REPORT

What are the challenges we have
to overcome to mobilise people?

A Structured Democratic Dialogue conducted in Bilbao Spain

SDD

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Faro Convention Labs

The Faro Convention Labs are organised with the participation of interested member States and communities to further explore the Faro Convention principles and their effective implementation. The Labs include a series of events for a period of 2-3 days based on the availability of the host community, and involve stakeholders at national, local and community levels. The labs intend to expand a group of participants from each country so they can work together on their return to promote and implement the Faro Convention. While the specific topic of each Lab is decided together with the host community, overall objectives include:
• Promotion of the Faro Convention with local and national stakeholders
• Becoming familiar with the Faro Convention approach
• Enhancing the Faro Convention Network
• Skill building for the implementation of the Faro Convention principles

Through experiential learning, participants will gain first-hand experience of the implementation of the Convention. The Labs include various techniques including introduction of good practices, discussion groups, promotional events and workshop modules.
With the inspiration of the Faro Convention Labs, participants are expected to follow up the implementation of the Faro Convention principles through local initiatives by heritage communities and preferably at the national level by further promoting the ratification. During the workshop a specific session is dedicated to work on action points to take place after the Lab.
The Faro Convention Lab in Georgia primarily worked with countries that have signed and ratified the convention and are in the process of identifying various ways to implement the Convention. In addition, member and / or observer states, which show interest in better understanding the Convention, were invited.

At local level, together with a local initiative in the Machkhaani village (Sighnaghi municipality), the lab explored a community-based, democratic socio-economic model for community engagement through Faro Convention principles and approach.

The specific workshop session was designed using the SDD methodology to facilitate:
• Dialogue to foster collaboration between local and central government, local people and local business and other local actors;
• Democratic Socio-Economic models (including the business community) for community engagement.

The Aim of the Dialogue

The project was implemented using Structured Democratic Dialogue (SDD). The dialogue was conducted by two experienced SDD Facilitators on an invitation of the Council of Europe to provide support to the local community engage all relevant stakeholders and help them understand and appreciate how cultural heritage could facilitate socio-economic development. At the same time, the experts of the Council of Europe wished to experience the application of the SDD process in order to consider its inclusion in the pool of methodologies used in analogous events. In addition, the SDD methodology is based on scientific laws, which have been repeatedly validated, empirically and scientifically, in the arena of practice. This methodology supports groups of diverse stakeholders with conflicting opinions and interests to effectively discuss a matter of joint concern, integrate their knowledge, and democratically redesign their socio-organizational systems and practices reaching consensus agreement for effective collaborative action.

The application of Dialogic Design Science requires Facilitators to strictly comply with 7 Laws, which evolved within the community of theoreticians and practitioners between 1995 and 2006:

Requisite:
(1) Variety (Ashby)
(2) Parsimony (Miller)
(3) Saliency (Boulding)
(4) Meaning and Wisdom (Peirce)
(5) Authenticity and Autonomy (Tsivacou)
(6) Evolutionary Learning (Dye)
(7) Action (Laouris)

References:

http://futureworlds.eu/wiki/Structured_Democratic_Dialogue

http://dialogicdesignscience.wikispaces.com/Laws+%287%29

The science is axiomatic and is grounded on empirically validated axioms:

(1) Complexity Axiom
(2) Engagement Axiom
(3) Investment Axiom
(4) Logic Axiom
(5) Epistemological Axiom
(6) Boundary-Spanning Axiom

References:

http://futureworlds.eu/wiki/Foundational_Axioms_of_Dialogic_Design_Science

About Structured Democratic Dialogue

All discussions between participants were facilitated using the Structured Democratic Dialogue (SDD) methodology. The SDD uses a strict and structured facilitation process supported by technology to capture the authentic opinions and views of participants. Specially designed software helps shorten the time needed to explore the influences that one idea might exert on another using an intelligent optimization algorithm known as Interpretive Structural Modeling (ISM).

For about 3-4 hours participants submit single sentence responses as well as long clarifications in response to a specific Triggering Question. In the Co-Laboratory (this term is preferred over 'workshop' to emphasize the fact that participants explore and discover together). Triggering Question was:

> What challenges do we face in our effort to help all stakeholders understand how cultural heritage could facilitate socio-economic development?

During the first hours, other participants may ask for clarification, but not express judgments. A bottom-up approach is subsequently applied to cluster all statements into groups according to similarity and then participants are asked to choose the five they consider most important. The Statements that receive two or more votes enter the final discussion in which participants explore influence relations such as:

> If we make progress in addressing Challenge (or Action) X
> Will this help us SIGNIFICANTLY address Challenge (or Action) Y?

Since the number of combinations is on the order of several hundrends, the ISM algorithm is applied to reduce them on the order of a hundred using inductive logic, thus making it possible for the participants to explore the full spectrum of the issue. The result is an Influence Map, which is a tree structure that represents the collective wisdom of the participants and their consensus as to which Challenges (or Actions) are the most influential, i.e., ideas that end up at the root of the map are much more influential when it comes to addressing the overall challenge.

The SDD approach emerged in the '70s out of the works of the Club of Rome founded by Aurelio Peccei an Italian Industrialist (1970). John Warfield and his group are credited for developing the ISM algorithm, the scientific grounding within a Science of Generic Design, and the first version of the methodology, which was known as Interactive Management (IM) (Warfield, 1976, 1982; Warfield & Cardenas, 1994). IM evolved into SDD through contributions of Aleco Christakis and the 21st Century Agoras Group (for books and comprehensive reviews: Christakis and Bausch, 2006; Flanagan and Christakis, 2009; Schreibman & Christakis, 2007; Laouris 2012). Hasan Özbekhan, co-founder and first director of the Club of Rome wrote the original prospectus for The Club of Rome, The Predicament of Mankind (Club of Rome, 1970), which served as vision for systems scientists addressing issues of energy, overpopulation, depletion of resources and environmental degradation (1969, 1970).

Özbekhan is credited for the formulation of the Axiom of Engagement, which states "it is unethical to design action plans for complex social systems without the engagement of the community of stakeholders." The SDD evolved into its present format with contributions of Yiannis Laouris and his group at Future Worlds Center. They have introduced a hybrid version, i.e., partly face-to-face and partly synchronous, and they developed a free App known as IdeaPrism, which allows the collection of contributions (both text and video) as well as their evaluation using multiple criteria (e.g, SMART; Delphi method, etc.).

They have also developed Cogniscope v3 using requirements proposed by the international community of practitioners for a next-generation tool (conducted as virtual SDD in 2012; Laouris, Y., Christakis, A. N., Dye, K. M., et al., 2012), ISM Parallel, and other advanced tools used in the SDDs of this project (see section: Using Cutting Edge Technologies).

Laouris is credited for the Law of Requisite Action, which states that 'the capacity of a community of stakeholders to implement a plan of action effectively depends strongly on the true engagement of the stakeholders in designing it. Disregarding the participation of the stakeholders the plans are bound to fail."

The graph illustrates the steps of implementation of a typical SDD process.
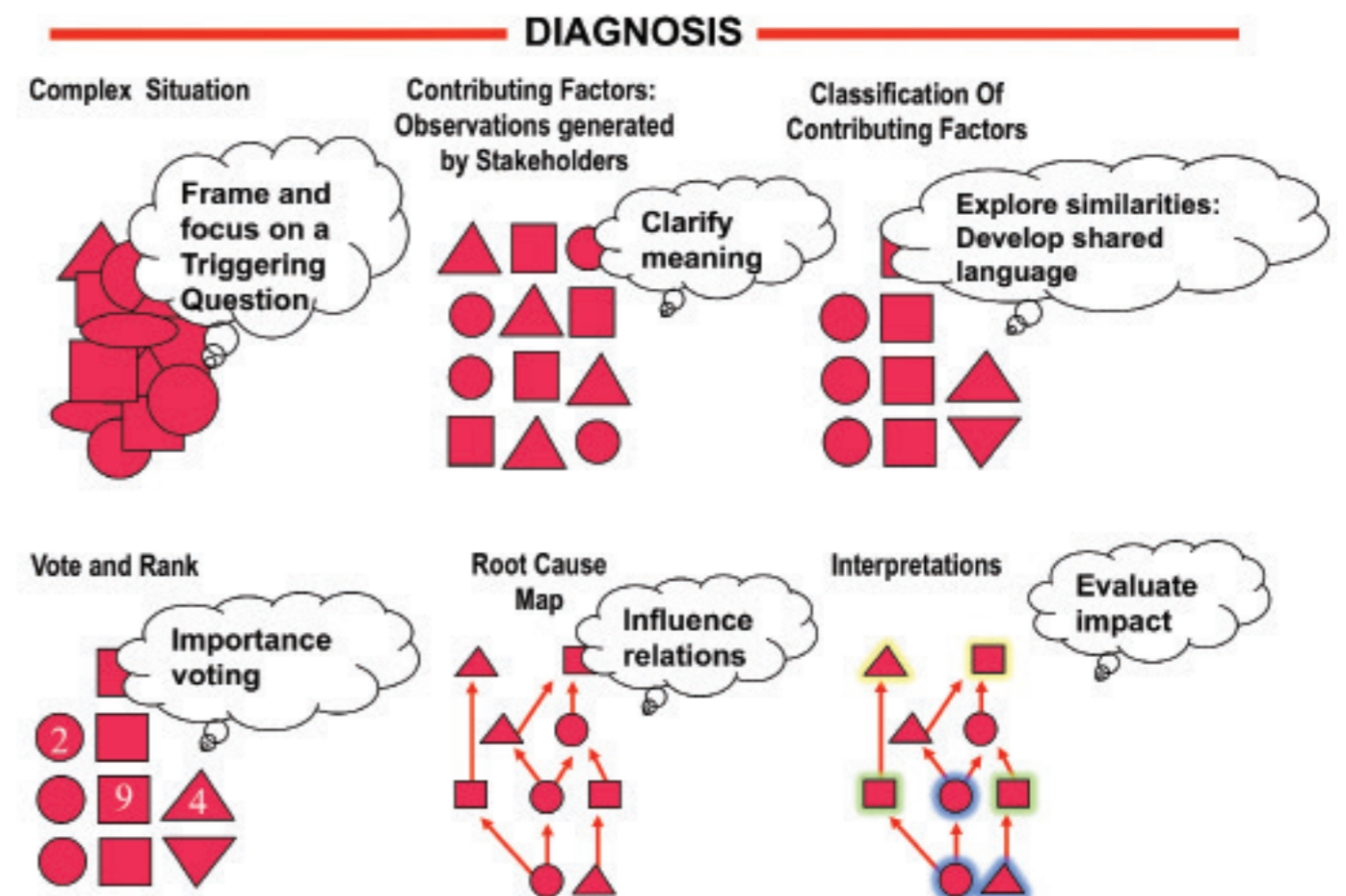
The SDD methodology was chosen over other options for a number of reasons, such as (a) its current format makes extensive use of technology, thus making it more efficient and attractive to young people, (b) the results of the discussions reflect the genuine views and authentic opinions of the participants (i.e., no "editing" of what is said is permitted), (c) the implementation of SDD introduces and cultivates important aspects of democratic processes, and (d) the project coordinators are world pioneers, have extensive experience and have implemented co-laboratories worldwide using SDD.

Using Cutting Edge Science & Technologies

For the implementation of this Co-Laboratory, several cutting-edge technologies and scientific methodologies have been applied. A brief summary of relevant technology is provided.

SDD: Structured Democratic Dialogue
A dialogue conducted in compliance with the Dialogic Design Science. Also referred to as Structured Democratic Dialogue Process, or Structured Dialogic Design Process (SDDP).

ISM: Interpretive Structural Modeling
Invented by John N. Warfield (1989). Provides a structured method for dealing with complex situations: generates a visual map of the situation (or problem) that is used to obtain new insights, and construct new approaches to the problem at hand. Incorporates pairwise comparison, transitive logic and concept synthesis to construct an influence map. ISM is embedded in the CogniScope v3.2 Classic.
http://reinventdemocracy.info/w/Interpretive_Structural_Modeling

DDS: Dialogic Design Science
DDS is the theoretical foundation of the Methodology. The actual implementation process is described as Structured Democratic Dialogue.

Cogniscope v3.2 Classic
Software that supports the implementation of face-to-face dialogues designed in compliance with the requirements imposed by Dialogic Design Science. The original CogniScopeTM was designed by Aleco Christakis and developed by CWA Ltd. The requirements for CogniScope v3.2 Classic were developed by theoreticians and practitioners from across the world, that participated in a virtual SDDP organized by Future Worlds Center and the Institute for 21st Century Agoras in 2012. The Classic v3, developed by Ekkotek Ltd., runs on Windows and Mac computers, and includes almost all requirements requested by the community. http://ekkotek.com/index.php/products/wisdom-tools/cogniscope3

IdeaPrism
This free cutting-edge App has been used during the Co-Laboratory to video record all Participants' contributions, thus making them avaliable in a fully euthentic form at all later stages. Available as App and on the web, it facilitates the implementation of face-to-face as well as asynchronous and hybrid dialogues. The only tool that allows video clarifications, App-to-App communication, voting using multiple criteria as well as real-time virtual projections of all SDD outputs, either as web walls or as illustrations ready to be projected using a beamer.
http://www.ideaprism.net

The Co-Laboratory and its Triggering Question

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What are the challenges we have to overcome to mobilise people?

Idea Generation

After carefully examining the Triggering Question and briefly discussing the ideas submitted previously on Idea-Prism, the participants were asked to state their ideas in response to the TQ, using a single sentence statement. In this phase, the Facilitator asked one by one, in a round-robin manner, all participants for their statements. The process continued in multiple rounds until all ideas were collected. The ideas were recorded using the Cogniscope Classic v.3 software. In parallel, and during the short break before the next stage, the Technical Assistant copied the ideas in IdeaPrism and matched them to their corresponding authors. The participants were asked to stand in front of all and actually "pitch" their ideas for 1-2 minutes. The decision to put them in front of an audience and a camera was a conscious one based on the fact that this generation grew up with digital devices, video messaging and more public sharing. There is also a thesis of the project that in order to achieve tangible impact in transforming need to verbalize and share their concrete ideas widely. Subsequently, others were given the opportunity to ask clarification questions. At this stage, no judjemental statements were allowed, in compliance with the SDD theory and practice.
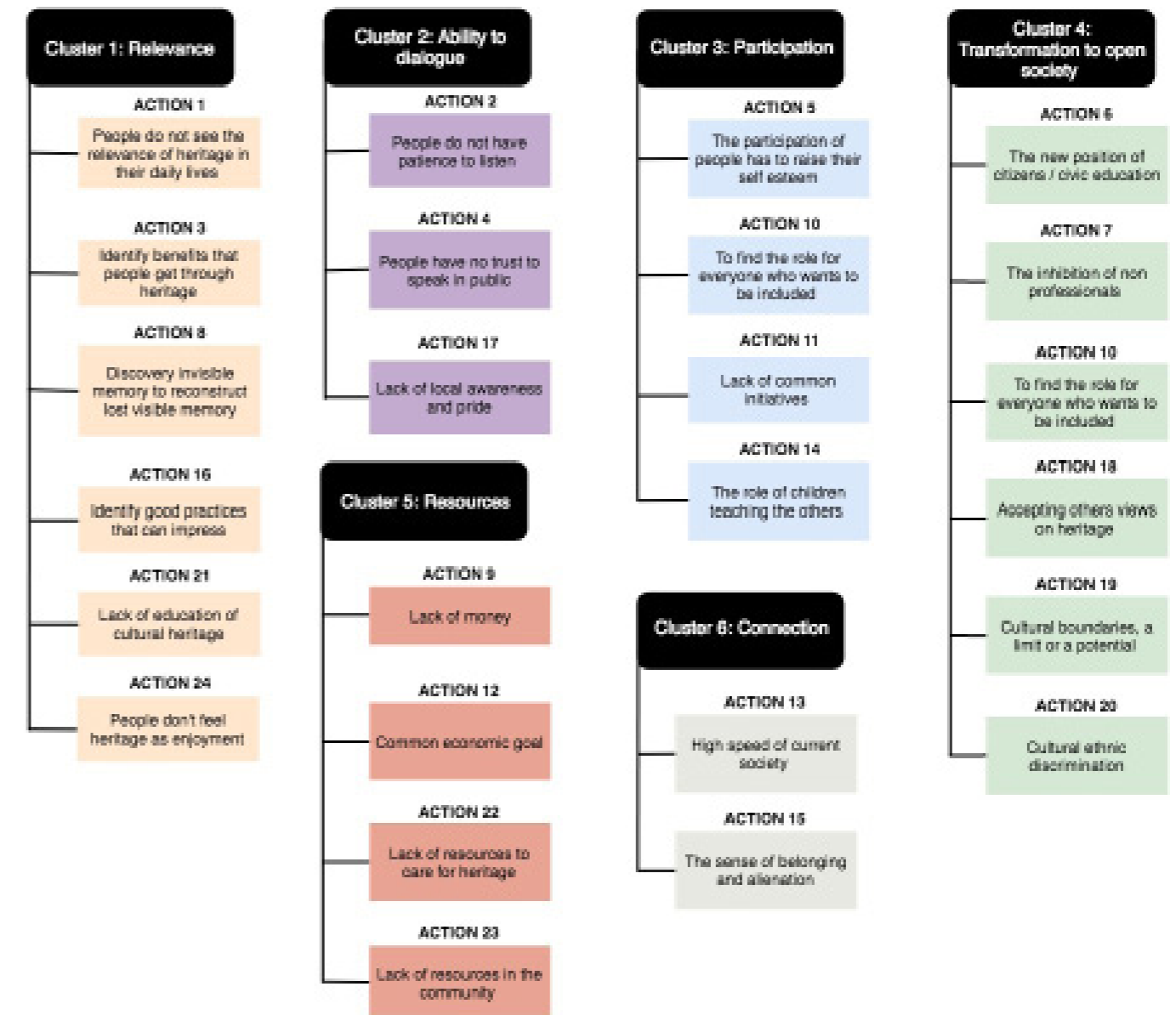
Clarifications

In the following stage, each participant was given the floor to explain his/her idea(s) to the rest of the participants. The goal was that everyone was clear about the meaning. Clarifications were now recorded directly through Idea-Prism and available on YouTube, for others or co-participants to have the possibility to watch them at a later stage.

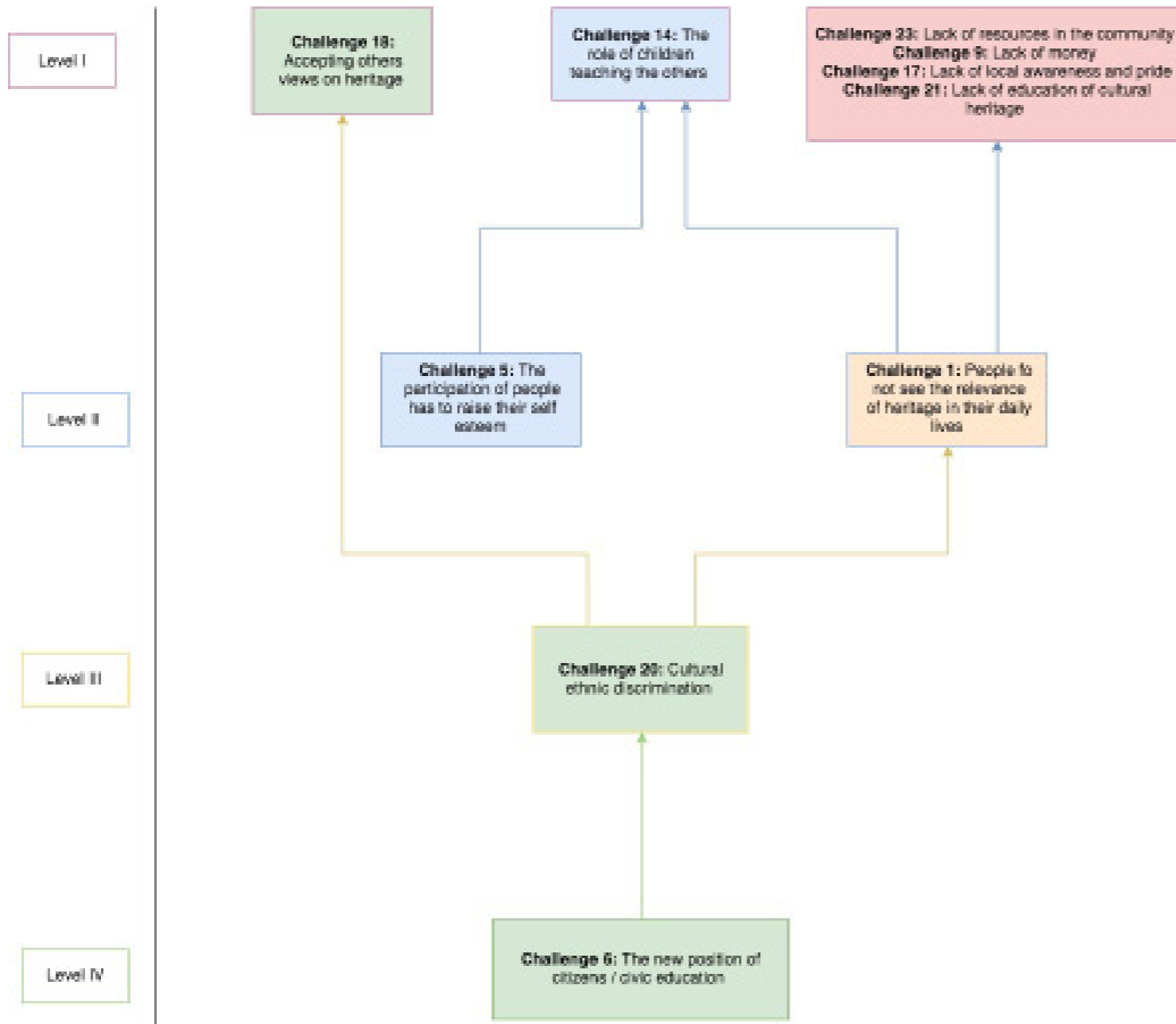The participants produced **31 Ideas** in response to the Triggering Question.

Clustering - Ideas into Groups

The ideas were clustered into 4 categories based on similarities and common attributes as shown in the diagram.

Clustering Challenges

Structuring Challenges in an Influence Map

| Level I |
| Level II |
| Level III |
| Level IV |

Challenge 18: Accepting others views on heritage

Challenge 14: The role of children teaching the others

Challenge 33: Lack of resources in the community
Challenge 9: Lack of money
Challenge 17: Lack of local awareness and pride
Challenge 21: Lack of education of cultural heritage

Challenge 5: The participation of people has to raise their self esteem

Challenge 1: People to not see the relevance of heritage in their daily lives

Challenge 20: Cultural ethnic discrimination

Challenge 6: The new position of citizens / civic education

#	Votes	Challenge
1	5	**People do not see the relevance of heritage in their daily lifes**
6	5	**The new position of citizens / civic education**
5	4	**The participation of people has to raise their self estimee**
18	4	**Accepting others views on heritage**
20	4	**Cultural ethnic discrimination**
23	4	**Lack of resources in the community**
14	3	The role of children teaching the others
17	3	Lack of local awareness and pride
21	3	Lack of education of cultural heritage
9	2	Lack of money
3	1	Identify benefits that people get through heritage
10	1	To find the role for everyone who wants to be included
11	1	Lack of common initiatives

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Lead Facilitators

Marios Michaelides has more than 20 years of experience in applying SDD with diverse groups of people. Marios was a member of the Cyprus Conflict Resolution Trainers Group and a founding member of Cyprus Intercultural Training Initiative. Since then, he served as advisor in many boards for Future Worlds Center projects, Civil Society Dialogue, Act Beyond Borders, New Media Landscape Now!, etc. Marios is currently Senior Training Officer at Cyprus Academy of Public Administration. He studied in the US and worked for two years at the NYC Department of Sanitation. During the last 10 years, from his post in the Government's Academy, he has been applying SDD with key members of the public system.

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Katerina Fotiou…

Assistant facilitator:

Nagore Ibarra-González holds a PhD in Natural Sciences (Materials) from University of Cambridge (UK), and a Master in Materials Engineering from University of Navarra (Spain). Currently, she works as a researcher at CIC nanoGUNE (Spain). Her activity at the Institute focuses on Science with and for Society programme projects of Horizon 2020 with two aims: (i) working towards the democratisation of research and innovation, and (ii) improving welfare and equality in research by considering the gender perspective both at institutional and professional practice levels. The success of the projects is intimately related to the facilitation of dialogues for collaborative work and harvesting the collective wisdom of people, for which she received training on from CNTI (Cyprus).

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