their self-assessment and self-improvement,
- the Structured Democratic Dialogue (SDD) method, which is very useful as a Public Consultation tool to solve complex and complicated problems and consensus building among numerous stakeholders.

It is necessary to underline how closely related modernization with learning are in the public administration, because modernization is not a static process, but an evolutionary process that is centered on the Organization that can learn, act, evaluate and improve. To achieve this goal it is necessary to use specific tools and methodologies, so that all steps towards modernization can be systematized, structured, consistent and effective.

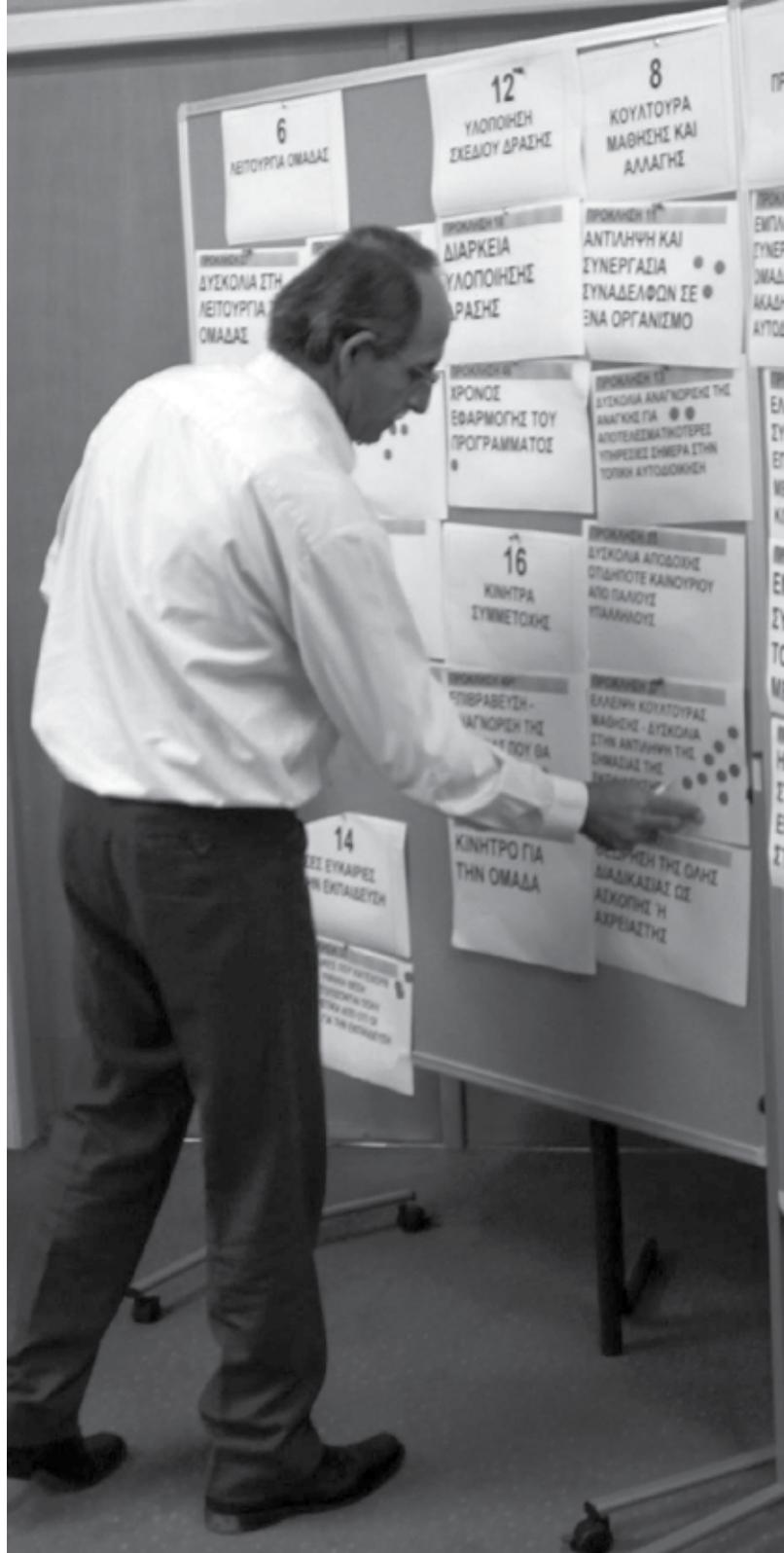
The Structured Democratic Dialogue methodology is a practical and user-friendly modernization tool based on the collective formulation of public policies.

The Cypriot Public Administration attaches great importance to citizen consultation in shaping public policy. Already in March 2009, the Council of Ministers approved the Consultation Guide which, as a result of the study of international best practices, provides guidance for the conduct of public consultation, aiming at recording and analysing the views and suggestions of all social partners involved. Structured Democratic Dialogue is a tool that can substantially help in the process of public consultation, since it ensures equal expression of all views, prioritizes different views in a democratic manner and correlates them in a manner that identifies the causal relationship between them. In particular, interaction is achieved between stakeholders for consensus building, which is not imposed by the administration but arises directly from them.

The experience of the Cyprus Academy of Public Administration in the use of Structured Democratic Dialogue is long and substantial. This experience is crucial for the further utilization of the methodology of Structured Democratic Dialogue, since to achieve its wider employment there is a need for the training of officers of the bodies responsible for the management of complex issues which need to be analysed and processed in a specialized way.

This publication contains interesting views on the characteristics of modern public administration, the importance of public consultation and the role of Structured Democratic Dialogue in public consultation, as well as views that convey experiences and knowledge from previous applications of the tool in different Organizations.

I avail myself of this opportunity to convey my gratitude to all the contributors of this publication and I hope that it can be useful in our common effort towards the modernization of the Public Service.





The utilization of Structured Democratic Dialogue in the Public Service

Yiannis Panayiotou, Training Officer, CAPA

Structured Democratic Dialogue is a modern group decision-making methodology for managing complex problems with the participation of many parties. This methodology can be very useful for the modernization of public administration in the direction of the New Governance model, where the relationship between the citizen and the state is envisaged as one of collaboration and co-formulation of public policies, on the basis of consensus and agreement. The Cyprus Academy of Public Administration has a long experience in the implementation of the Structured Democratic Dialogue tool, which is very important for the further employment of this methodology. Especially in the current environment, Structured Democratic Dialogue is a valuable public consultation tool that can greatly contribute to a participatory process of modernization of the Cyprus Public Administration.

The preparation of a Structured Democratic Dialogue application follows specific steps, which are:

- The formation of a Management team, which must comprise the main partners involved.
- Pinpointing the issue that is being addressed and the formulation of the key question (the 'triggering question' in SDD parlance) that the stakeholders involved will be asked to answer.
- The identification of all involved partners which are to participate in the process (stakeholder analysis).
- The drafting of a relevant report.

Within the context of the co-laboratory, the following steps are taken using special computer software:

- Structured application of democratic dialogue through the expression of the views of all participants.
- The views are categorized by the participants according to the relevance between them.
- The views are ranked according to the importance which the participants attach to them, by voting.
- The views are linked to determine the causal relationship that may exist between them.

Through this process, a "Tree of Influence" of all views received is formed in mutual agreement, which is then analysed by the Management Team and the final report is drafted to be distributed to all involved.

Two recent and typical applications of SDD concerned the "Pilot Local Development Plan for the Wine Villages of Limassol" and the "Learning and Development Needs Analysis for the Local Authorities." Additionally, there is an ongoing implementation of SDD within the project of the Cyprus Youth Board project "Modernization of the Operation of Municipal Youth Councils".

The Pilot Local Development Plan for the Wine Villages of Limassol is carried out by the Town Planning and Housing Department of the Ministry of Interior in collaboration with the Council of Europe, the Cyprus Academy of Public Administration, Government Departments, semi-governmental Organizations, local Authorities, organized groups and 15 local communities.



The purpose of the Plan is the elaboration of long-term planning based on the specific features of the region, while laying the directions, strategies and measures for its development and upgrading. The Cyprus Academy of Public Administration supports the Town Planning and Housing Department in shaping the Pilot Local Development Plan for the Wine Villages by making use of the SDD methodology both through the training of key actors and via the application process.

The Learning and Development Needs Analysis for the Local Authorities is part of the Project on “Education for Management and leadership skills Development in the local authority organizations” which is co-funded by the European Social Fund and National Resources. The purpose for the Learning Needs Analysis (LNA) is to record and list in order of priority the learning and development needs of local authorities in Cyprus in matters of Management and Leadership. To this end, 10 two-day workshops of Structured Democratic Dialogue were conducted by region under the guidance of the Cyprus Academy of Public Administration, attended by representative teams from the local authorities. Resultant findings concerned the problems and needs that exist in these organizations, in order to detect, prioritize and categorize the root causes of the problems and investigate whether and which of these can be overcome through programmes of learning activities.

The Modernization of the Operation of Municipal Youth Councils is an attempt by the Cyprus Youth Board for upgrading Municipal Youth Councils through changes in their operating statutes to remove barriers that limit the fulfilment of their potential. The SDD methodology was the best candidate to manage this complex issue which entails gathering views from many different bodies and processing them so that they can be reflected after mutual consent in the final outcome. A Management team has been established for this purpose involving officers of the Cyprus Youth Board, local government members and young people involved in Municipal Youth Councils, supported by the Cyprus Academy of Public Administration. Members of the Cyprus Youth Board have already participated in a training program organized by the Academy on the basic principles as well as in the implementation of the Structured Democratic Dialogue method.

SDD is a modern tool of modernization of public administration which puts the focus on consultation between citizens under the guidance of the State. Its further promotion will enable the Cypriot Public Service to exercise its role in a participative fashion in close cooperation with citizens, with society and with the social partners. The Cyprus Academy of Public Administration has the experience, expertise and networking to substantially extend and spread the use of SDD in the Cyprus civil service.





The role of the Public Service in the New Governance framework: The case of the Pilot Local Development Plan for the Wine Villages of Limassol

Speech given by the Permanent Secretary of the Ministry of Interior, Mr Andreas Assiotis in a workshop of the same title (Cyprus Academy of Public Administration, 12 December 2012)

The Cypriot Public Service is increasingly in contact with new ways of governance which have prevailed for years in Europe, where most decisions tend to be taken by citizens on local and/or regional level. The reversal of the traditional decision making and implementation from the top down, is most extensively apparent as a structure of command in Northern Europe and significantly affects the formulation of public policies and programmes. The “centre-weighted” state seems to be losing ground, while at the same time decentralization, participation and democratic debate are facilitated and encouraged.

But how are all the above expressed at the European Union level and what are the principles governing the regional planning which is our topic today? On a first level, there is the Cohesion Policy which recently acquired its third dimension, the territorial one (in addition to its economic and social dimensions). This development occurred after recognizing the fact that regional disparities in Europe cannot be overcome without taking into account the territorial specificities of each region (islands, mountain areas, etc.).

On a second level, the principle of subsidiarity is applied, by priority and principle between Member States and the European Union. According to this principle, with the exception of areas of sole EU responsibility, the EU intervenes only if its action appears potentially more effective than that undertaken at a national level. By extension, the adoption

and implementation of the same principle at the national level, amounts to the handling of issues by the lower administrative level and more decentralized Authority, namely the Region-District or the Municipality, which is able to carry out the issues more effectively.

On a third level Europe of the Regions appears along with decentralized cooperation, wherein the various spatial data and indicators are collected per programme and actions are designed and implemented mostly at a regional level. That is because the region is the highest level of local government and a homogeneous space unit that can be analysed and planned, while at the same time it can cooperate with other regions. In this sense, when European policies and territorial cooperation are concerned, the Region tends to become independent from the State.

On a fourth level, we have the principle of “multi-level governance”, which refers to the concept of integrated policy. This in turn is based on the cooperation of all public Authorities (local, regional, national and European) and on the coordination of various sectoral policies (vertical and horizontal integration). Local actors, who are the immediately affected parties, are given an important role in the context of this process.

Finally, the concepts of place-based development which refers to development in accordance with the characteristics of each area and that of community-led local development referring to local development promoted and enabled directly by the local community are very important here. These approaches aim to fulfil the real prospects of each region and the full activation of the knowledge and



participation of local actors. They contribute to achieving sustainable development for the regions, as well as to upgrading their competitiveness. Such approaches are encouraged and funded by the European Union.

To implement all of the above, it is obvious that the European Union is increasingly focusing on actions that yield comprehensive results which are closely connected to a specific area and based on active citizen participation.

So, how can we encourage the involvement of the grass-roots, i.e. the ordinary citizens territorial planning in Cyprus? Opportunity presented itself in the form of the Pilot Local Development Plan for the Wine Villages of Limassol being carried out by the Town Planning and Housing Department in collaboration with the Council of Europe. The answer, however, took the form of SDD which is a method applied only for the first time for such a purpose in Cyprus. It is, therefore, worthwhile to listen to the views and conclusions of the speakers of this workshop and let us collectively evaluate this new approach, in order to answer such questions as:

- 
- Can the new methodology improve and/or replace the existing participatory processes followed in the preparation of development plans?
 - Can it help in the formulation of the appropriate vision and strategy for development by the citizens themselves?
 - Can it actually help in utilizing specific spatial features, including heritage which is becoming increasingly important?

The characteristic and crucial conclusion from the application of the method of the Structured Democratic Dialogue is the recognition by all participants of the need to form community clusters to achieve sustainable development. This realization is not new since the communities of this specific region have repeatedly stressed it over recent years.

The Ministry of Interior will be paying close attention to developments in relation to the preparation of the Pilot Local Development Plan for the Wine Villages, as well as to the discussion that will take place during this workshop and expects the Town Planning and Housing Department to codify these conclusions and submit complete relevant recommendations and suggestions to the Ministry so that the Project acquires substantial added value.



The role of the Public Service in the New Public Governance framework

Sotos Shiakides

Ex-Head of the Cyprus Academy of Public Administration

The following table summarizes some key elements that characterize and distinguish three different approaches to public administration (three “models”) that have succeeded but not completely replaced one another in modern times: (1) the classic, Weberian, “bureaucratic” model, (2) the New Public Management model, which was very popular during the 1980s and 1990s, and (3) the emerging model of New Public Governance. The descriptions included in the table and explained in somewhat more detail below do not cover all aspects of public administration. They simply refer to three parameters that are most relevant to the Development Plan for the Wine Villages of Limassol, which is presently under discussion. These three parameters are (a) the **structure** of public administration, (b) the main **object** on which the efforts of the administration focus and (c) the **relationship** between the state and state administration on the one hand, and the citizen/ civil society on the other.

THREE PUBLIC ADMINISTRATION MODELS

	Weberian “bureaucratic” model	New Public Management	New Public Governance
Structure	Centralized and hierarchical pyramid	(Relatively) decentralized/ autonomous administration agencies offering various types of services	Holistic but not hierarchical. Pursuit of coherence mainly through horizontal coordination
Object	Emphasis on the production, application, compliance with rules and regulations, i.e., emphasis on (formal) legality	Emphasis on results: efficiency, quality, cost reduction, citizen service	Emphasis on the results as well as on (substantive) legality or legitimacy through democratic consensus
Administration - citizen relationship	The citizen is treated mainly as a person to be administered, as a “subject” of the state	The citizen is treated primarily as a customer or a consumer, whose needs should be identified and met	In addition to serving the citizen, public administration consults horizontally with citizens, civil society organizations, private organizations enter into public consultation with competent public authorities in order to formulate and implement public policies



(1) Weberian “bureaucratic” model

- a) In this model, the public administration is centralized, hierarchical and unified. We have a single, pyramid-type structure of command where power is concentrated at the top. There is a unified structure. Administration is not compartmentalized or decentralized but tends to be unified. At the same time it is hierarchical. Power and decision-making flow from the top downwards.
- b) In the Weberian model of public administration, emphasis is on the production and application of, and compliance with, rules and regulations. Rules and regulations, together with (formal) legitimacy, constitute the main objects of this type of management.
- c) In this governance model, the citizen is treated primarily as a person to be administered; one who must comply with the rules, obey the instructions of the state, and governed. This is the main form of relationship between the administration and citizens. Even the term “citizen” may not always be suitable in this model, e.g. when the model is applied in non-democratic regimes. In democracies we speak of the citizens as the “governed” or the “administered”

(2) New Public Management

- a) In the New Public Management model there is a very different approach regarding the structure of public administration. In this model, administration tends to be decentralized, fragmented, broken into sections (agencies) which have a relative autonomy from each other and act as organizations that concentrate on offering services to the public, rather than focusing on the production and enforcement of rules.

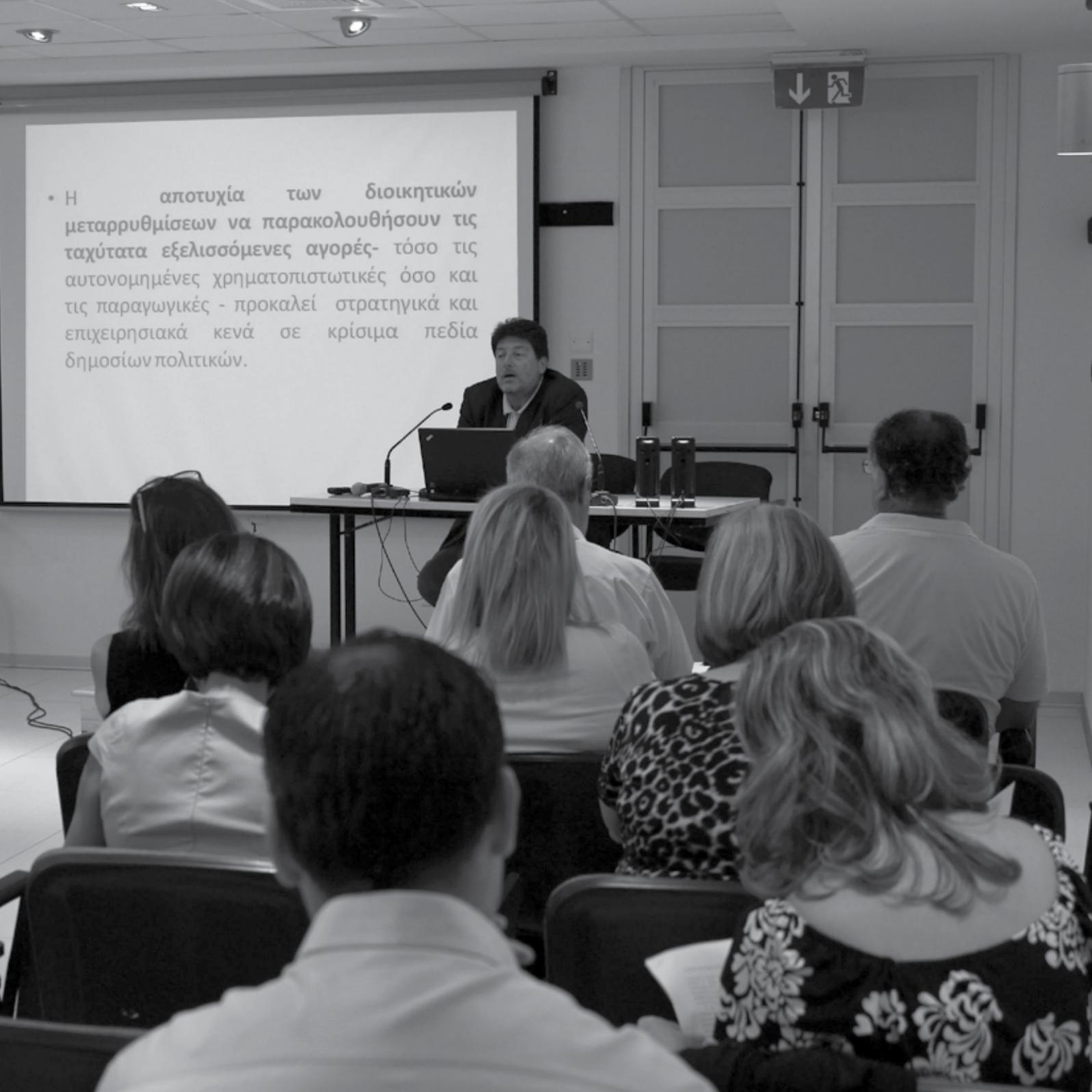


- b) The emphasis lies on delivering results. The administration focuses on efficiency, on the quality of services offered to the citizen, and on reducing costs.
 - c) In this model, citizens are treated primarily as customers or consumers, whose needs should be identified and met in a manner similar to that of private enterprises.
- c) In New Public Governance the citizen is treated both as a person to be administered (as in the Weberian model) and as a customer or consumer (as in the New Public Management model). However, he or she is above all treated as a citizen in the true sense of the term: as a source of legitimacy of the state itself and the administration, as a bearer of democratic power and agency. As such, citizens are actively engaged not only in the investigation of their own needs, as in the New Public Management model, but also in shaping and implementing policies to meet those needs. This is a very important development. Currently in Europe the involvement of citizens in formulating public policies and deciding how these policies are to be implemented is increasingly gaining ground. Citizens participate in such processes largely through a great variety of civil society organizations and groups from all domains of social life. Efforts are made so that the competent public services, along with interested citizens and their organizations can consult together in the public sphere about any matter that interests them and formulate joint policies and ways of implementing them. This is indeed the approach that has been adopted in the case of the Development Plan for the Wine Villages of Limassol.

(3) New Public Governance

- a) In this most recent model we return, with regard to structure, to a holistic approach. While in the New Public Management model there was a tendency towards decentralization and autonomy which led to a certain degree of fragmentation, there is now an attempt to return to a unified administration, albeit not a strictly hierarchical one as in the bureaucratic model. Now, emphasis is not so much on the unity of the hierarchy pyramid but rather on coherence achievable to a large extent through horizontal coordination. That is, instead of having the highest hierarchical levels deciding and determining what gets done below, much of the necessary unification of various parts of the administration is achieved through horizontal coordination processes between the parts.
- b) In this model, emphasis is given both to results, as in New Public Management, and to legality, as in Weberian bureaucracy. In New Public Governance, however, legality is not treated in a formalistic manner. The stress here is not merely on the letter of the law but on substantive legality; that is, on the spirit of the law and above all on the substantive legitimacy of laws and regulations - a legitimacy to be attained through democratic consensus and the cultivation of a respective political and civic culture.

- Η αποτυχία των διοικητικών μεταρρυθμίσεων να παρακολουθήσουν τις ταχύτατα εξελισσόμενες αγορές- τόσο τις αυτονομημένες χρηματοπιστωτικές όσο και τις παραγωγικές - προκαλεί στρατηγικά και επιχειρησιακά κενά σε κρίσιμα πεδία δημοσίων πολιτικών.





Participatory governance and public dialogue as tools of administrative reform during the crisis

Theodore N. Tsekos

Associate Professor of Public Administration

The Peloponnese Higher Institute of Technological Education

(1) The crisis as a result of inadequate public action

The present multidimensional international crisis in its financial, economic, productive and social manifestation is largely due to the inability of a targeted, timely and effective public action.

Machiko Nissanke, Professor of International Economics at SOAS, University of London, notes that “[...] The current financial crisis is the outcome of governance as well as market failure. Globalization has proceeded without adequate governance structures in place for far too long”.

The failure of administrative reform to keep up with the rapidly evolving markets creates both strategic and operational gaps with significant economic and social impacts in critical areas of public policy.

The crisis per se as well as the stalemate of the hitherto dominant models of administrative reform create an urgent need to develop alternative strategies for administrative modernization.

Due to the severity of the problems as they appear nowadays and the limited response times that the crisis imposes, an opportunity emerges to reconnect the technical with the political components of a much needed administrative reform by establishing an alternative model of political-administrative architecture.

Understanding the nature of the crisis is essential to deciding the direction of necessary reforms. The current crisis is structural and atypical. There is convincing evidence of a dynamic movement of the centre of gravity of economic development outside the old strong economies and particularly outside Europe. This dimension of the current crisis is less publicized and less visible, but it is in our opinion the most important one. Beyond the usual coating of cyclical crises and under the new type of instabilities caused by the irrationalism of a bloated and parasitic to the productive economy, financial system, the structural asymmetries generated by the new international division of labour operate. Asymmetries that cannot be addressed with the standard tools of an economic system, the inherent characteristics of which produced this subversive dynamic, nor of a system of exercising public policies developed in response to the operational needs of the specific by now unstable economic model.

(2) The weaknesses of the dominant model of administrative reform

The state remains the central mechanism of production of public policies in contemporary societies. The development of institutions of governance, i.e. network forms of interaction between state institutions and civil society, mitigates the hierarchical and centralized character of the state and expands the collective subjects collaborating with it. It does not however alter its function as the regulator and controller of social coexistence conditions. Because of this role, it fell upon the state as usual, to manage the crisis. The evaluation of the recent six year crisis management experience leads to the view that the states, in most cases, proved unprepared to cope with the crisis under the current circumstances.

The shortcomings of the state in dealing with the current crisis are due to the following causes:

- The lack of methodological and technical preparedness of national states and EU mechanisms, due to the long decline of the importance of the planning role of public authorities and the attempt to ensure collective interests mostly through market automation.
- The fact that the strategies of administrative restructuring from early 1980 until mid-2000 were dominated, internationally, by the New Public Management model, the core-values of which are the concepts of a “smaller state” and “more for less”, namely aiming at achieving “more results with less expended funds” where, in practice focus was limited primarily on the “less” and not so much on the “more”.
- The fact that reform emphasis was placed on the

implementation, but not on the design of policies. The efficiency of the administration replaced the efficiency of governance (Efficiency in Government vs. Efficiency of Government).

- The fact that there was an attempt to substitute the traditional bureaucratic/hierarchical model of design, coordination and supervision not with a tried and tested model but with a poorly developed horizontal network coordination system based on the belief in automated coordination within networks.
- The fact that dominant conceptions of the “single best solution” (“one size fits all”) were unable to support differentiated approaches tailored to the political, administrative and cultural specificities of each administrative system.
- In the absence of a framework of shared values and a lack of collaboration confidence created both by overstressing administrative autonomy and flexibility, and by the inability to connect the new concepts of public action, such as effectiveness and efficiency, with traditional values, such as the public interest and legality.

(3) The characteristics of a new reform model adapted to the conditions of the current crisis

The strategy of reforms in a period of crisis requires the strengthening of central mechanisms of exercising public policies and focus on coordination.

Methodologically, a holistic approach towards the production of public policies and the rationalization of governance is necessary, with contributions from administrative science, public policy and the social sciences in general and not only



from the economic science, which dominated the period of the omnipotence of the New Public Management model. That is not to say that despite significant problems both on a strategic directional level as well as regards policy design and implementation NPM should not be credited with introducing some useful ideas such as the concept of “entrepreneurial” administration which aims to ensure effectiveness, efficiency and quality.

The alternative paradigm of reform strategy should combine:

- The standard values of the Rule of Law and the Weberian administration model .
- The necessary flexibility of administrative execution and action as it was developed through the approaches of the New Public Management model.
- The strengthening of the strategic capacity of the broader public sector and the development of mechanisms conducive to the optimization of the results of public policies towards a sustainable and socially balanced model of prosperity and growth.
- The strengthening of participatory governance mechanisms so that public policies employed are generated through systematic and structured interaction between all collective subjects, whether they are established in the public sector or within civil society.

(4) Risks of failure of current reform efforts and ways to overcome them

The most significant risk that lurks because of the lack of a well elaborated methodological framework for reform is that the mechanistic reproduction of the standard “one

size fits all” recipe of the New Public Management model that has been observed for years now, will be replaced by a clumsy and erratic search for best practices and subsequent transfer of empirical know-how without theoretical foundations or a consistent methodology. Currently reform actions are organized around attempts of sectoral technical assistance without a strategic plan (master plan) to connect and homogenise them, running the risk of limiting the effort to results amounting to less than what is desired and less than what is feasible for that matter.

An additional risk is related to what may be called “fiscal trap”. To reduce administrative reform to attempts of budget cuts - notably of a horizontal nature - without establishing a substantial connection with efforts of operational rationalization and mainly without a substantial effort to upgrade the design/planning capacity of the administrative action. Under the pressure of the lack of public resources this tendency would lead again to the distorted application of the “more for less” principle, where the “less” would monopolize interest, while the quest for “more” would be marginalized and finally abandoned.

Administrative reform should therefore be launched along with the immediate formulation of a strategic plan, which will:

- Set priorities both in specific public policy fields (e.g. redeployment of the development model) as well as in horizontal actions (e.g. digital upgrading of the Public Service). Horizontal actions must not be independent from policy interventions but instead will have to be specialized according to each field of policy and linked to the specific policy priorities.

- Connect public spending with priorities of public policy and identify the fiscal “black holes”, i.e. the major spending areas which do not generate social and economic added value.
- Rearrange administrative functions to ensure the investment of more productive time on the strategic, controlling and evaluative activities of the administration.
- Enhance the technical know-how, skills and continuous learning of managers to enable their contribution in strategic planning and the production - and not merely in the implementation - of public policies
- Strengthen governance functions, namely the interaction between political and administrative structures and civil society towards the activation and systematic involvement of structured social and economic forces, but also of the general public, both in the design and co-production of public policies. Tools such as the Structured Democratic Dialogue, systematic consultation and deliberation on public policies in the early stages etc., undoubtedly lead to more legitimate and more easily applicable sectoral policies.

(5) Participative governance, and in this context SDD, as a critical component of administrative reform

The critical question here is how social actors can collaborate with national, local and regional (self) government institutions to enhance the ability of public administrative action to predict, plan and control. Namely, to contribute to raising the effectiveness and quality of public mechanisms so that the policies produced will ensure balance and stability in society and maximize social wellbeing.

This institutional upgrading basically implies the redeployment within the public policy decision-making system, of the relationship between the mechanisms of political mediation (e.g. political parties, local and regional political factions, etc.), the professional administrative groups (career executives) and the representation of the organized but also the non-organized disparate groups of social interest in the various fields of exercise of sectoral public policies. The current practice so far allows the first two groups to dominate and monopolize the political production processes, marginalizing the less powerful social actors and reducing their impact on the design of public policies. Such a rearrangement is rendered more opportune nowadays, when the current crisis confirms phenomena such as “goal transfer” , i.e. the substitution of broader social goals with the aspirations of political subjects or powerful groups associated with them.

The “technical” characteristics of the representative democratic political system, such as the generic and “all-inclusive” and fixed-term mandate (e.g. four, five or six year), the absence of revocability, the fact that there is no possibility of specializing or renewing the mandate in view of critical decisions, the very limited control of certain decisions taken by the assigned (elected representative) on behalf of the assignor (voter), transform this system from representative to “authorising”.

The representative dimension, namely the commitment of the elected representative towards the represented or assignor wanes and “falls into abeyance” and the authorizing dimension dominates, perceived as an unconditional granting of the decision making right to be



used by the representative, as desired. The “introversion” of the political system created in this way, limits its channels of communication with the increasingly complex social reality and ultimately leads to the production of low-quality public policies, non-responsive to the true needs of society. This condition is confirmed by the fact that policy making largely follows the “incremental” model, in which the dominant concern of decision-makers is the compatibility of the proposed solutions to the current status quo. The inability, however, to produce solutions designed from scratch, which are documented, drastic and proportionate to the nature, extent and gravity of the stakes, leads to attempts to resolve persisting problems through randomness and chance. These factors generate political and administrative inertia and accumulate pressures that can be relieved only by a loss of systemic balance. That means that the politico-administrative system doesn’t produce planned and coordinated solutions to social problems and as a result these reappear in more severe and unpredictable forms through crises.

Overcoming the aforementioned weaknesses can be achieved by enhancing civic participation in the elaboration of public policies and decision making. The institutionally established and technically-procedurally assured participation through methods of structured/organized public deliberation not only strengthens the democratic nature of the planning process of public policies but also improves the quality of decisions to the extent that it prevents unilateralism and allows the synthesis of a variety of views as well as quantitative and qualitative data.

Collective, participative and consent building decision making platforms, such as Structured Democratic Dialogue, should therefore be an active ingredient of the new political and administrative reality but also of the institutional and procedural mix that will generate this reality, namely the reform strategy and its implementation processes.

References

- Argyriades, D. (2006). Good governance, professionalism, ethics and responsibility. *International Review of Administrative Sciences*, 72(2), 155-170
- Christakis A. (with Kenneth C. Bausch), (2006), *How People Harness their Collective Wisdom and Power to Construct the Future*, Information Age Publishing
- Cohen Michael D., March James G., Olsen Johan P. (1972), “A Garbage Can Model of Organizational Choice”, *Administrative Science Quarterly*, vol. 17 issue 1 pp. 1-25.
- Kingdon John W. (1995-2nd ed.), *Agendas, Alternatives and Public Policies*, Longman.
- Lindblom Charles E. (1959), “The Science of “Muddling Through””, *Public Administration Review*, Vol. 19, No. 2. (Spring, 1959), pp. 79-88.
- Merton Robert K., (1940), *Bureaucratic Structure and Personality*, *Social Forces*, vol.17, pp. 560-568
- Michels Robert (1911/2012), *Political parties. A sociological study of the oligarchical tendencies of modern democracy*, Forgotten Books.
- Nissanke M., (2009), *The Global Financial Crisis and the Developing World: Transmission Channels and Fall-outs for Industrial Development*, United Nations Industrial Development Organization, Research and Statistics Branch, Working paper 06/
- Passas A., Tsekos Th., (2009), “A Procedural Model for Public Deliberation”, in Tambouris, E., Macintosh, A. (eds.), *Electronic Participation, Proceedings of Ongoing Research*, Trauner Verlag, Schriftenreihe Informatik, Band 31.
- Selznick Philip (1949/2011), *TVA and the Grass Roots: A Study of Politics and Organization*, Quid Pro



ρατία

Επίπεδο 12
Ανεπαρκής
χώροι εργασίας

ρινωνίας
φόρων
ρχίας

Επίπεδο 13
Έλλειψη
οργανωτικής
δομής

ότητα
πτικού

Επίπεδο 14
Έλλειψη συντονισμού
και παρακολούθησης
εκτέλεσης αποφάσεων

IS
η των

Επίπεδο 17
Η ημιμόβεια των
νόμων και
κανονισμών της
ΤΑ

IS
ν και

Επίπεδο 18
Μη ύπαρξης
ικανού
προσωπικού

Επίπεδο 15
Η έλλειψη της θέσης και
αποτελεσματικότητας
αξιολόγηση προσωπικού

Επίπεδο 16
Οι παρεμβάσεις
στις διαδικασίες
από τους αρμοδίους

Επίπεδο 19
Μη κατανοητός
αρκής προσωπικού
που του να είναι
απόλυτος με τον χώρο
εργασίας

Επίπεδο 20
Δεν υπάρχει
καθορισμένο
ωράριο κοινού

Επίπεδο 21
Μη ύπαρξη
δραστηριών
γνώσεων στο
πρόγραμμα

Επίπεδο 22
Ανεπαρκής
πρόγραμμα
αποτελεσματικό με το
έλλειψη των
αποτελών

Επίπεδο 23
Ο υπολογισμός
δεν είναι κατά
εκπαιδευμένα

Επίπεδο 24
Μη κατανοητό
προσωπικό

Επίπεδο 25
Μη
αποτελεσματική
αξιολόγηση

Επίπεδο 26
Το πλαίσιο ΚΣ
δεν είναι
αποτελεσματικό

Επίπεδο 27
Έλλειψη συντονισμού
από τον χώρο
εργασίας με τον
χώρο ΚΣ

Επίπεδο 28
Ελλιπή στοιχεία
δεν είναι
αποτελεσματικό

Επίπεδο 29
Μη κατανοητό
προσωπικό

Επίπεδο 30
Ελλιπή
παρακολούθηση
αποτελών

Επίπεδο 31
Έλλειψη
αποτελεσματικότητας
αξιολόγηση
αποτελών

Επίπεδο 32
Έλλειψη
αποτελεσματικότητας
αξιολόγηση
αποτελών

Επίπεδο 33
Έλλειψη
αποτελεσματικότητας
αξιολόγηση
αποτελών

Επίπεδο 34
Το πρόγραμμα
αποτελεσματικό
αξιολόγηση

Επίπεδο 35
Ελλιπή
αποτελεσματικό
αξιολόγηση

Επίπεδο 36
Ελλιπή
αποτελεσματικό
αξιολόγηση

Επίπεδο 37
Ελλιπή
αποτελεσματικό
αξιολόγηση

Επίπεδο 38
Ελλιπή
αποτελεσματικό
αξιολόγηση

Επίπεδο 39
Ελλιπή
αποτελεσματικό
αξιολόγηση

Επίπεδο 40
Ελλιπή
αποτελεσματικό
αξιολόγηση



Structured Democratic Dialogue as a science

Yiannis Laouris

Future Worlds Center

Dialogue and dialectics were born and flourished in ancient Athens. One of the main fathers of the science of the Structured Democratic Dialogue is the Greek-American scientist, Alekos Christakis. Groups located in Cyprus are worldwide pioneers in the development of the science of the structured dialogue in a way that can respond to the complexity of today's problems. Both the Cyprus Academy of Public Administration and the Future Worlds Center have perhaps realized more Structured Democratic Dialogue iterations in contemporary social and scientific problems than any other country in the world. This places Cyprus in a leading position on the global scene.

Two and a half thousand years ago, the fathers of Democracy met in the Agora of ancient Athens and discussed issues of concern to them. The problems of that time were not as complex as they are today. Nevertheless it is worth looking at how the ancient Athenians exchanged views and how they managed to reach an agreement and make decisions enjoying wide support. Thus, we will better understand the ways in which the science of structured dialogue draws inspiration from the ancient philosophers.

Socrates, one of the most prominent philosophers of ancient Athens, taught his disciples in the Agora. Socrates, who never authored any written works, liked to start a discussion acting as if he knew nothing about a given topic and invariably expressed interest in learning about it. The SDD starts in a somewhat similar way, i.e. by posing a question, called the "triggering question". This question requires us to

keep the discussion focused on the topic in hand and to keep the participants from being tempted to start talking about something else, to waste time straying into private, aside conversations between them or start to argue over points of disagreement. The triggering question is also a tool that helps us collect certain views, observations and perceptions of the participants in relation to the matter under discussion. Socrates used to make use of the so-called empirical knowledge acquisition approach namely through practical experience, observation and deduction. This method is known as "Maieutics", meaning "the craft of midwifery". As the midwife helps get the child out from the mother's womb, Socrates helped his interlocutor to externalize the knowledge that he already had within him, even if the latter was not consciously aware of it. In a somewhat similar manner, the science of SDD is based on the notion that those who are affected by a problem collectively possess the knowledge required to analyze, understand and solve it. A structured dialogue process, cultivates a sense of co-ownership of the problem. A common understanding of the various aspects of the problem is gradually achieved and a communication by means of common conceptual vocabulary is established. What is most important however, is that participants feel themselves to be co-owners of the solution and the changes agreed.

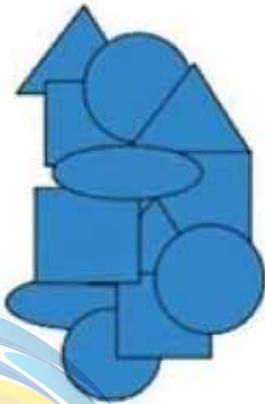
Classification of ideas

After ideas are collected, each participant can explain his idea and the others can ask for clarification, but cannot yet judge, criticize, reject or approve any aspect of it. This can be done at a later stage, when the content and essence of each idea is fully understood.

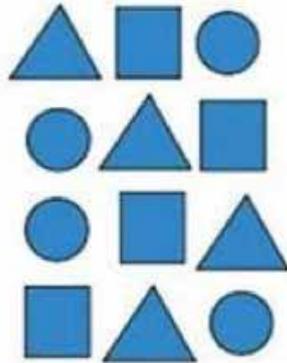
At the next stage, participants categorize the ideas based on their common characteristics. This method requires that categorisation takes place after participants are asked whether two random ideas have enough common features to justify their placement in the same category (without this category having been configured yet). This way (i.e. bottom-up), not only are categories gradually and organically formed, but participants benefit from further discussing the meaning and significance of each idea. Thus, the creation of a greater basis of common perception regarding the topics under discussion is enabled. Then, each participant gets five votes to support the five ideas that he considers to be the most important. The ideas that receive at least two votes qualify for the final phase of the dialogue, which is the creation of a “tree of influence.”

DIAGNOSIS

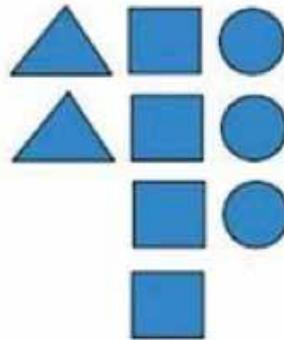
**Complex
Situation**



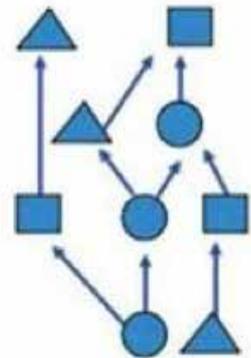
**Participants
state their views**



**Categorization
of ideas**



**Chart
of Influence**





Tree of Influence

In the final phase of the dialogue the structuring of ideas takes place in order to create a chart, which we call “Tree of Influence.” This tree defines, through the collective wisdom and agreement of the vast majority of participants, what the root causes of the problem are.

The following figure shows an example of a possible screen that the software used (Cogniscope™) project for consideration. Two ideas are selected randomly (based on an intelligent algorithm developed in the 1970s) and presented in question form. Assuming that we make progress in addressing the first idea, could it significantly assist in addressing the second idea?

Question:

If we suppose that we make progress in addressing:

Factor 1

The lack of support tools and knowledge/use of them

Will it SIGNIFICANTLY assist in handling:

Factor 2

The inability to find solutions under mutual consent

Participants discuss the matter thoroughly and if 2/3 of the votes are positive, then they establish a relationship of influence of the first idea on the second. In this way a comprehensive tree of influence is gradually created. The most influential ideas appear at the root of the tree. They are regarded as the root causes and more emphasis should be placed on these ideas during the “treatment” stage.

For several years now, the European Commission and other international organizations, encourage the use of methods that promote inclusive and democratic dialogue as a means of solving problems and achieving agreements acceptable by all parties. Structured Democratic Dialogue has been used with great success in many cases in Cyprus, both by the Government and by the Local self-government authorities as well as by the private sector. It is important that each and every organization is aware of the existence of this methodology and that it ensures, to a great extent the democratic participation of many stakeholders. It enables the establishment of a common understanding on a topic that concerns a certain group and helps participants to reach agreed and commonly accepted courses of action.

Structured Democratic Dialogue ensures the best solution

Marios Michaelides

Senior Training Officer, CAPA

Head of the Cyprus Academy of Public Administration

The method chosen to achieve an intended change must be consistent with the desired result. If we aim at transparency, collegiality, critical thinking and meritocracy, then these characteristics should precisely describe the methodology for managing change.

Structured Democratic Dialogue is the most effective way of engaging competent institutions and other stakeholders in the co-formation of a common approach to address an important and difficult question. The more difficult, more complex and more multidimensional the stakes are, the more useful Structured Democratic Dialogue is, provided we are dealing with a fairly important issue. It helps a group of stakeholders to better define the problem and choose the best solution while at the same time cultivating the commitment of the participants to the implementation of decisions.

During the current critical times for our country, the Public Service must respond to challenges of an unprecedented nature. Civil servants are required to behave more effectively and more strategically, focused on achieving the best possible result, rather than the mere mechanistic handling of their work.

It is expected of us all to think outside the box, to operate in an innovative way and adopt pioneering methods in a consensus building deliberative approach to find the best solutions to various issues. There are numerous issues on

which SDD can help stakeholders mark a common course towards a co-formulated vision, describing a future state desired by all since it will take into account the goals of all parties.

Whether it is the best use of funds, planning local development projects, modernization and / or the merger of public bodies, which is under consideration, the best solution cannot be provided by technocrats, local or foreign, without the input of those directly involved and directly affected who are more familiar with the problems.

For the effective implementation of the SDD model, a management team is assembled which includes representatives of the main sponsors (the organizations that ask CAPA for help thereby initiating the process) and other stakeholders along with trained process managers. This group has the most significant role to play, which is to properly design and prepare the SDD workshop. The team must formulate the triggering question to be posed and carefully choose the participants so that all views are represented. The workshop must be organized in an appropriate place and time to allow delegates to attend but most importantly to freely participate in the proceedings with the support of trained methodology managers.

The Cyprus Academy of Public Administration (CAPA) consistent with its mission to foster dialogue and consensus regularly utilizes the SDD methodology, in large and small projects, where it is useful to involve participants in the diagnosis of problems and in the formulation of a shared vision and plan of action.



The then Minister of Communications and Works Mr Averof Neophytou, at the start of the workshop of Structured Democratic Dialogue in June 2000, together with Professor Alexander Christakis, one of the fathers of this methodology.

Below some of the major projects in which the CAPA has implemented the SDD methodology are briefly presented. Specifically, in

- 2000 for the port industry,
- 2005 for Departments of the Ministry of Interior,
- 2009 for Local self-government authorities,
- 2011 for the Town Planning and Housing Department,
- 2013 for the merger and modernization project of government tax departments

► **2000: Port Industry**

The first implementation of the Structured Democratic Dialogue occurred in the summer of 2000 in collaboration with the Minister of Communications and Works at the time, Mr Averof Neophytou. The issue that needed to be addressed was the operational problems at the port of Limassol, which threatened serious revenue losses due to the possible departure of large shipping companies. In this case, for reasons of complexity and because of the existence of conflicting interests, it was thought wiser to implement all the three different stages of the methodology, namely (a) the diagnosis of the current situation, (b) the design of the desired status, and (c) the plan of action for the transition from the current to the desired situation. The workshop was attended by the main actors in the port industry and its proceedings lasted eight days. Representatives of all trade unions, the Ministry of Communications and Works, the Planning Bureau, the Ports Authority, the Shipping Agents' Association, and the Porters' Association had an active participation in the workshop. The joint findings along with recommended actions were formally submitted to the Ministry.

► **2005: Departments of the Ministry of Interior**

One of the major initiatives where the SDD methodology was utilized took place in 2005 when the Minister of Interior at the time, Mr Andreas Christou, initiated an effort to improve the quality of services provided to the public by the Departments of the Ministry. The Ministry of Interior, in close cooperation with the CAPA and the Public Administration and Personnel Department, identified the actual needs and proceeded to implement Structured Democratic Dialogue workshops for the District Administration Offices, the Town Planning and Housing Department, the Lands and Surveys Department and the Civil Defence Force to identify problems and develop a common vision and objectives.

► **2009: Local self-government authorities**

As part of the project for the development of managerial and leadership skills in the Local Authorities, a special sub-project was implemented to identify the problems faced by the executives of these organizations. Ten two-day workshops of Structured Democratic Dialogue were conducted by district (region), which gathered 207 executives from all levels of local government both elected and career officials. These workshops aimed at identifying the main issues in relation to the problems and learning needs that exist in these organizations on matters of Administration and Leadership, as well as to detect and prioritize and also classify the root causes of these matters and investigate whether and which of these can be overcome through learning activities.

► **2011: Town Planning and Housing Department**

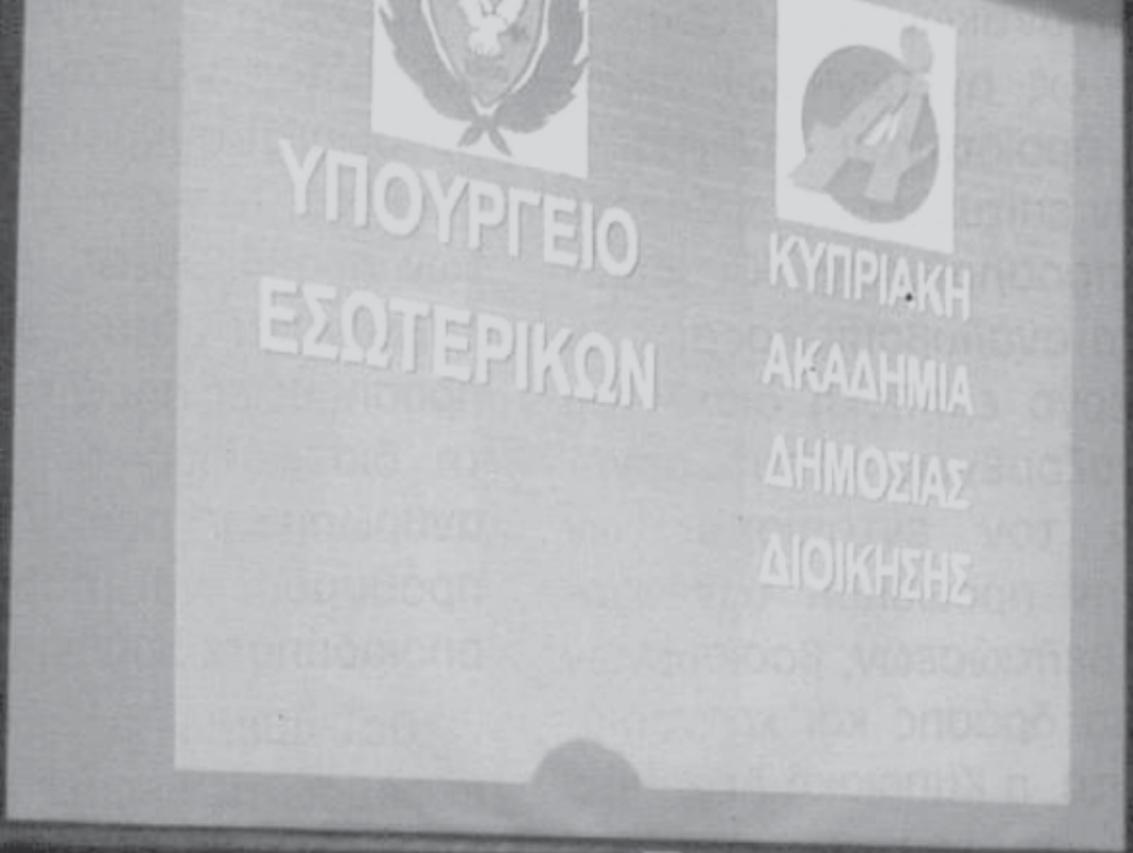
A very innovative initiative is the development of a Pilot Local Development Plan for the Wine Villages of Limassol by the Town Planning and Housing Department of the Ministry of Interior. This plan is part of the “Local Development Pilot Projects: the contribution of heritage to local and regional development” implemented by the Council of Europe.

As part of efforts for the mutual creation of the Development Plan, one-day workshops of Structured Democratic Dialogue were conducted for seven thematic working groups involving additional interested parties (stakeholders), related to the specific thematic unit.

These issues or themes were:

1. Economy and Entrepreneurship
2. Agriculture, Environment and Landscape
3. Architecture and Residential Areas





The initiative was inaugurated by the then Minister of Interior Mr Andreas Christou, on 29 September 2005, in the presence of Directors and Coordinators for Learning of the Ministry Departments.

4. Society and Culture
5. Infrastructure and Services
6. Education and Information
7. Management and Governance

After the participative development of a common vision on the seven topics by representatives of stakeholders in each sector, a final Structured Democratic Dialogue workshop was organized to combine thematic visions into a single vision for the sustainable development of the region of the Wine villages of Limassol. This process was designed by a small group of CAPA SDD specialists in cooperation with officials of the Town Planning and Housing Department and other stakeholders.

This innovative, synthesis workshop took place at the Arsos multifunctional centre of the Community Council and was coordinated by CAPA executives and associates. The workshop was attended by 38 people from 30 different organizations. Overall 164 executives from 84 stakeholders took part in the process of the collective formulation of the Pilot Local Development Plan for the Wine Villages of Limassol.

► **2013: Project for the merger and modernization of government tax departments**

It concerns the process of merging the Inland Revenue and the Value-Added Tax Departments into a new consolidated tax authority. In order to assist in the effective management of this change, CAPA held three two-day, 12 hour co-laboratories (workshops) of Structured Democratic Dialogue. The first one was held on 7-8 November 2013 between representative teams of





executives of both organizations (internal stakeholders), the second on 14-15 November 2013 with external parties (external stakeholders) and the third on 18-20 November 2013 with the participation of members from the merger project team. The first two took place at CAPA offices and the third at the Ministry of Finance, with CAPA executives and associates acting as facilitators.



The questions posed to the participants were:

To executives: “What are the challenges that must be addressed for the successful integration of the tax departments?”

To the external stakeholders: “What are the expectations from the merger of the Inland Revenue and the Value-Added Tax Departments into a single organization?”

Executives from the project team as well as members of the two organizations participated in the third workshop which was held at the Ministry of Finance, where they proposed appropriate actions to address the challenges and meet the expectations expressed in the first two workshops in response to the above triggering questions.





From the authority of power to the consensual knowledge of democracy

Alexander Christakis

Interviewed by Maria Kakoulaki

He has succeeded in developing and implementing a methodology of participatory democracy and consensus in enormous and painful problems that raised recriminations and wasted valuable resources. From the College of Athens he went on to pursue theoretical physics at Princeton University and Yale. He then collaborated with the famous architect Constantinos Doxiadis and continued with the design of the future "Ecumenical Cities". In the 1970s, he declared his revolution along with other leading idealists by creating the Club of Rome (a manifesto to address complex world issues) and ended up in creating a real democratic revolution through the Structured Democratic Dialogue, a methodology designed and implemented by citizens for citizens, almost as in the Agora of ancient Athens.

Dr. Alexander Christakis, Greek of the diaspora and founder of the Institute for 21st Century Agoras, without forgetting his roots, continues to this day to travel to different parts of the world and each year returns to Greece and Cyprus having in his luggage the experience and tools to solve any modern challenge or complexity, even for what is so extensively discussed recently as the modernization of Public Administration and Governance. Therefore, the modernization of Public Administration as a public policy planning and decision-making process, must absorb the rights and obligations of its citizens and officers with their conscious and active involvement in bridging interdisciplinary knowledge, synthetic judgement (demosophia), the skilful use of resources and the provision of high quality services in a complex and ever-changing social environment.

Dr. Christakis, what are the challenges faced by modern societies?

I think the biggest challenge is that there is not a basis of universal values to guide the actions of people. Moreover, there isn't a common ideology that can unite people under common goals and vision. For example, after the Second World War the ideology that prevailed was the creation and the success of the bourgeoisie. Today which is the prevailing ideology? The ideology of "having"? Assuming that there is a prevailing "ideology" today, it is only that which I call as the "ideology" of pseudo-democracy, which although is supported and promoted by the respective governments, it is not based on the participation of the citizens themselves in any decision-making process, but on the general and mutated by the propaganda belief that theoretically political leaders defend and protect citizens' rights and interests. Instead of actually doing that, they harbour and conceal the interests of a few people in power, by using the idea of democracy as simply a verbal mask for every lawless deed, unethical behaviour and selfish purpose. If we do not change our system of values with the prospect of a better future, then all we do is perpetuate our misfortunes.

Additionally, the complexity we face today leads to the non-existence of any ideology, because there are countless viewpoints and attitudes, but there is no way of synthesizing these views into the collective knowledge of a society, that I tried to define as "Demosophia". When do we see the opinion of many synthesizing knowledge for all? As it is understood, this manner not only ensures the constant increase of complexity, but also consolidates and perpetuates it as regular by creating a vicious circle which cannot be changed. The only way to break this vicious



circle is for every citizen to consciously participate in what concerns them through Dialogue! But the dialogue should be structured, planned, must have an aim, a purpose and must be conducted on equal terms for all those concerned. For example, at times when various financial problems which need immediate administrative reforms exist, the experts of the past proved incompetent before necessity for interdisciplinary knowledge, insight, capacity for collective action and work, as well as negotiation.

When did you first have the idea for a citizens' Structured Democratic Dialogue methodology and how did it lead to your research?

Realizing the need to create a structured Democratic Dialogue methodology, I conducted an experiment in 1972 on the initiative of the Academy for Contemporary Problems in collaboration with John Warfield in Ohio, United States. At the time, we assigned an interdisciplinary team to design a hypothetically ideal city of one million inhabitants and for this purpose we provided the team with enough financial resources and a time frame. The conclusion from this experiment was that it was not possible for all these scientists to overcome the scientific and linguistic restrictions for the common purpose. If we apply this example to the case of Public Administration, it is easy to see that the problems needing the attention of public policy, do not easily achieve systemic knowledge, thus, there is misdiagnosis.

Instead, inflating them is translated as a dysfunction of the whole system. This creates a problematic situation (problematique), which, without the democratic participation of all those involved in it, ends up becoming

the responsibility or awareness of one person deciding and ultimately leads the organization to institutional inertia. Nowadays, we need a collaborative interdisciplinary approach to the contemporary complexity and if we do not manage to overcome any linguistic or other limitations, we cannot hope to any change.

How did you therefore proceed in developing the Structured Democratic Dialogue methodology?

The first realization of the need for a system design for the future was made during the Symposium of Delos, which was held by the Greek architect Constantinos Doxiadis during the 1960s, who, through his collaboration with eminent scientists of different fields, attempted to develop issues and concerns in the matter of human settlements. Among these scientists was Margaret Mead and the economist Hassan Ozbekhan. I was lucky to be alive and attend these meetings, during which I realised the impossibility of interdisciplinary communication between the guests. Afterwards, I collaborated with Hassan Ozbekhan in what became known as the Club of Rome, an organization that was formed in 1970 by the Italian Aurelio Peccei, which addressed the complex problems of humanity. Similarly, in this case, the diagnosis was that the members of the Club of Rome were facing difficulties in interdisciplinary collaboration, as in the experiment of the hypothetical city. Thus, the need to break the boundaries of the various disciplines and to create a connective web between individual disciplines emerged, by combining theory and practice. This is called the "Third Phase of Science" and differs from the traditional collection and interaction with information, in that specific alternatives for every complex problem are conceived and designed, similarly to the way



an architect designs a unique building, based on the specific needs of space, time, place and the resources of his era. The first implementation of the Structured Democratic Dialogue methodology was carried out by Raymon Fitz in 1973, in Dayton, United States, when the City Council was asked to decide the priorities of projects to be financed. In this initial attempt, the dialogue took place with the assistance of a so large computer that occupied an entire room. I was one of the pioneers in the creation and the effective implementation of the Interpretive Structural Modelling software as an associate of the Academy for Contemporary Problems. The program has the ability to produce and record the ideas that arose in response to a key question and quickly created the “correlation trees” that categorized the priorities of each project for funding.

Then, many applications in the field of education and in particular a partnership with the US Department of Education in Washington for environmental awareness among students followed, funded by the Congress and under the auspices of Walter Bogan, who was then Director of the Office of Environmental Education of the respective Department. Other successful applications were made on Forest Planning, Aquaculture and Ocean Management issues. In 1972, Nixon created the Environmental Protection Agency and Americans became conscious of the need for environmental protection. For this reason, the Congress passed a series of laws which made citizen participation a key condition in the planning of Civil and Environmental Protection, otherwise the policies of various organizations were considered illegal.

What were the reactions you encountered during the implementation of the methodology of the Structured Democratic Dialogue?

The first reactions occurred from the academic, scientific and plutocratic elite. In addition, by business people whose interests were affected by the companies, whose selfish aims were compromised by the views of citizens. Those who were in power, reacted, unsurprisingly, whereas the ones oppressed, those who were excluded from society, and a few enlightened leaders began to realize that the inclusion of the opinion of the majority in the design of a complex problem, may reveal the collective knowledge, Demosophia. For example, in workshops for the effective planning of forest protection, those who reacted were the wood and paper producers or those who benefitted from forest tourism. This is because the methodology unifies the opinions of all people, regardless of their educational level and creates the possibility of systemic thinking.

When, for example, in 1996 an application was made at the Food and Drug Administration in Washington, in order to create a new assessment program of medicine imported from other countries. Before the Structured Democratic Dialogue methodology was applied, the only dominant voice heard and even imposed on the organization, was the one of a certain White House spokesman. When this representative realized that through the implementation of the Structured Democratic Dialogue methodology, his voice and opinion was equated with the voices and opinions of other participants, he stopped the process in order to resolve the issue within the Agency. However, the Agency Director defended the process and the organizers, so the White House spokesman decided to leave the conference



room. The dialogue was completed and the Agency won the Harvard prize as the leading governmental organization in America.

What are the fields of application of the Structured Democratic Dialogue methodology over time?

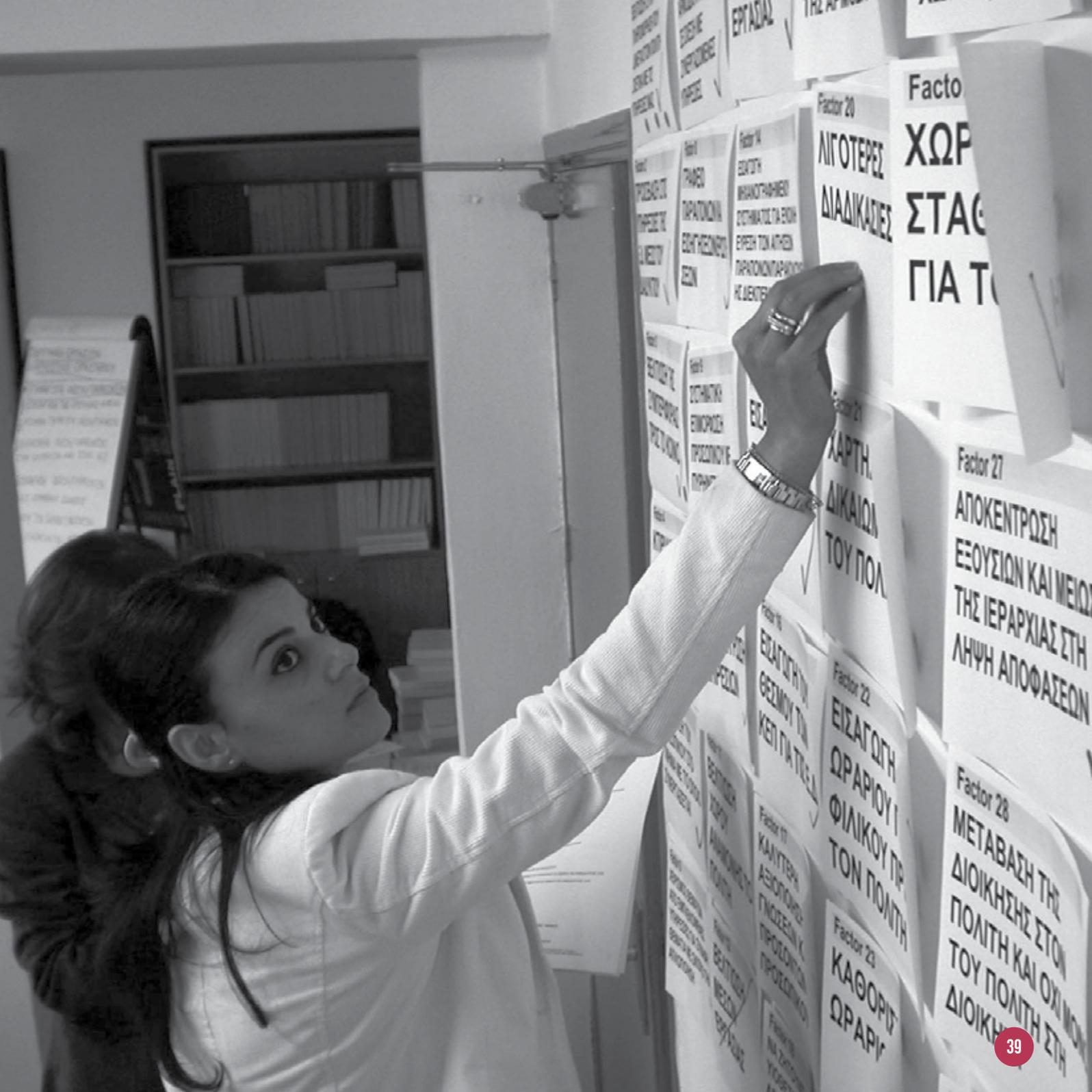
The positive results of the methodology are demonstrated by the scale of problems, not only on a level of private but also of public interest and by finding collective solutions to problems that seemed complicated and cumbersome. So, there have been applications of this methodology in every field concerning the design of social systems, e.g. local authorities, business organization, product manufacture, sustainable development, education or even in matters of energy, environment, culture, civil protection and medical, pharmaceutical and diplomatic issues.

Which do you think are the most interesting applications of the Structured Democratic Dialogue so far?

One of the most important applications to date was when representatives of the White House, Congress and the American Indians had to decide on how they would manage the accommodation of the American Indians. Suddenly, the Indians, who had undergone linguistic disorientation, began to express themselves feeling emancipated and sharing their views vigorously. In turn, and within the principles and axioms of the methodology, the Congress and the White House representatives had to hear them out. This case was followed by hundreds of applications from 1994 to 2006 to create consensus between the Greek and Turkish Cypriots towards peaceful coexistence in Cyprus, as well as the application of “ACT Beyond Borders”, a program of reconciliation between Palestinians and Israelis, under the auspices of the Future Worlds Center in Cyprus.

From 1999 to 2004 there were approximately 10 applications of the methodology for patient safety in hospitals in Washington and there were also other applications related to human rights and equal opportunities for people with disabilities. The latest application of the methodology occurred by the initiative of the Town Planning and Housing Department of Limassol in cooperation with the Cyprus Academy of Public Administration. A series of Structured Democratic Dialogue workshops took place for the Wine villages of Cyprus, where 142 experts from 86 institutions in 68 organizations have joined their experiences, thoughts and proposals focusing on the sustainable development of wine villages against decay, abandonment and desertification of the historic vineyards of Cyprus.







In your opinion, how can the Structured Democratic Dialogue assist in the modernisation of public administration?

It is generally acknowledged that the Public Administration has been in a decade-long deep and generalized crisis and its modernization coincides with the implementation of genuine participatory democracy. A crisis that is repeated and becomes deeper despite the fanfare of the respective governments for modernization. Through the Structured Democratic Dialogue methodology, the challenges faced by the Public Administration can be addressed by co-owning to the problem, as well as continuous learning and humility. Phenomena such as implementing effective decentralization, the lack of planning and organization, the abolition of patronage, nepotism, lack of transparency, the confusion of powers, bureaucracy, overregulation, lack of accountability to society, the lack of evaluation of social efficiency are but a few of the areas that should be addressed systemically through the Structured Democratic Dialogue. Additionally, contemporary thorns, such as reducing social spending on education, health, insurance or behavioral phenomena of public officials, such as indifference, laziness, sureness, conciliation are prevented by developing a new culture of structured dialogue. A key objective of the Public Administration should be to provide services to citizens and provide the right to participate in the diagnosis and treatment of complex problems.





The Local Development Pilot Project for the Wine Villages

Yiannis Panayiotou, Training Officer, CAPA

The Local Development Pilot Project for the Wine Villages of Limassol was conducted by the Town Planning and Housing Department (Ministry of Interior) in collaboration with the Council of Europe, the Cyprus Academy of Public Administration, Government Departments, semi-governmental Organizations, local Authorities, organized groups and 15 local communities and had the following characteristics:

- It facilitated dialogue and cooperation between public agencies and local communities in decisions taken from the base.
- It promoted integral development, thus ensuring social cohesion, solidarity and quality of life for the people.
- It contributed to the protection and enhancement of natural and cultural heritage, by pursuing sustainable development and promoting the identity of the region.

The purpose of the Local Development Pilot Project for the Wine Villages of Limassol was the elaboration of a long-term plan, based on the specific features of the region, while giving the directions, laying the strategies and measures needed for its development and upgrading.

This project was part of a wider program by the Council of Europe titled “Local Development Pilot Projects: the contribution of heritage to local and regional development”. This collaboration aimed at preparing an innovative regional development plan for the selected communities, based on the local characteristics of each region, with a focus on cultural heritage and at allowing the Town Planning

and Housing Department to explore new approaches to spatial planning with emphasis on the active involvement of citizens. Simultaneously, it was expected that the Cypriot Public Service will benefit substantially from the experience of countries and experts involved in the project.

The originality of this Plan was that it:

- followed a well-structured methodology in three phases (Diagnosis, Strategy, Implementation Plan),
- contributed to the protection, preservation and enhancement of cultural and natural heritage as a factor of socio-economic development, preservation of identity and cohesion,
- ensured the increased involvement of local communities and the active participation of citizens, seeking to adopt an implementation plan on a collaborative basis,
- promoted a model of integrated and sustainable development,
- aimed at improving quality of life, reducing disparities between urban and rural life and creating opportunities for employment and rural economic development,
- improved the local, regional, national and international cooperation.

The region of the Wine-Villages is known for:

- The tradition of wine making, which has left its traces in the landscape, characterised by a system of terraces made by dry stone (cultivated and abandoned).
- The rich fauna and flora, which contributed to the inclusion of some important parts of the area in the Natura 2000 Network.



Χαρακτηριστικό 11
Δημιουργία θέσεων
εργασίας και
υποδομή σε
υιοτεχνίες κ.λ.π. ✓

Χαρακτηριστικό 16
Απλοποίηση
διαδικασιών
- μείωση
γραφειοκρατίας ✓

Χαρακτηριστικό 21
Οργάνωση του
τουρισμού εμπειρίας,
αξιοποιώντας την
κληρονομιά των
κρασχωριών ✓

Χαρακτηριστικό 26
Αισιτή συνεργασία
τοπικών αρχών και
αποικιστών στη συλλογή
πληροφοριών για την
πρόληψη και εξάλειψη του
ακρίματος ✓

Χαρακτηριστικό 27
Αναβάθμιση του
ρόλου των
αναπτυξιακών
εταιριών / ομάδων
τοπικής δράσης ✓

Χαρακτηριστικό 28
Πρόωθηση της
αυθεντικότητας
Εργαστείτε με
αυθεντικότητα
Εργαστείτε με
αυθεντικότητα
Εργαστείτε με
αυθεντικότητα

Χαρακτηριστικό 29
Εξοικονόμηση
Εξοικονόμηση
Εξοικονόμηση
Εξοικονόμηση
Εξοικονόμηση

Χαρακτηριστικό 12
Πλήρης και παραγωγική
αξιοποίηση των κατοίκων
της περιοχής στη βάση
αμειβόμενης ή εθελοντικής
απασχόλησης ✓ ●

Χαρακτηριστικό 17
Αποδοτική λειτουργία
τμήματος εσωτερικού
συντονισμού για
ωριμότητα και ενίσχυση
έργων στην επαρχιακή
διοίκηση ✓

Χαρακτηριστικό 22
Αναδιάρθρωση των
χρονολογισμένων
διαδικασιών αδειοδοτήσεων και
επιχορηγήσεων των στοιχείων
πολιτιστικής κληρονομιάς της
περιοχής ✓

Χαρακτηριστικό 27
Εφαρμογή σχεδίου
εισπολιτισμού και
ανειδίκευτων (ανειδίκευτος)
στην περιοχή
κρασχωριών ✓

Χαρακτηριστικό 32
Πρόωθηση της
ηλεκτρονικής
διακυβέρνησης με τη
αυτή συνεπάγεται ✓

Χαρακτηριστικό 33
Εκτίμηση
υπηρεσιών στην
περιφερειακή
αυτοδιοίκηση ✓

Χαρακτηριστικό 34
Εκτίμηση
υπηρεσιών στην
περιφερειακή
αυτοδιοίκηση ✓

Χαρακτηριστικό 13
Κίνητρα για
αποφυγή της
αστυφιλίας ✓ ●

Χαρακτηριστικό 18
Δημιουργία ηλεκτρονικού
γραφείου εξυπηρέτησης
του πολίτη μέσω
του διαδικτύου ✓

Χαρακτηριστικό 23
Τοπική λήψη
αποφάσεων
ανάπτυξης σε
 σύντομο χρονικό
διάστημα ✓

Χαρακτηριστικό 28
Δημιουργία κυβερνητικών
υπηρεσιών στην περιοχή των
κρασχωριών για
αποκέντρωση από τις πόλεις ✓

Χαρακτηριστικό 35
Εφαρμογή νέων
τεχνολογιών
διαδικτύου, ασύρματης
επικοινωνίας κ.λ.π. ✓

Χαρακτηριστικό 36
Ποιότητα
Ποιότητα
Ποιότητα
Ποιότητα
Ποιότητα

Χαρακτηριστικό 37
Ποιότητα
Ποιότητα
Ποιότητα
Ποιότητα
Ποιότητα

Χαρακτηριστικό 15
Συνεργασία, συντονισμός
κυβερνητικών
και τμημάτων

Χαρακτηριστικό 25
Προώθηση βιώσιμης
ανάπτυξης ✓

Χαρακτηριστικό 24
Ανάπτυξη και συμμετοχή
του εθελοντισμού στην
πρόληψη και κατάσβεση
πυρκαγιών υπαίθρου ✓

Χαρακτηριστικό 26
Αυστηρή και
ταχεία
αστυνόμευση
των περιοχών ✓

Χαρακτηριστικό 38
Ολοκλήρωση
Ολοκλήρωση
Ολοκλήρωση
Ολοκλήρωση
Ολοκλήρωση

Χαρακτηριστικό 39
Δημιουργία τοπικού
δικαστηρίου για επίλυση
τοπικών και οικονομικών
δοσολογίων μέχρι 1000 ευρώ ✓

Χαρακτηριστικό 40
Δημιουργία τοπικού
δικαστηρίου για επίλυση
τοπικών και οικονομικών
δοσολογίων μέχρι 1000 ευρώ ✓



- The ecclesiastical buildings and traditional architecture, influenced by the economy of wine.

The problems identified in the area were:

- The trend of deforestation, abandonment and population loss in the most isolated settlements.
- The abandonment and degradation of dry stone terraces and vineyards, because of the decline and the mechanization of the agricultural sector.
- The change of the original cultural landscape due to the abandonment of agriculture and uncontrolled construction.
- The gradual transformation of the traditional character of the settlements and the cultural landscape.

The characteristics and problems of the wine villages region make the area a planning unit that requires a special approach, in reality one intertwined with the region. This also contributed to the preservation of the rich cultural and natural heritage of the area.

The concept of citizen participation in shaping the vision and policy of development in the area where they live, as part of a decision-making process from the base, is expressed in various European approaches to the Cohesion Policy (place based approach, community-led local development) while offering funding opportunities from the European Funds. To achieve this objective, the Cyprus Academy of Public Administration is a collaborator in the Local Development Pilot Project for the Wine Villages, undertaking the responsibility to develop an effective tool to involve citizens used during its implementation, by utilizing the Structured Democratic Dialogue methodology.

The Local Development Pilot Project for the Wine Villages through the eyes of the Town Planning and Housing Department

Irene Hadjisavva

Town Planning Officer

Town Planning and Housing Department

Section for the Preservation of Cultural Heritage

The Town Planning and Housing Department (Ministry of Interior) in collaboration with the Council of Europe, the Cyprus Academy of Public Administration, Government Departments, semi-governmental Organizations, local Authorities, organized groups, conduct the Local Development Pilot Project for the Wine Villages of Limassol which includes 15 communities and has the following characteristics:

- It facilitates dialogue and cooperation between public agencies and local communities in decisions taken from the base.
- It promotes integral development, thus ensuring social cohesion, solidarity and quality of life for the people.
- It contributes to the protection and enhancement of natural and cultural heritage, by pursuing sustainable development and promoting the identity of the region.

The purpose of the Project is the elaboration of a long-term plan based on the specific features of the region, while laying the directions, strategies and measures for its development and upgrading.

This collaboration aims to prepare an innovative regional development plan for the selected communities, based on the local characteristics of each region, with a focus on cultural heritage. Simultaneously, it aims at allowing the Town Planning and Housing Department to explore

new approaches to spatial planning with emphasis on the increased involvement of local communities and the active participation of citizens pursuing the adoption of a collective application programme.

The concept of citizen participation in shaping the vision and policy of development in the area where they live, as part of a decision-making process from the base, is expressed in various European approaches to the Cohesion Policy (place based approach, community-led local development) while offering funding opportunities from the European Funds. To achieve this objective, the Cyprus Academy of Public Administration is collaborating on the Local Development Pilot Project for the Wine Villages, with the responsibility to develop an effective tool to involve citizen participation, by utilizing the Structured Democratic Dialogue methodology.

The methodology of the Structured Democratic Dialogue is used in the case of the Local Development Pilot Project for the Wine Villages of Limassol to describe and analyse the current situation, to expand it in the future (Baseline Scenario), to identify possible obstacles in achieving the desired situation (Wall of Obstacles) and to develop a common Vision. Then, it converges to a collectively formed Plan of Action, which will bring down the “Wall of Obstacles” and will feed the Vision. We differentiate between “what can be done” (problems), of “what should be done” (vision) and “what will be done” (strategy).



The Structured Democratic Dialogue was used in the first phase of the project, i.e. the “Diagnosis” to:

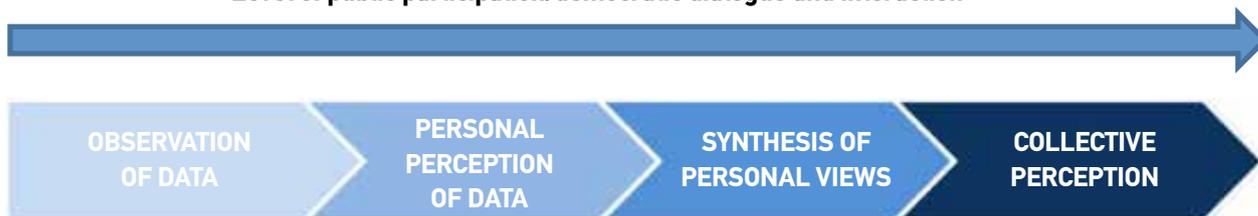
- carry out an overall assessment of the socioeconomic and environmental situation of the region, as experienced by the various stakeholders and the causes of this situation
- identify the future actions and guidelines to be undertaken during the Project (topics)
- define a “common vision” for the region.

During the stage of the Diagnosis, a number of workshops was conducted with broad participation by different agencies. The increased, targeted and structured involvement of stakeholders ensured the quality of the final study of “Diagnosis” and created a “common vision” for the region.

The methodology used has the following advantages:

- Involvement of participants and creation of a sense of “common ownership”.
- Enhancement-empowerment of members of the Community Councils.
- Formation of a main team that can ensure the continuity of the project.
- Creation of a climate of mutual trust between participants.
- Legalization (legitimacy) of stakeholders and their work.
- Redefining the role of public servants.
- Equal participation and respect of the autonomy of all participants.
- Facilitation of mutual understanding and consensus.
- Strategic dialogue character.
- Promotion of decentralization and cooperation between communities.
- Promotion of an approach intertwined with the region and starting from the base (place based / bottom-up).
- Covering not only territorial, but also social and economic aspects within an integrated development approach.
- Strengthening of identity and heritage.
- Continuous / long-term results rather than direct and temporary ones.
- Networking and skills building.

Level of public participation/democratic dialogue and interaction



Κατάρτιση τοπικού πληθυσμού ως προς το σχεδιασμό κοινοτικών και βιώσιμων έργων και ιεραρχία τους

Εκπαίδευση και ευαισθητοποίηση με αντικείμενα την γενεαλογική ιστορία των κατοίκων της περιοχής (σεμινάρια/συνέδρια των αποδήμων)

Ανάδειξη συγκριτικών πλεονεκτημάτων περιοχής

Δημιουργία εκπαιδευτικού κέντρου με θέμα την έρευνα, εκπαίδευση και δικτύωση για αμπελοοικονομικά θέματα

Χαρακτηριστικό 57
Θερινά προγράμματα απασχόλησης / εκπαίδευσης των νέων

Χαρακτηριστικό 52
να αποβάλουν τα παιδιά τον τοπικισμό και να δημιουργηθεί η ταυτότητα του κρασχωριτη

Χαρακτηριστικό 51
Κίνητρα για βιωματική εμπλοκή εκπαιδευομένων στη περιοχή

Χαρακτηριστικό 58
Αναγνώριση / αποκέντρωση των δραστηριοτήτων των γενναίων Ομάδων κώστα και κοσμοπολίτη προς όλες τις κατευθύνσεις της περιοχής των κρασχωριτών

Χαρακτηριστικό 53
Η ενεργός εμπλοκή των μαθητών (προβληματική μέχρι πανεπιστήμια) στην ανάπτυξη σχεδίου δράσης για την ευερίο αναπτυξη των κρασχωριτών και ολοκλήρωσή

Χαρακτηριστικό 54
Εμπλοκή των ενεργών μνηστών (μιαές, εκκλήσεις, μύλοι, νερόμυλοι, Άνοι, κλπ.) της περιοχής στα πολιτιστικά δρώμενα

Χαρακτηριστικό 59
Καλύτερη συνεργασία μεταξύ των εκπαιδευτικών φορέων της περιοχής

Χαρακτηριστικό 64
Ευρύτερη αξιοποίηση / χρήση ΤΠΕ

Χαρακτηριστικό 69
Να κρατηθεί το αμπέλι σαν καλλιέργεια

Χαρακτηριστικό 60
Να καλιερηθεί η συνειδηση / ταυτότητα των κρασχωριτών στα παιδιά

Χαρακτηριστικό 65
Προγράμματα ειδικά διαμορφωμένα με στόχο την ενεργαποίηση των κατοίκων και αποδήμων της τρίτης ηλικίας

Χαρακτηριστικό 70
Δημιουργία ομάδας για την προώθηση της εκπαίδευσης της καλλιέργειας του αμπελιού μέσα από εκπαίδευση (Πρόγραμμα Αγροτικής Ανάπτυξης 2014-20)

ΓΙΩΑΚΙΜ ΜΑΝΩΜΕ





Real Democratic Dialogue

Interview

Clelia Vasiliou

Director of Troodos Development Company

How would you rate your experience in using the Structured Democratic Dialogue methodology under the collective design of the Local Development Pilot Project for the Wine Villages of Limassol?

It has been truly a great experience. So obviously simple and yet rare nowadays. Through this process, I had the opportunity to realise how great freedom of expression is, as well as the necessity to hear the purity in another person's speech without interference, impositions, "polish", "correction" and of course, without the power of authoritarian enforcement which could make anyone of us think and say "Let me talk as I know best". Especially, in the case of the wine villages, I feel that there was a unique originality with regard to this process. Perhaps for the first time since the foundation of the Republic, 27 different fronts sat around the table. For the first time a pilot project entered the debate in the presence of officers of all government departments that play a direct role in the region. Even more important, is the fact that local bodies of various and different disciplines sat at the same table. For the first time, every participant in the discussion realised that what she/he had in mind as the problem, was one-dimensional. And the solution she/he had on her/his mind was insufficient. Perhaps for the first time, a state officer listened to another state officer as well as local stakeholders and acquired a more comprehensive approach to the outline plan for the region. The treasure word we discovered was SYNERGY.

In your opinion, how does the Structured Democratic Dialogue methodology differ, compared to traditional decision-making processes?

It's a real democratic process which allows each person who sits at the discussion table to formulate his/her own opinion and express things under his/her own perspective on his/her own experiences with his/her own perception capacity, in his/her own words. With this method, no particular importance is paid to the educational level, the field of employment, or any other segregation tendency and one dimensional approach to the discussion. The multidimensional views that are heard equally, create a real perception of the issue under discussion and a decision is made on the level of mutual understanding and wide acceptance, after fermentation. As all attendees are forced to accept each other's position fully and without interference, they open their mind to new ideas. They are given the opportunity to expand their way of thinking into dimensions they were not previously able to see because of their own single-mindedness. Compared with traditional methods, it becomes obvious the need of those in power to be able to impose their opinion or reason by any means when they say "this is how we do things here," or "because I say so as Head" or "I have political skill of persuasion to make you agree with me". In the case of the Structured Democratic Dialogue opinions are purely personal and are developed in a completely democratic way to lead to a decision for which all participants in the discussion have a say and shared responsibility.



Which parameter of the Structured Democratic Dialogue created a more positive impression on you?

The role of coordinator! His/her sole responsibility is to enforce order with respect to ensuring the clarity of the position of the speaker and fair acceptance of that position by the group. Just as how a great legislator or even the law itself has to operate. Uncompromising to all who are called to serve it, fair with regard to its presence and operation and having a key position with regard to the proper functioning of a system, which should have all the elements of a well-governed set, and which moves towards a common target, beneficial for all units comprising the whole.

**In your opinion, can the Structured Democratic Dialogue methodology help to approach other complex issues?
Can you give us some examples?**

I think that is certain. Through the experience of the Structured Democratic Dialogue in the Wine villages Project, I feel that now, more than ever, it is vital to really listen to each other. It is constructive to create among us, structures which allow us to reach a level of mutual understanding with respect to any future development plans for our region. It is something that concerns us all, so we must make decisions together and share a common responsibility for these decisions. I believe that this will make us more loyal and more dedicated to the vision of the region because we will all be aware of what we are really dealing with. Anything under the term “development” is a complex issue that concerns many people simultaneously and it must involve them equally. At this time, we, the Troodos Development Company, need to make our strategy known. This will be done in consultation with the local population and the Authorities. We believe that the Structured Democratic Dialogue is our means to achieve the goals to be set for the growth of our region as a team, which should mean prosperity for everyone.





Collective addressing of complex issues

Interview

Panayiotis Papadopoulos

President Platres Community Council

Chairman Troodos Regional Tourism Board

How would you rate your experience in using the methodology of the Structured Democratic Dialogue under the collective design of the Development Project for the Wine Villages?

It was a unique experience that brought to the same table ordinary citizens, government officials, experts and specialists, local authorities and entrepreneurs. This blend of people comprises the wisdom and expertise, vision and objectivity, creating an effect that can thrive when provided with proper technical guidance. It is important to note that the team organizing the Structured Democratic Dialogue should have the knowledge and experience to support it and not to let it get out of hand, something that can easily happen because then we have the exact opposite results.

In your opinion, how does the Structured Democratic Dialogue methodology differ, compared to traditional decision-making processes?

The Structured Democratic Dialogue methodology offers an opportunity to decision-makers to come in contact with ordinary citizens, Local Authorities and businessmen and let them be “vaccinated” through this participatory process. Apart from the possible understanding of new information, the views of all participants are considered, but even if this is not the case for some, the final result which is the decision of the whole, is what matters.

Thus, the goal of the process is achieved. That’s the difference. In the traditional process someone may well go and listen to the views of the people at the bottom, but it is in his/her discretion whether to adopt something from any of them. There were cases of people who came, listened for the sake of it and returned to the office and continued in their own pace thinking “we did our job.”

Which parameter of the Structured Democratic Dialogue created a more positive impression on you?

In my opinion, the most significant part, is the depiction on a tree of all the elements on which we worked for days, so as to show clearly what the problem is and if there is a solution, where it lies. This process prevents people from spending time on something that cannot be solved today. And I note today, because at a later stage the situation and the conditions change and the opportunities are different.

In your opinion, can the Structured Democratic Dialogue methodology help to approach other complex issues? Can you give us some examples?

Surely the Structured Democratic Dialogue can resolve various issues, simple and complex. It is a matter of correct implementation of the methodology. Surely, the whole process takes more time but it produces a more comprehensive and acceptable result. Being part of the process makes someone certain that the result will be more comprehensive and will encompass their own opinions as well.



Diagnosis of Learning and Development Needs for the Local Authorities of the Republic of Cyprus

Marios Constantinou, Training Officer A', CAPA

The Convention that was implemented under the Legal Commitment "Diagnosis of Learning and Development Needs for the Local Authorities" is part of a Project co-funded by the European Social Fund and National Resources titled "Education for Development Management and leadership skills to the local authorities." The overall objective of the Convention was to identify and prioritize the learning and development needs of Local Authorities of the Republic, in the fields of Administration and Leadership. Through documentation, inference and prioritization of the findings suggestions come through regarding how needs can be met through educational programs.

The specific objectives of the Convention were:

1. To conduct interviews with Local Authority leaders to diagnose the learning and development needs in the fields of Administration and Leadership.
2. To conduct 10 two-day workshops of Structured Democratic Dialogue in all the regions attended by representative groups of the local authorities. During these workshops, findings were deduced in relation to the problems and needs that exist in these organizations, in order to detect, prioritize and categorize the root causes of the problems and investigate whether and which of these can be overcome through programs of learning activities.
3. To prepare a Report of the Learning and Development Needs of Local Authorities, which other than documenting and deducing results, it was necessary to

prioritize the needs that arose and make suggestions on how these needs can be met through educational programs.

The first step in the implementation of the Convention was to conduct personal interviews with leaders of Local Authority Organizations to identify the learning and development needs in matters of Administration and Leadership. During the period of 27 November 2009 - December 17 2009, we completed a total of 36 interviews with leaders of Local Authority Organizations.

During the second stage of diagnosis, we conducted 10 two-day workshops of Structured Democratic Dialogue in all the regions attended by representative groups of the local authorities.

The goals were:

1. To deduct findings using a specialized electronic software, in relation to the problems and needs that exist in these organizations, in the fields of Administration and Leadership.
2. The detection, prioritization and categorization of the root causes of the problems that create the above needs.
3. To examine whether and which of these problems can be overcome through learning activities.

The methodology of the Structured Democratic Dialogue was particularly effective for the detection, prioritization and categorization of the root causes of the problem and for establishing an agreed common understanding of the

ΦΑΡΜΑΚΗ
ΧΕΔΙΑΣΜΟΣ
ΚΑΙ ΘΕΣΙΑΣ

ΕΚΤ/ΕΠΙΜ

ΠΡΟΒΟΛΗ

Factor 5
ΕΓΧΟΣ ΚΑΙ ΕΠΙΒΟΛΗ
ΠΡΟΣΕΩΝ ΓΙΑ ΤΗΝ
ΕΓΚΕΚΡΙΜΕΝΗ
ΠΑΠΤΥΣΗ ✓

Factor 7
ΕΠΙΜΟΡΦΩΣΗ ΤΩΝ
ΑΡΧΙΤΕΚΤΟΝΩΝ ΚΑΙ
ΜΗΧΑΝΙΚΩΝ ΣΤΗ
ΝΟΜΟΘΕΣΙΑ ✓

Factor 18
ΣΥΝΕΧΗΣ ΚΑΙ
ΓΕΝΙΚΗ
ΕΠΙΜΟΡΦΩΣΗ
ΠΡΟΣΩΠΙΚΟΥ ✓

Factor 36
ΠΡΟΒΟΛΗ ΤΟΥ
ΤΜΗΜΑΤΟΣ ΣΤΑ
ΜΜΕ (ΣΤΟΧΟΙ -
ΑΠΟΤΕΛΕΣΜΑΤΑ) ✓

ΕΠΙΧΕΙΡΗΣΙΑ
ΜΕ ΤΩΝ
ΠΟΛΙΤΗ

Factor 12
ΕΙΔΙΚΟ ΓΡΑΦΕΙΟ
ΕΥΠΗΡΕΤΗΣΗΣ
ΤΟΥ ΠΟΛΙΤΗ ✓

Factor 22
ΣΤΕΛΕΧΟΣ
ΤΟΥ ΤΜΗΜΑΤΟΣ
..... ✓

Factor 30
ΣΤΗΡΙΞΗ ΤΗΡΗΣΗ ΤΗΣ
ΝΟΜΟΘΕΣΙΑΣ ΑΠΟ ΤΟ
ΚΛΗΜΑ ΠΟΛΕΟΔΟΜΙΑΣ
ΚΑΙ ΟΛΟΥΣ ΤΟΥΣ ΤΟΜΕΙΣ

Factor 8
ΕΚΠΑΙΔΕΥΣΗ ΚΑΙ
ΕΠΙΜΟΡΦΩΣΗ
ΠΡΟΣΩΠΙΚΟΥ ΣΤΑ
ΣΥΓΚΕΚΡΙΜΕΝΑ
ΚΑΘΗΚΟΝΤΑ ΤΟΥ ✓

Factor 24
ΚΑΛΙΕΡΓΕΙΑ
ΠΝΕΥΜΑΤΟΣ
ΕΠΑΓΓΕΛΜΑΤΙΣΜΟΥ
ΣΤΗΝ ΚΟΙΝΩΝΙΑ ✓

Factor 73
ΠΡΟΒΟΛΗ ΤΟΥ
ΕΡΓΟΥ ΤΟΥ
ΤΜΗΜΑΤΟΣ
(ΜΑΡΚΕΤΙΝΓΚ) ✓

Factor 23
ΛΟΓΟΤΥΠΟΣ ΚΩΔΙΚΑ
ΥΠΕΡΒΟΡΑΣ ΚΑΙ
ΥΠΟΝ ΕΥΠΗΡΕΤΗΣΗΣ
ΤΟΥ ΠΟΛΙΤΗ ✓

Factor 20
ΚΑΘΟΡΙΣΜΟΣ ΕΠΙΧΕΙΡΗΣΗΣ
ΠΡΟΣΒΑΣΗΣ ΠΟΛΙΤΗ /
ΜΕΛΗΤΗΝ ΣΤΑ
ΓΡΑΦΕΙΑ ΤΗΣ
ΠΟΛΕΟΔΟΜΙΑΣ ✓

Factor 31
ΚΑΤΑΛΗΛΟΙ
ΑΝΘΡΩΠΟΙ ΣΤΑ
ΚΑΤΑΛΗΛΑ
ΠΟΣΤΑ ✓

Factor 34
ΟΜΟΙΟΜΟΡΦΙΑ
ΠΟΛΙΤΙΚΗΣ
ΠΡΑΚΤΙΚΗΣ
ΤΟΥ ΤΜΗΜΑΤΟΣ

Factor 9
ΕΞΕΛΟΓΗ ΜΕΘΟΔΩΝ ΓΙΑ
ΕΝΗΜΕΡΩΣΗ,
ΕΚΠΑΙΔΕΥΣΗ ΤΟΥ ΠΟΛΙΤΗ
ΠΟΥ ΑΦΟΡΑ ΤΗΝ
ΥΠΟΧΡΕΩΣΗ

Factor 25
ΕΚΠΑΙΔΕΥΣΗ ΠΡΟΣΩΠΙΚΟΥ
ΣΤΗΝ ΑΝΤΙΜΕΤΩΠΙΣΗ ΤΟΥ
ΚΟΙΝΟΥ ΜΕ ΚΑΤΑΝΟΗΣΗ,
ΥΠΟΜΟΝΗ ΚΑΙ ΕΥΓΕΝΕΙΑ ✓

Factor 31
ΡΟΛΟΣ ΕΓΓΡΑΦΗΣ ΤΟΥ
ΠΟΛΙΤΗ ΜΕ ΤΗΜΑ ΚΑΙ
ΥΠΕΡΒΟΡΑΣ
ΠΡΟΣΩΠΙΚΑ
ΤΗΛΕΦΩΝΙΚΑ, ΓΡΑΠΤΑ ✓

Factor 26
ΔΙΕΥΡΥΝΣΗ
ΠΡΟΣΒΑΣΗΣ
ΚΑΘΟΡΙΣΜΟΣ ΩΡΑΡΙΟΥ
ΕΠΙΧΕΙΡΗΣΗΣ ΤΟΥ ΚΟΙΝΟΥ ✓

Factor 32
ΣΤΕΛΕΧΟΣ ΤΟΥ
ΤΜΗΜΑΤΟΣ
ΠΟΡΕΥΟΜΕΝΟΣ ΜΕ
ΝΟΜΙΚΗ ΥΠΗΡΕΣΙΑ ✓

Factor 11
ΟΜΟΙΟΜΟΡΦΙΑ
ΠΟΛΙΤΙΚΗΣ
ΠΡΑΚΤΙΚΗΣ
ΤΟΥ ΤΜΗΜΑΤΟΣ

Factor 11
ΟΜΟΙΟΜΟΡΦΙΑ
ΠΟΛΙΤΙΚΗΣ
ΠΡΑΚΤΙΚΗΣ
ΤΟΥ ΤΜΗΜΑΤΟΣ

Factor 43
ΕΚΠΑΙΔΕΥΣΗ ΤΟΥ
ΠΟΛΙΤΗ ΜΕ ΤΗΜΑ
ΚΑΙ ΥΠΕΡΒΟΡΑΣ
ΠΡΟΣΩΠΙΚΑ
ΤΗΛΕΦΩΝΙΚΑ, ΓΡΑΠΤΑ ✓

Factor 13
ΝΙΣΙΑ ΠΟΛΙΤΙΚΗ
ΤΟ ΘΕΜΑ
ΕΥΠΗΡΕΤΗΣΗΣ
ΤΟΥ ΠΟΛΙΤΗ ✓

Factor 33
ΔΙΜΗΝΙΑΙΑ
ΣΥΝΕΔΡΙΑ ΤΟΥ
ΚΑΘΕ ΚΛΑΔΟΥ
ΤΟΥ ΤΜΗΜΑΤΟΣ ✓

Factor 32
ΒΕΛΤΩΣΗ ΚΑΙ
ΕΚΣΥΓΚΡΟΤΗΣΗ
ΤΩΝ ΤΡΟΠΩΝ
ΕΥΠΗΡΕΤΗΣΗΣ ΤΟΥ
ΠΟΛΙΤΗ ✓

Factor 11
ΟΜΟΙΟΜΟΡΦΙΑ
ΠΟΛΙΤΙΚΗΣ
ΠΡΑΚΤΙΚΗΣ
ΤΟΥ ΤΜΗΜΑΤΟΣ

Factor 11
ΟΜΟΙΟΜΟΡΦΙΑ
ΠΟΛΙΤΙΚΗΣ
ΠΡΑΚΤΙΚΗΣ
ΤΟΥ ΤΜΗΜΑΤΟΣ

Factor 43
ΕΚΠΑΙΔΕΥΣΗ ΤΟΥ
ΠΟΛΙΤΗ ΜΕ ΤΗΜΑ
ΚΑΙ ΥΠΕΡΒΟΡΑΣ
ΠΡΟΣΩΠΙΚΑ
ΤΗΛΕΦΩΝΙΚΑ, ΓΡΑΠΤΑ ✓

Factor 11
ΟΜΟΙΟΜΟΡΦΙΑ
ΠΟΛΙΤΙΚΗΣ
ΠΡΑΚΤΙΚΗΣ
ΤΟΥ ΤΜΗΜΑΤΟΣ

Factor 11
ΟΜΟΙΟΜΟΡΦΙΑ
ΠΟΛΙΤΙΚΗΣ
ΠΡΑΚΤΙΚΗΣ
ΤΟΥ ΤΜΗΜΑΤΟΣ

Factor 43
ΕΚΠΑΙΔΕΥΣΗ ΤΟΥ
ΠΟΛΙΤΗ ΜΕ ΤΗΜΑ
ΚΑΙ ΥΠΕΡΒΟΡΑΣ
ΠΡΟΣΩΠΙΚΑ
ΤΗΛΕΦΩΝΙΚΑ, ΓΡΑΠΤΑ ✓

Factor 11
ΟΜΟΙΟΜΟΡΦΙΑ
ΠΟΛΙΤΙΚΗΣ
ΠΡΑΚΤΙΚΗΣ
ΤΟΥ ΤΜΗΜΑΤΟΣ

Factor 11
ΟΜΟΙΟΜΟΡΦΙΑ
ΠΟΛΙΤΙΚΗΣ
ΠΡΑΚΤΙΚΗΣ
ΤΟΥ ΤΜΗΜΑΤΟΣ

Factor 43
ΕΚΠΑΙΔΕΥΣΗ ΤΟΥ
ΠΟΛΙΤΗ ΜΕ ΤΗΜΑ
ΚΑΙ ΥΠΕΡΒΟΡΑΣ
ΠΡΟΣΩΠΙΚΑ
ΤΗΛΕΦΩΝΙΚΑ, ΓΡΑΠΤΑ ✓





current situation, as well as for achieving a consensus on the activities and initiatives that can help to solve the root causes. In addition, this methodology facilitates the gathering and grouping of ideas from people with different opinions and perceptions from different backgrounds through a process that is structured, comprehensive and collaborative.

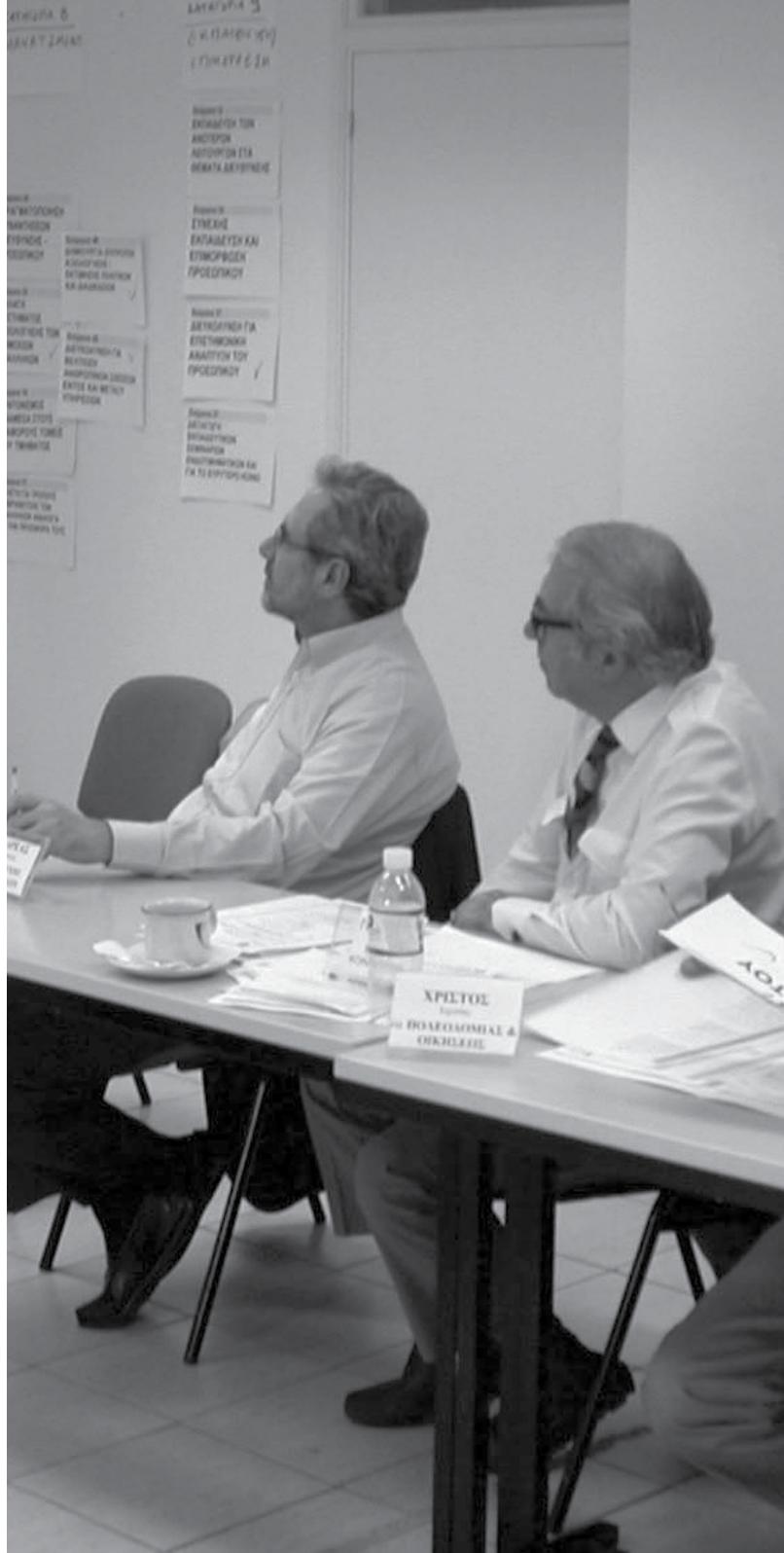
Participants in each of the above workshops were asked to give their answers to the key question (opening question): “What limits the effective functioning of local governance?” Then, after each participant gave his own ideas and answers there was a classification of ideas using a specialized software. According to this method, the classification was carried out after the participants were asked whether two random ideas have enough features in common to justify their placement in the same category. Through the process and discussion about the meaning and importance of each idea, participants were benefited and a wider consensus was created regarding the issues discussed. The process was completed when the participants voted for the five ideas that they individually considered as the most important. The second day of the workshop saw the structuring of ideas in order to create a “Tree of Influence”. From this tree and through the collective wisdom and agreement of the vast majority of the participants the root causes of the problem are identified.

During the third and final stage of the Convention, it was attempted to connect and compose the knowledge produced through personal interviews and Structured Democratic Dialogue workshops in order to draw conclusions on the real learning and development needs of executives of the Local Authorities. Initially, there was an allocation of all problems and learning needs that arise from the problems in the following thematic categories:

1. Strategy and Vision
2. Organizational structure
3. Organizations involved and intervention
4. Legal matters
5. Financial matters
6. Training and Education
7. Operational issues
8. Staff matters
9. Bureaucracy
10. Relations with citizens and other stakeholders
11. Regional Cooperation / Decentralization

Finally, after having studied and analyzed the learning and development needs that arose, there was a further analysis, classification and hierarchy per group of executives of the Local Authorities while considering the following criteria:

1. Needs affecting the administrative and leadership capability of the executives.
2. Needs that can be resolved through educational programmes.
3. The reference frequency of the specific need during the workshops and interviews.
4. The fundamental nature of the specific need as a root cause of problems.
5. The importance of the specific need in particular groups, as recorded during the workshops and interviews.





Teamwork and dialogue cultivate commitment

Interview

Yiannis Antoniadis

Secretary General Union of Cyprus Municipalities

How would you rate your experience in using the Structured Democratic Dialogue methodology in the framework of the specific Project?

The experience of participating in the implementation process of the Structured Democratic Dialogue was interesting and significant. While answering the key question, officials of the Local Authorities from different levels were given the opportunity to express their personal views on such a crucial issue for the Local Authorities, each seeing the issue from a different perspective. By extension, the exchange of different personal views on an important issue which we all face in our line of work, led to the cultivation of team spirit, while our joint concern resulted in a more accurate determination of the root of the problem. This experience led to further closeness between the participants and the development of closer relations, which is important for the development of partnerships between people working in the same field.

In your opinion, how does the Structured Democratic Dialogue methodology differ, compared to traditional decision-making processes?

The difference between the two approaches lies in the fact that while in the traditional decision-making processes the issue presented before the stakeholders for discussion is already predetermined in substance, the Structured Democratic Dialogue provides an opportunity for stakeholders to negotiate the substance of the topic

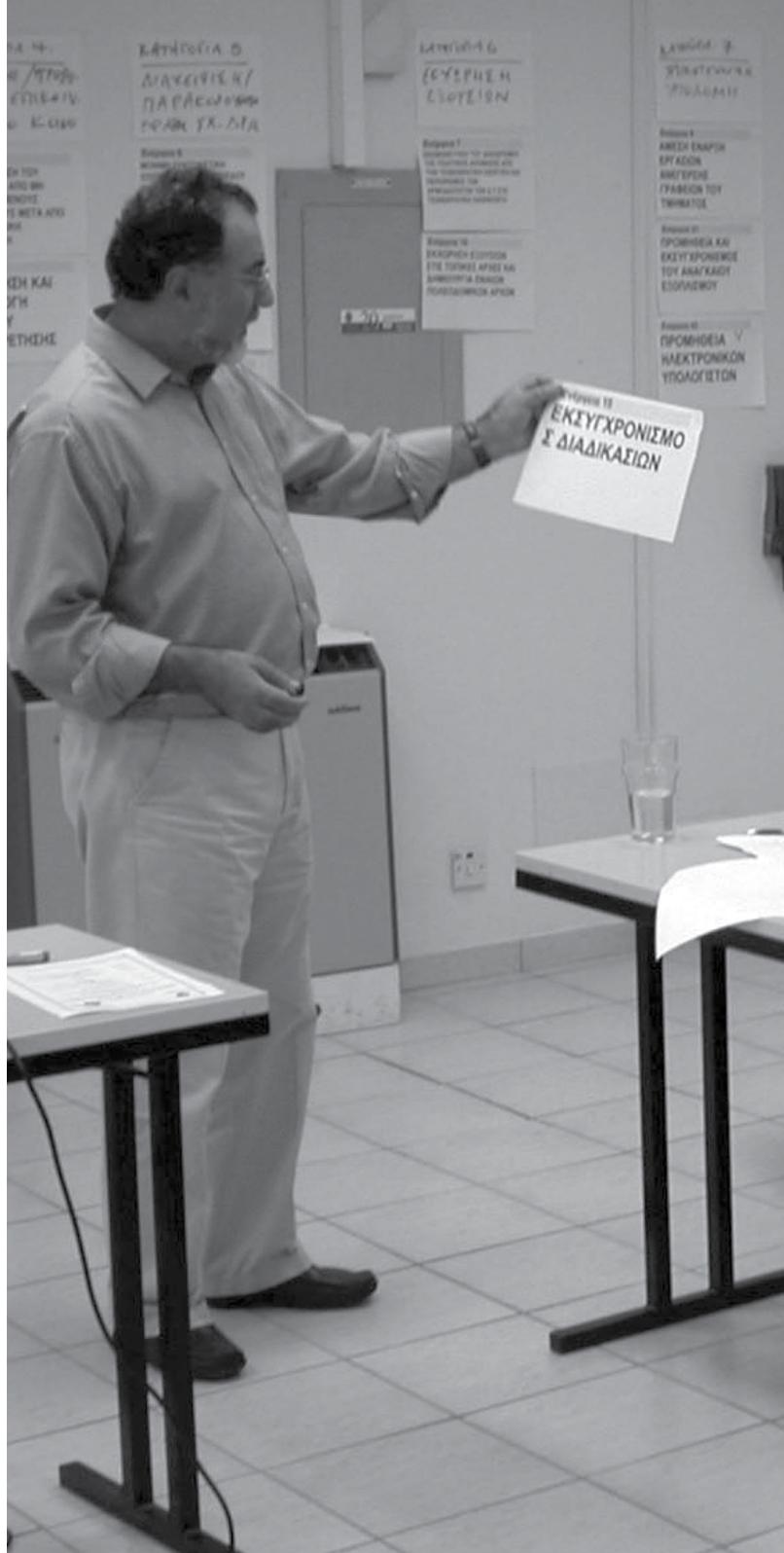
and contribute to its definition from the beginning. Through the process of the Structured Democratic Dialogue we can trace the cause of the problem and therefore have the opportunity to change the initial discussion, which is not always possible in traditional decision-making processes. Meanwhile, another key difference between the process of the Structured Democratic Dialogue and traditional procedures is identified in the need and the coordination mode. In the case of the Structured Democratic Dialogue a trained coordinator is necessary.

Which parameter of the Structured Democratic Dialogue created a more positive impression on you?

The teamwork developed within the framework of the Structured Democratic Dialogue, as well as the interest shown by the participants to achieve the desired goal are elements that create a very positive impression. It is also impressive that during this process deeper aspects or parameters of the matter under discussion emerge, which most likely would not arise with the implementation of other traditional procedures or methodologies.

In your opinion, can the Structured Democratic Dialogue methodology help to approach other complex issues? Can you give us some examples?

The Structured Democratic Dialogue methodology could help to approach complex issues where views and interests are apparently divided. Provided that there is the right timing, the Structured Democratic Dialogue could be used to approach serious issues in Local Authorities, such as the decentralization and restructuring of local governance and the financial autonomy of local authorities in view of the difficult financial state of our country and the challenging period the Cyprus local governance is in.





From free expression to broad consensus

Interview

Panayiotis Damianou

Secretary General Union of Cyprus Communities

How would you rate your experience in using the Structured Democratic Dialogue methodology in the framework of the specific Project?

The use of the Structured Democratic Dialogue methodology was a new experience which has proven very effective in finding and classifying the causes that create operational problems and effective administration to the local authorities in Cyprus. This methodology provided an opportunity for all participants to express their ideas and opinions and then with the help of specialized electronic tools, to extract conclusions on the problems and needs that exist at the local government organizations in matters of Administration and Leadership. This innovative method has facilitated the collection of ideas from people with different opinions and perceptions from different environments, who face problems and situations that others are not aware of because of the nature of their work, through a collaborative, structured and comprehensive process. The expression of views by all stakeholders revealed different difficulties and problems from different angles. Thus, achieving a solution for these problems which will be done at a later stage covers not specific, individual aspects of the problem but all of them.

The classification of ideas that follows in the methodology undoubtedly facilitated the understanding of the participants' ideas since these ideas are further elaborated and categorized with others who have similar content and features in common. By categorizing ideas, participants vote for the five ideas they consider as the most important. Then, with the help of a special software, participants examine the associations between the ideas and whether one idea can affect another. In this way the "Tree of Influence" is created which depicts the relationship of different concepts, but also which ones are considered primary and fundamental and placed at the base of the tree and which are considered cause by the primary ideas and placed at the top.

In your opinion, how does the Structured Democratic Dialogue methodology differ, compared to traditional decision-making processes?

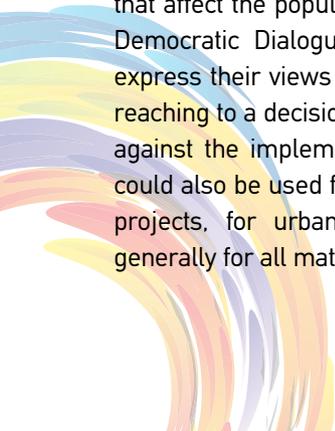
Essentially, the methodology is different compared to the traditional decision-making processes in that participants come to a full consensus, a democratic climate prevails and everyone has the opportunity to vote. Within the Structured Democratic Dialogue once the key-question is given, everyone can express their opinions without exception. By using this method, the primary cause of the problem cannot be determined beforehand. Only when the whole process is completed and the "Tree of Influence" is created can the primary cause of the problem be revealed.



Which parameter of the Structured Democratic Dialogue created a more positive impression on you?

What created a lasting impression with the methodology of the Structured Democratic Dialogue is the fact that while some ideas were not supported or not reported by many participants in the beginning, during the course of events they may end up as being the primary ideas of the problem and appear at the base of the “Tree of Influence”. It is also impressive that through classification and correlation of selected ideas, the way in which ideas can greatly affect one another is reflected and this display of relationships between ideas creates the “Tree of Influence”. Primary ideas (generative ideas) are at the bottom of the tree and the ideas caused by the primary ones are at the top. Thus, solving the problem at the root would help to solve the problems found in the branches and those at the very top.

In your opinion, can the Structured Democratic Dialogue methodology help to approach other complex issues? Can you give us some examples?



Certainly the Structured Democratic Dialogue methodology can help in approaching and solving other complex and complicated issues with many stakeholders and in particular, issues that might arise in communities regarding matters that affect the population. By implementing the Structured Democratic Dialogue methodology all stakeholders can express their views without excluding some of them from reaching to a decision and without protests and complaints against the implementation of the decision. This method could also be used for the implementation of development projects, for urban planning in the Communities and generally for all matters concerning them.

The involvement of all stakeholders ensures that the results of the dialogue will be valued and will satisfy everyone as they will have the opportunity to express their own views. For example, the District Administration will not be the sole decision maker on matters relating to the Communities but the leadership of the Community will also participate in the dialogue and, perhaps even the heads of organized groups and expatriates, public figures and other interested members of the Community, as well as officers from the Competent Ministries that play a part in every matter.



P.I.O. 108/2018 - 200

ISBN 978-9963-50-483-1

Published by the Press and Information Office

Design by: Design for Life Ltd

Printed by the Government Printing Office