



MedBEEsinessHubs

International Training in Structured Democratic Dialogue

Feb - May 2022 virtual (zoom)
28 and 29 June 2022

Cyprus Chamber of Commerce & Industry
Nicosia, CYPRUS

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A STRUCTURED DEMOCRATIC DIALOGUE



LIST OF SYMBOLS, ACRONYMS & ABBREVIATIONS

Acronym	Definition
&	And
#	Idea number
§	Section
C	Cluster
CNR	Consiglio Nazionale delle Ricerche
CNTI	Cyprus Neuroscience & Technology Institute
EIGE	European Institute for Gender Equality
GE	Gender Equality
GEP	Gender Equality Plan
L	Level
MLW	Mutual Learning Workshop
P	Practice
R&I	Research and Innovation
RFO	Research Funding Organisation
RPO	Research Performing Organisation
SDD	Structured Democratic Dialogue
SDGs	Sustainable Development Goals
TQ	Triggering question
V	Votes



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I -EXECUTIVE SUMMARY

This report summarizes the results of two Structured Democratic Dialogues (SDDs), which took place in the context of the MedBEESinnessHubs project, in Cyprus between Mar and Jun 2022. The aim of the activities was to train representatives from the participating countries on how to apply SDDs to address local challenges in their respective rural communities.

The first part of the SDD training took place between May and June 2022. It was organized as a sequence of 5 weekly Zoom meetings. The Triggering Question was: "In the context of your work, what are obstacles that prevent efficient stakeholders' dialogues?" The participants produced 35 ideas, which were clustered in 6 categories. After voting for their top 5, 17 ideas received votes (indicating Spreathink = 40%), and 7 were structured. The following ideas made it to the root of the tree: #3: (9 Votes) Lack/absence of a clear common goal for the group to work on; #2: (7 Votes) Moderator/facilitator; #5: (4 Votes) Inconsistency and incompatibility between group members (age, educational level and experience, etc.); #20: (4 Votes) Conflict of interest; #13: (3 Votes) Not knowing the contents of the topics well; #35: (3 Votes) Some members might not have the appropriate knowledge and the skills for stakeholders' dialogue; and #1: (1 Votes) Logistical arrangements. The striking finding is that the group identified #2: Moderator/facilitator, as the most influential factor.

The second part of the training took place face-to-face in Cyprus between 28-29 June. It was hosted by the Cyprus Chamber of Commerce. The Triggering Question was: "What are descriptors/ characteristics of an ideal sustainable responsible development in our rural areas that secure prosperity for all local people?" The participants produced 69 responses, which were clustered in 10 categories. Following the selection of their top 5, 36 ideas received votes (indicating Spreadthink = 48%), and 13 were structured. At the root of the tree, they had: #4: Well-designed sustainable business model; #14: Fair policies and budget; and #21: Creating cooperation with producers and all stakeholders.



II -ABOUT MEDBEESINESS

Needless to say, bees are crucial for the environment and their number has been sharply decreasing. Their contribution to the economy cannot be underestimated either. This applies to the whole Mediterranean area, let alone to the most deprived rural regions where beekeeping is often one of the few profitable sectors. MedBEESinessHubs fully understands the stakes. The project intends to contribute to the development of an actual Mediterranean BEE-economy by connecting clusters in five countries. It will go a lot further than just producing and selling honey. A vast range of side products is concerned from cosmetics to handcrafting souvenirs and even to the consolidation of "bee-tourism". On its way, the BEE-economy will use another abundant natural resource: youth. Young people will bring fresh BEESiness ideas while the project will pollinize them by granting financial and technical support. By the end of the journey, new products will be developed, and a sustainable cross-border network will be in place. And, on top of all this, vital bee population will be encouraged to come back to where they belong.

Key Information

Acronym:	MedBEESinessHubs
Full title:	Mediterranean Bee Hubs in support for sustainable economic prosperity in deprived rural areas
Thematic objective:	A.1 Business and SMEs development
Priority:	A.1.2 Euro-Mediterranean economic clusters
Countries:	Cyprus, Egypt, Lebanon, Palestine, Italy

Objective

To support the economies of five deprived rural communities by empowering and networking local people, especially the youth, in developing handicraft honeybee products businesses and tourism services networks, hence contributing to build a Mediterranean Bee-economy

What will be improved?

Weak agricultural regions will be granted technical and financial support to take advantage of two of their main natural resources: youth and nature. Young people and beekeepers will be supported and trained with the aim of developing new business ideas and products that will change the way local communities understand agriculture and beekeeping. The set-up of cross-border networks will enable overcoming traditional downsides of the sector like poor brand perception and the small size of Mediterranean bee businesses which hurdles the capacity to compete in global markets. In the long run, young people will access new jobs in an economic field where it once seemed impossible, and, indirectly, the nature will benefit from the increase in the demand for honeybee products and sustainable tourism. A win-win for bees and local communities.

Who will benefit?

Woman and youth of rural regions

Beekeepers

Handicraft businesses

Tourism MSMEs

Public authorities

Expected achievements

1. One training package on handcrafting honeybee products
2. One hundred young people trained in technical aspects of handcrafting honeybee products in food, cosmetics, and gifts
3. One hundred young people trained in business management and finance
4. Fifty grants of up to €10,000 granted to young people for business and product development
5. Thirty MSMEs involved in B2B meetings at cross-border level to pollinize BEESiness ideas
6. One cross-border charter of BEESiness network and the creation of the MED-Bee destination forum
7. One online exhibition hall to promote the Mediterranean honeybee businesses, products and destinations
8. One policy document incorporating the Bee economy concept in European and national policies

Contribution to policy-making

Apiculture is comprised in the European Commission Green Deal paper through the Common Agricultural Policy (CAP). In particular, priority 8 of the CAP 2021-27 supports rural development policies through diversification actions by creating added value for their products. The proposal will contribute to these policies by, on the hand one, suggesting holistic approaches to create added value and open new market opportunities for the honeybee products; and, on the other hand, linking rural development policies with the honeybee and the need to protect the ecosystem. In Mediterranean Partner Countries, national policies will be benchmarked against the EU apiculture policies and activities relevant to bee product handcrafting will be proposed to support current beekeeping policies. Equally important will be rural policies for development, in which the bee economy concept will be addressed following the model implemented in the EU. The participation of the Network of Med Beekeepers as an associate partner will be vital to mainstream project results into policies.

III- WORKSHOP METHODOLOGY STRUCTURED DEMOCRATIC DIALOGUE (SDD)

SDD Facilitators' Training

The International SDD Training was conducted and facilitated based on the method of the Structured Democratic Dialogue¹ (SDD). SDD is a methodology that supports democratic and structured dialogue among a group of stakeholders in an efficient way to achieve consensus in a limited time frame. It is especially effective in harnessing collective intelligence and collective wisdom to solve complex problems. SDD enables the authentic engagement of individuals with diverse views, backgrounds and perspectives in developing a common framework of thinking based on consensus and shared understanding of the current and of a future ideal state of affairs.

The process is supported by software² (e.g., Concertina™ or Cogniscope™).

Avoiding "Groupthink" and the "Erroneous Priorities Effect"

In meetings, where no measures are taken to protect the authenticity of all opinions, there is the risk that some participants will support views that represent the majority of the group because they do not want to "go against the group". This results in participants reaching an apparent agreement, which only represents the "most powerful opinion". This phenomenon is known as "Group Think"³. The SDD method prevents this phenomenon by using the Nominal Group Technique, which requires equal time and equal importance to each idea/opinion, and measures to protect the authenticity of every idea, thus ensuring that "Group Think" does not appear.

By definition a complex problem cannot be solved by solving all individual sub-problems, but it requires exploration and detection of relations between the sub-problems. It is proven that if different stakeholders discuss and propose actions to solve a complex problem,

¹ SDD was developed in the 1970s by Aleco Christakis (Christakis, A. N. 1973. A new policy science paradigm. *Futures*, 5(6), 543-558.), John Warfield (Warfield, J. N. 1982. Interpretive structural modeling. Group planning and problem solving methods in engineering management. and Hasan Özbekhan (Özbekhan, H. 1970. The Club of Rome—the Predicament of mankind: A quest for structured responses to growing world-wide complexities and uncertainties. University of Pennsylvania: Management and Behavioural Science Center), and extended and improved by Laouris, Michaelides and Christakis in the last three decades (Laouris, Y., & Christakis, A. N. 2007. Harnessing collective wisdom at a fraction of the time using Structured Dialogic Design Process in a virtual communication context. *International Journal of Applied Systemic Studies*, 1(2), 131-153.; Laouris, Y. 2012. The ABCs of the science of structured dialogic design. *International Journal of Applied Systemic Studies*, 4(4), 239-257; Laouris, Y., & Michaelides, M. 2018. Structured Democratic Dialogue: An application of a mathematical problem structuring method to facilitate reforms with local authorities in Cyprus. *European Journal of Operational Research*, 268(3), 918-931; Laouris, Y., & Romm, N. R. 2022. Structured dialogical design as a problem structuring method illustrated in a Re-invent democracy project. *European Journal of Operational Research*, 301(3), 1072-1087.

² https://www.futureworlds.eu/wiki/ISM_Software

³ Warfield, J. N. (1995). Spreadthink: explaining ineffective groups. *Systems Research*, 12(1), 5-14.

but then choose those actions that the majority sees as the most important, they are likely to decide to invest in solving sub-problems, which at first seem important (in the eyes of the majority) but they might not be in reality. However, if the same stakeholders were prompted to explore the influence of an action to solve a sub-problem over another action, they would choose different actions. This phenomenon is known as "Erroneous Priorities Effect"⁴.

SDD added value

The SDD method utilizes the so-called Interpretive Structural Modelling (ISM ; incorporated in the Concertina™ and Cogniscope™ systems) to ensure that the prioritisation of ideas is based on the influence they have on each other, to avoid the "Erroneous Priority Effect." The ISM uses of mathematical algorithms to aid the process and save time by reducing the number of pairwise comparisons that need to be explored.

The SDD method is considered particularly effective in resolving multiple conflicts, interests and values. It supports the participants to agree on a common understanding and strategy, and action plan for resolving the issue. The implementation of an SDD is performed in well-defined consecutive steps, where a deeper understanding of the topic is gradually achieved (referred to as "evolutionary learning") and solutions in the form of actions can be identified and agreed. SDD facilitates the creation of a common understanding of the different dimensions of the topic. As mentioned above, priority is given to some ideas over others depending on their influence over each other.

In summary, the SDD method allows a complex topic to be reorganised and redefined, so that it is possible to intervene, and design and change the future. situation. Figure 1 below illustrates how each of the 6 consecutive steps of a typical process is put into work. Each step is also briefly described below.

⁴ Dye, K. M., & Conaway, D. S. (1999). Lessons learned from five years of application of the CogniScope. Approach to the food and drug administration. Pennsylvania: CWA Ltd.

IV- STRUCTURE OF AN SDD WORKSHOP

Before the Workshop

Step 1: Formulation of the Triggering Question

The complex problem/topic is described and framed and a clearly defined Triggering Question (TQ) is constructed.

During the Workshop

Step 2: Generation of ideas

All participants are asked to provide their responses to the Triggering Question. One by one, the participants state their ideas in front of all other participants. This requires active participation and active listening by all. Simultaneously, the statements are recorded either in the (Concertina™ or Cogniscope™) software.

Step 3: Clarifications

The explanations are videotaped. The explanations must be specific and understandable to all. The rest of the participants may seek clarification, but they are prohibited from criticising the idea.

Step 4: Clustering of ideas

All ideas are grouped into categories or clusters based on similarities and common characteristics. The method requires that the clustering takes place while the participants are asked whether two ideas have enough common features to justify placing them in the same cluster (without this cluster yet existing!). This bottom-up process results in evolutionary clusters and participants benefit from an in-depth discussion around the meaning and importance of each idea, enabling the creation of wider consensus regarding the hot topic discussed. Through this process, participants develop a common vocabulary and a common understanding about the various aspects of the topic under discussion (defined by the triggering question). Broad consensus is achieved through discussion of possible different perceptions in relation to the meaning and importance of each idea. The clustering is supported by the Concertina™ or the Cogniscope™ software tool. The clusters and their ideas are printed and displayed on the wall, so that all participants can see them.

Step 5: Voting of ideas

All participants have five votes and are asked to choose the ideas they believe can help to address the Triggering Question and are the most important for them. Only ideas that receive at least two votes are moving to the next and most important step.

Step 6: Mapping of ideas

This collects the ideas that have received at least two votes and the participants collectively are asked to investigate how one idea can affect significantly another idea. The question asked is, for example, "If we overcome challenge A, will it help us significantly to overcome challenge B?" If the answer is 'yes' with a 75% majority, the

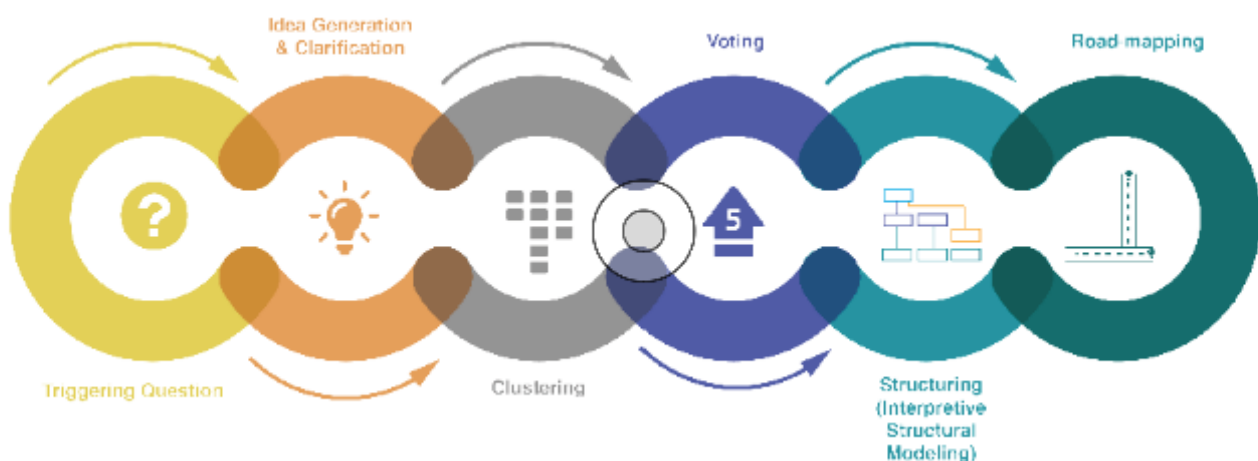
impact is recorded and added to the roadmap of ideas. When the facilitator asks the participants to vote and the vote is about 50% Yes and 70% for No, then the significance is discussed in-depth and the participants are asked to revote. As the exercise progresses a Map is built, shown and discussed. The challenges at the bottom of the Map indicate the root challenges that must be overcome in the first place in order to enable the rest of the challenges to be satisfactorily addressed. Therefore, the Map generated encourages participants to prioritise their actions.

Step 7 : Multi-parameter Evaluation

The participants are requested to evaluate the ideas that received 2 or more votes for Impact, Feasibility and Probability of happening without interventions. These scores, are combined with the results of the ISM to produce the most effective and efficient road map.

Step 8 : Analysis and Discussion of the MAP-Amendments

In this step the Influence Map which is developed in the previous phase is discussed in detail. The ideas of the lowest levels of the map are discussed in greater detail for defining, in turn, specific actions to accomplish them. These actions must be SMART: Specific, Measurable, Assignable, Realistic and Time Specific). It is important to note that only by executing the lowest levels, it can be ensured that the ideas of the higher levels will be consequently executed. Following the described steps, the roadmap becomes executable. The participants are now equipped with a deeper understanding of the meaning of "influence" and may add more factors on the MAP and/or amend existing ones.



V- RESULTS VIRTUAL TRAINING

The virtual part of the training has been conducted over 5 consecutive weekly Zoom sessions. The first one served as introduction to the process and the people. The following four were dedicated to the respective main steps of the SDD process:

Idea Generation	Wednesday 11th May, 17:00 19:00
Idea Clarification	Thursday 19th May, 17:00 19:00
Clustering	Wednesday 25th May, 17:00 19:00
Structuring	Wednesday 1st June, 17:00 – 19:00

Triggering Question

In the context of your work, what are obstacles that prevent efficient stakeholders' dialogues?

The participants produced 35 ideas, which were clustered in 6 categories, shown in Fig.X.

Cluster 1: Bad Preparation

#1: Logistical arrangements

#9: Difficulties in reaching most of the stakeholders

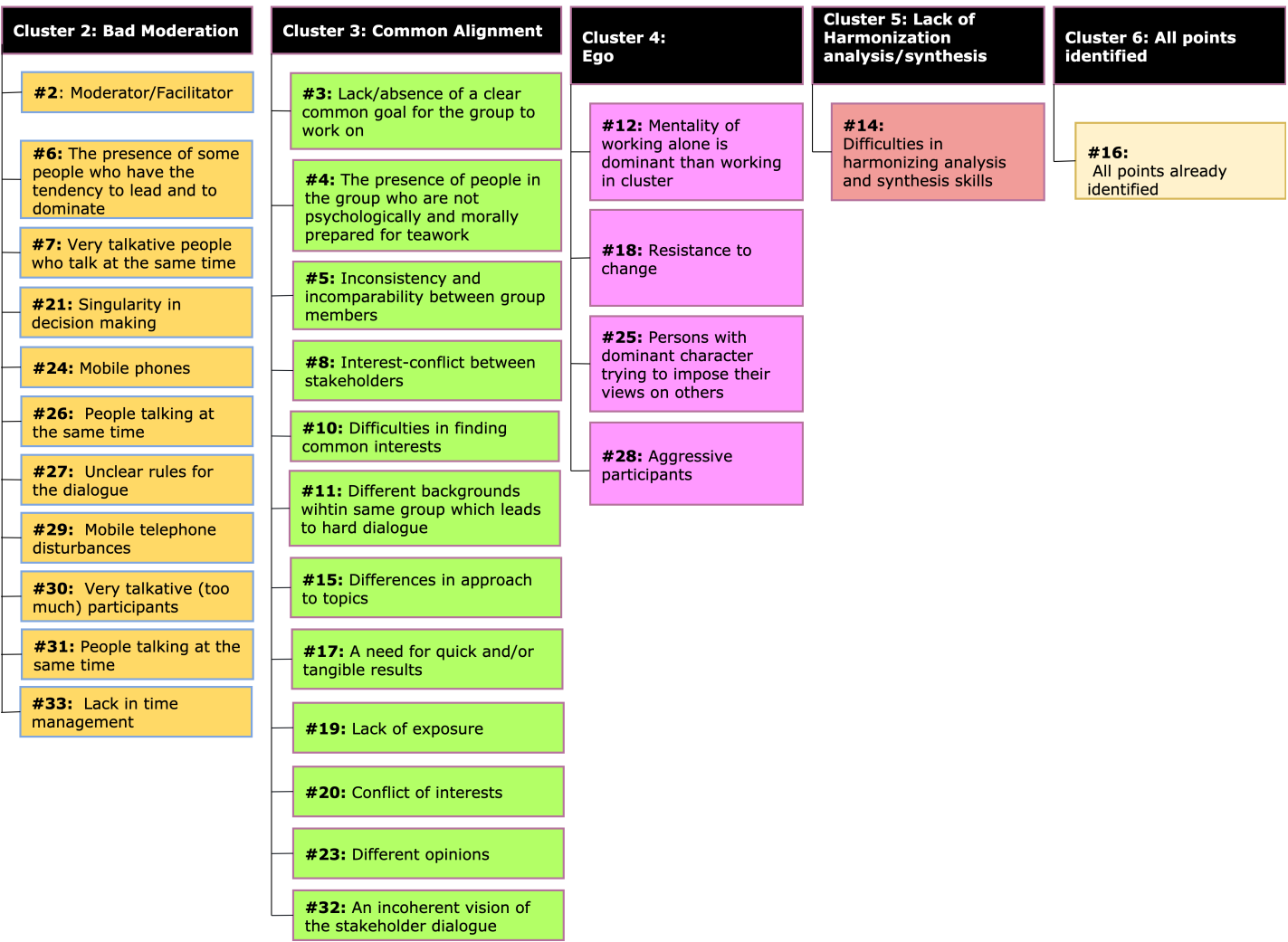
#13: Not knowing the contents of the topics well

#22: Unclear content of the meeting

#34: Timing of the dialogue

#35: Some members might not have the appropriate knowledge and the skills for stakeholders' dialogue

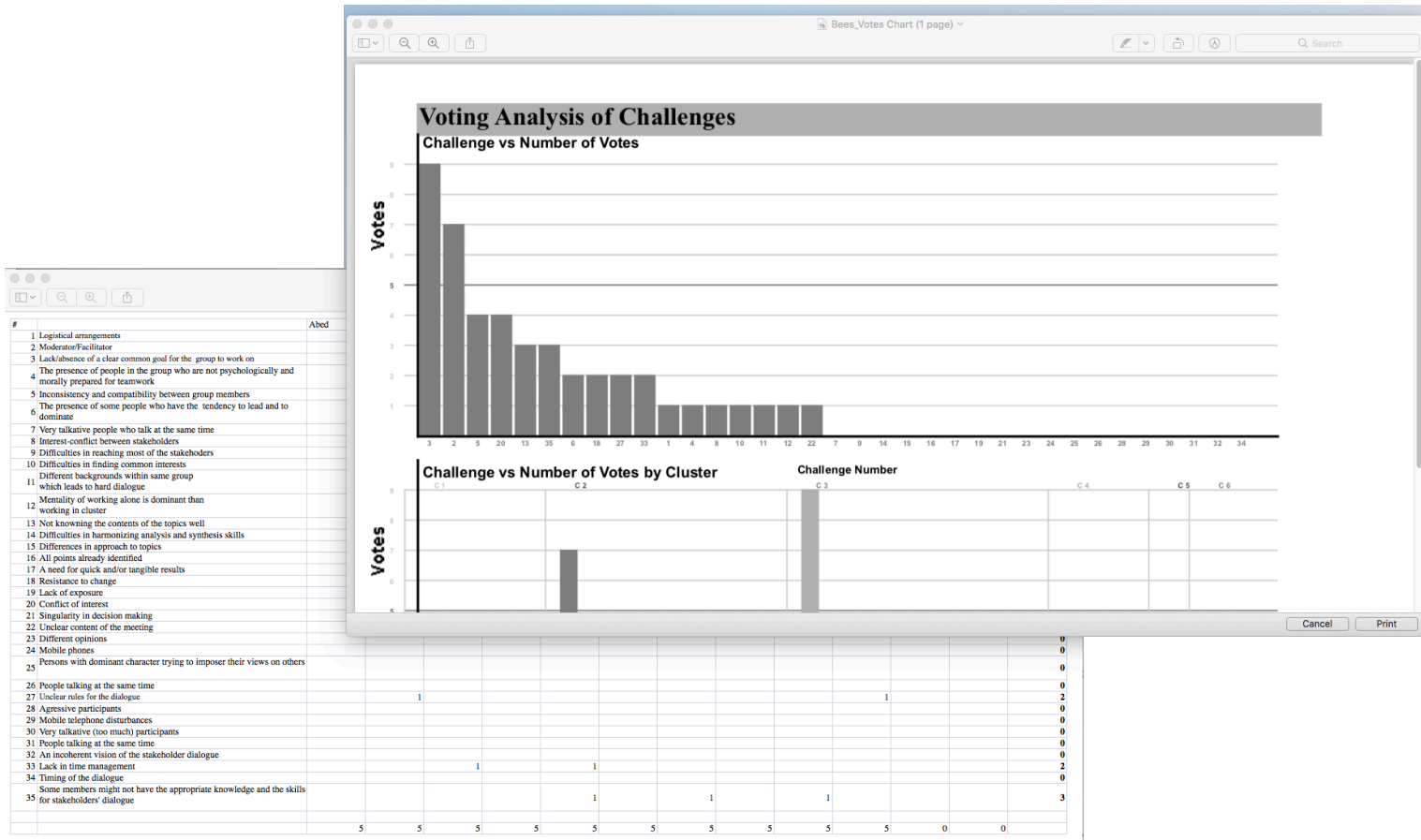




Clusters

- 1: Bad Preparation
- 2: Bad Moderation
- 3: Common Alignment
- 4: Ego
- 5: Lack of Harmonization analysis/synthesis
- 6: All points identified

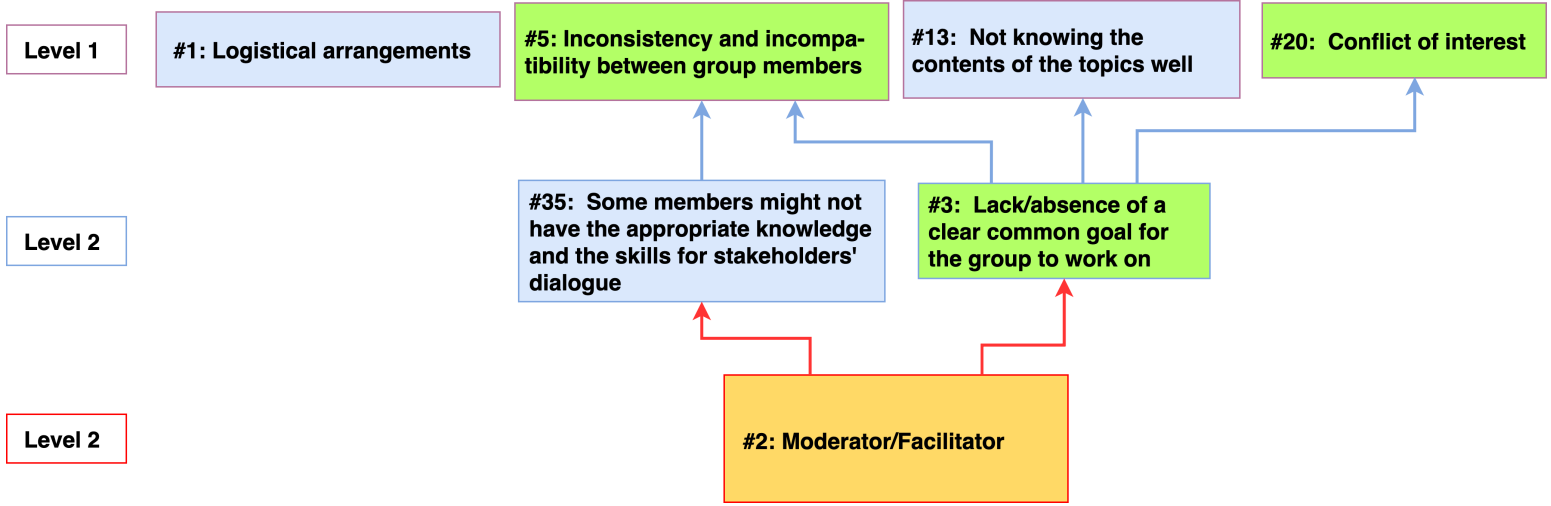
After voting for their top 5, 17 ideas received votes. Fig. X is from a screenshot of the live Zoom session, during which the results of the voting were presented, explained, and discussed.



The Spreathink of their voting was 40%, which is quite satisfactory, especially considering the fact that th whole process was virtual. The ST is on the lower end of the normal range, which indicates that the participants have reached a good consensous as to which obstacles are the most important.

The participants structured 7 factors during their final Zoom meeting. The ideas following made it to the root of the tree:

- #3: (9 Votes) Lack/absence of a clear common goal for the group to work on
- #2: (7 Votes) Moderator/facilitator
- #5: (4 Votes) Inconsistency and incompatibility between group members (age, educational level and experience, etc.)
- #20: (4 Votes) Conflict of interest
- #13: (3 Votes) Not knowing the contents of the topics well
- #35: (3 Votes) Some members might not have the appropriate knowledge and the skills for stakeholders' dialogue
- #1: (1 Votes) Logistical arrangements.

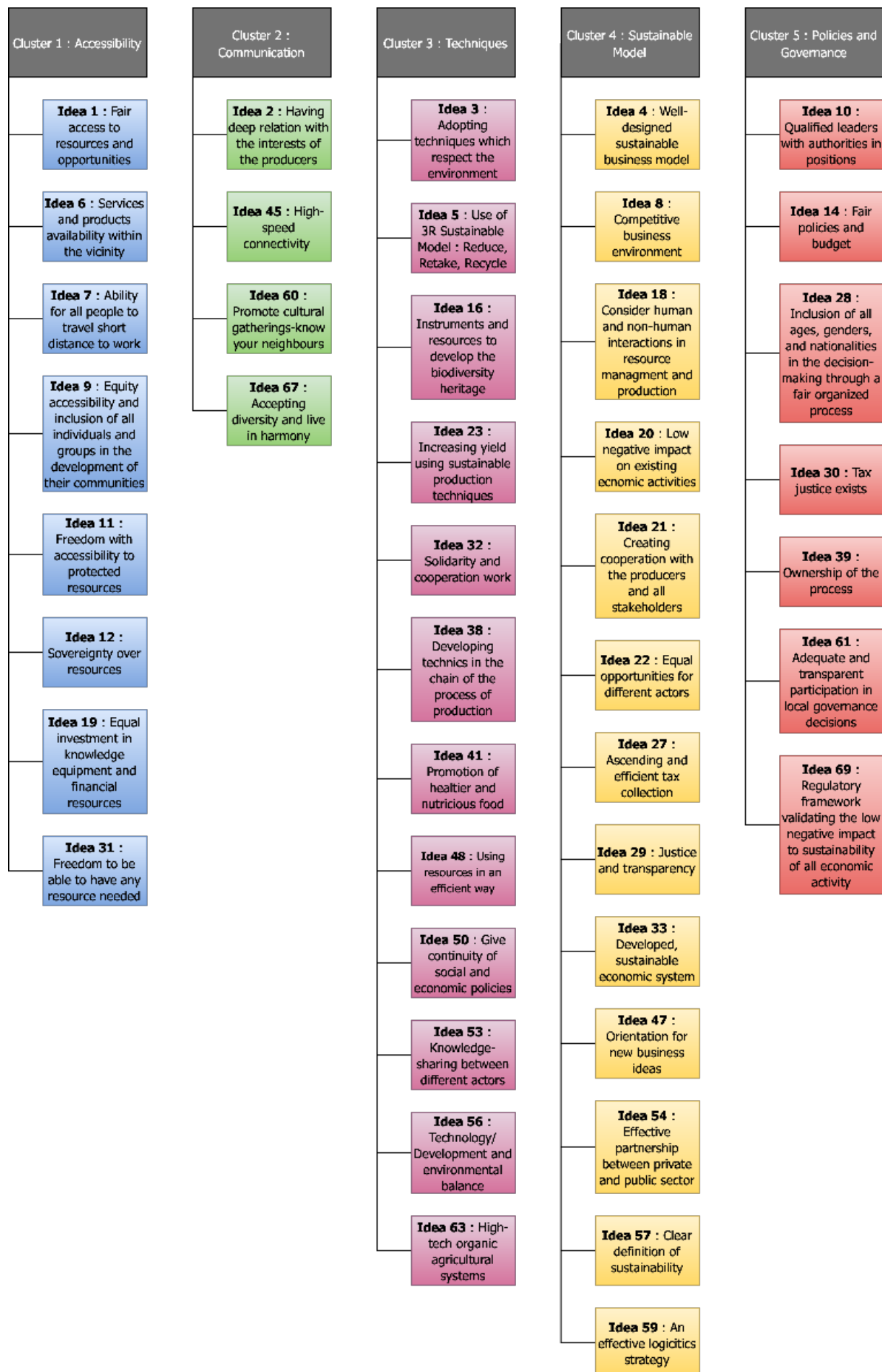


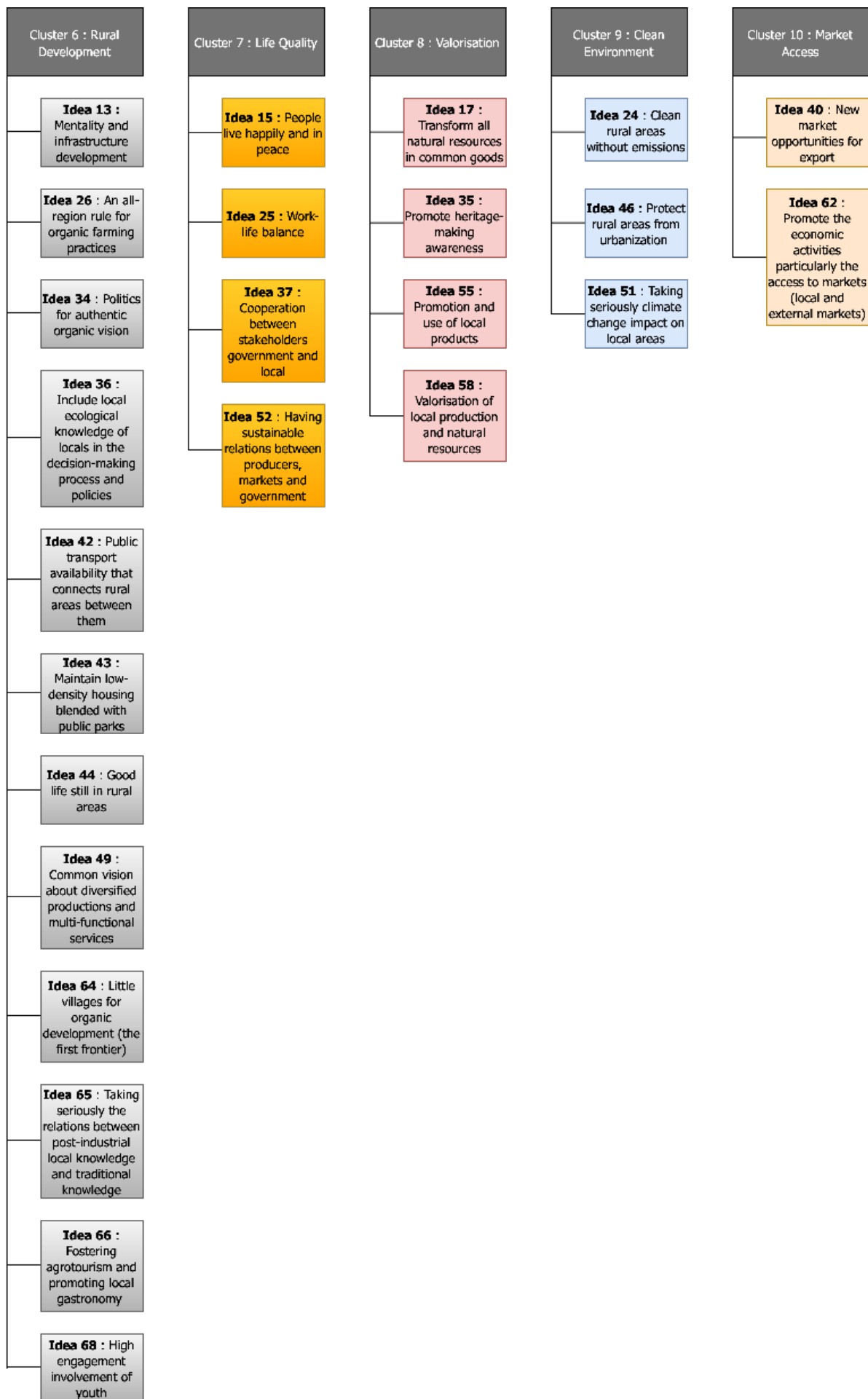
The striking finding is that the group identified #2: Moderator/facilitator, as the most influential factor.

VI- RESULTS

FACE-TO-FACE TRAINING

Clustering





Voting

Number	Ideas	Votes
58	Valorisation of local production and natural resources	9
1	Fair access to resources and opportunities	8
4	Well-design sustainable business model	6
62	Promote the economic activities particularly the access to markets (local and external markets)	6
13	Mentality and infrastructure development	4
18	Consider human and non-human interconnections in resource management and production	4
5	Use of 3R sustainable : Reduce, Retake, Recycle	3
9	Equity accessibility and inclusion of all individuals and groups in the development of their communities	3
11	Freedom with accessibility to protected resources	3
12	Sovereignty over resources	3
14	Fair policies and budget	3
17	Transform all natural resources in common goods	3
21	Creating corporation with producers and all stakeholders	3
66	Fostering agrotourism and promoting local gastronomy	3
3	Adopting techniques which respect the environment	2
10	Qualifies leaders with authorities in positions	2
32	Solidarity and cooperation work	2
33	Developed, sustainable economic system	2
46	Protect rural areas from urbanization	2
51	Taking seriously climate change impact on local areas	2
52	HAVING THE SUSTAINABLE RELATIONS BETWEEN PRODUCERS, MARKET, AND GOVERNMENT	2

V- THE MAP

The Mapping process

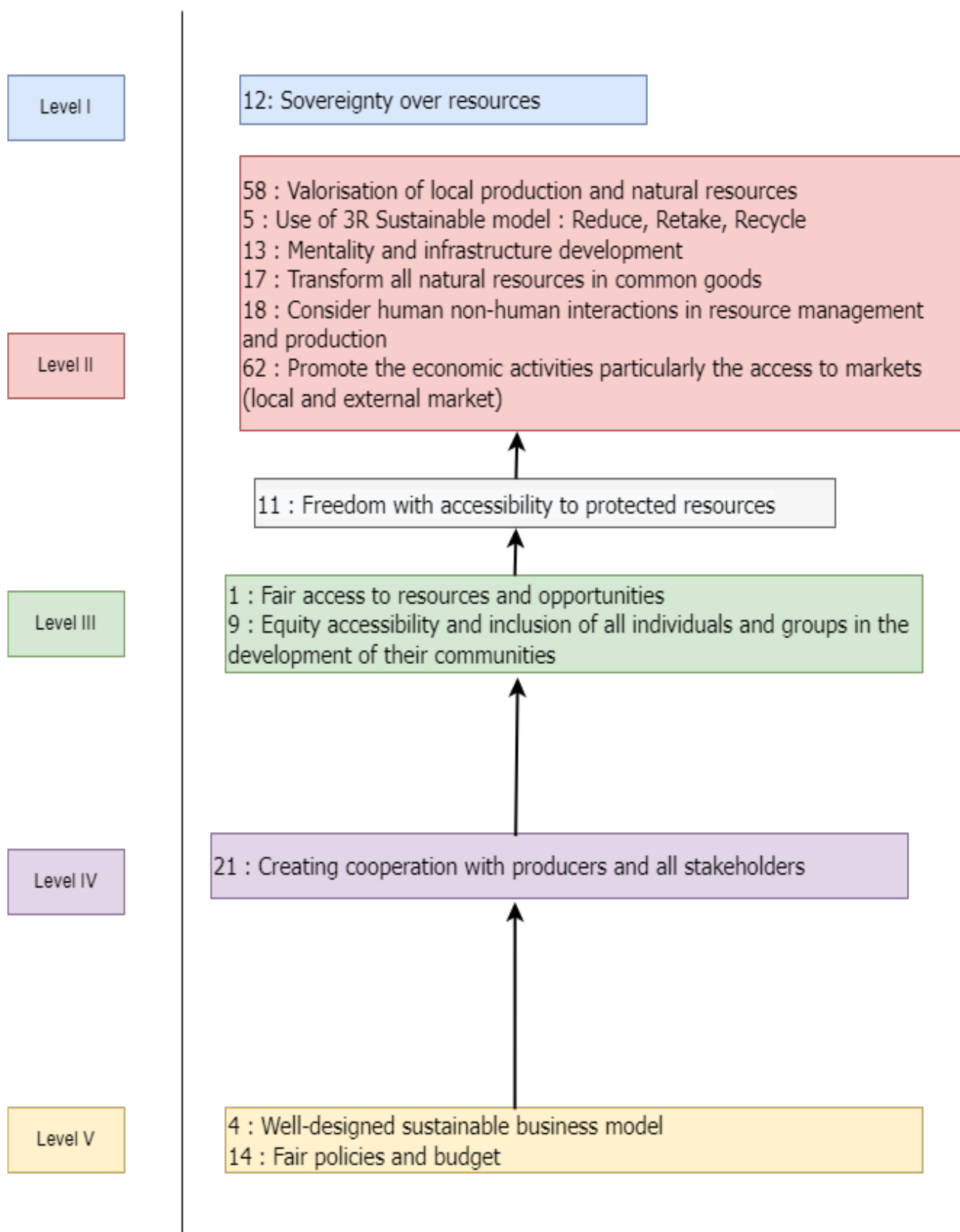
The process for defining the Road Map is as follows. Two practices are randomly selected and presented in a question form: "If we implement practice A, will it help us significantly to implement practice B?" Participants thoroughly discuss the influence of the two practices and if 2/3 of the votes are positive, then the relative influence of the first practice on the second practice is determined. Gradually after evaluating all practices in this manner, an influence tree is created resulting in a Roadmap provided in Figure 3.

The Roadmap built at the workshop

As presented in Figure 2, the Influence Map incorporates six different levels. The most influential practices are considered the root practices, which are the drivers, and similarly those, which must be implemented first to stimulate and facilitate the implementation of the subsequent practices considering that the latter rely on the former. These root practices are located at the lower levels of the roadmap and in particular at the Levels V and VI as they have the greatest influence among all other practices. Similarly, the practices identified on the upper levels of the Map are the least influential.

The influence of one practice over the other is completely irrelevant to the importance of the two practices emerging from the voting phase that preceded. In this vein, any practice which has received more than two votes during the voting phase and thus it has moved to the Mapping phase can be considered a root practice regardless of the number of votes it received. **Therefore, a practice with low popularity can be a root practice while a practice with high popularity can appear at the upper levels of the map. For instance, consider Practice 6: Monitoring gender & diversity state-of-art, gathering gender disaggregated quantitative & qualitative data and Practice 20: Direct participation of employees to define and adopt flexible organisation and solutions. Even though the former was voted only twice by the participants, it turned to be one of the most influential practices in contrast to the latter, which, despite being the most voted practice of the workshop, its relationship of influence towards other practices is limited and for this reason it has been located at Level II. This example designates the significance of the Mapping phase in the implementation of the practices, which, as explained in detail, purely focuses on relationships of influence between the practices**

rather than their degree of importance. To this respect, if the implementation of the Map had taken as a starting point the Practice 20, which was the most popular one, the likelihood that the Map would successfully and adequately be executed is considerably low as this specific practice can only influence one out of the thirteen practices of the Map.



VII- DISCUSSION & CONCLUSIONS

VIII- APPENDICES

A.I- VIRTUAL: LIST OF IDEAS, CLARIFICATIONS, AND VOTES

#	Ideas	Votes
1	Fair access to resources and opportunities	8
	In whatever kind of rural development that we have to make, it is very important to realise fairness in giving access to resources and opportunities in order to avoid any kind of unfairness that create bad curd negative feeling among community members, and them create problems and obstacles that would put an end to the development and destroy the sustainability.	
2	Having deep relation with the interests of the production	0
	The interest of the producers make them more responsible, they are more engaged to find the solution of the problem. They created the design and apply it in the field	
3	Adopting techniques which respect the environment	2
4	Well-designed and applicable sustainable business model	6
	Everything to be successful should start with business plan that will identify SWOT and market, strategy and how to be sustainable with own implementation	
5	Use of 3R Sustainable model: Reduce, Reuse, Recycle	3
	Use of 3R sustainable model: Reduce, Reuse, Recycle. Reduce: we should cut the waste and the trash from the products we use. Reuse: We should find out new ways to use things that alternatively would throw them away. Recycle: Turn something old and useless to something new and useful	
6	Services and products have availability within the vicinity	0
	Basic public services (like a doctor or a government office), and product stores (like a pharmacy, a food market, a gas station) should be available within a reasonable distance from a village or a complex of villages	
7	Ability for all people to travel short distances to work	0
	Jobs created at the rural regions to save time of cost of travelling daily to work	
8	Competitive business environment	0

9	Equity accessibility and inclusion for all individuals and groups in the development of their communities	3
10	Qualified leaders with authorities in positions	2
	Qualified in terms of knowledge, skills and attitude & leaders gain that come from the peers, community and anyone knows him/her. Leaders' actions speak for them not their certificates.	
11	Freedom with accessibility to protected resources	3
12	Sovereignty over resources	3
	Power and authority of both governments and individuals to decide what to do with their resources	
13	Mentality and infrastructure development	4
	As the mentality & infrastructure are 2 main point for creativity -> when it developed who have a better & sustainability life Infrastructure -> water problems/ rounds/ villages in area	
14	Fair policies and budget	3
	The budget allocated for the two main sectors in Palestine (the ministry of Agriculture and Ministry of Tourism) is very limited, and regarding the policies we have some old policies, such as the Tourism law that issued in 1965 which is an old one and doesn't include new type of Tourism pattern and Models that if we update some laws this could lead to some of the sustainable development	
15	People live happily and in peace	0
	People who live happily / in peace will be more efficient / productive and they have high yield	
16	Instruments and resources to develop the biodiversity heritage	0
	I explain the concept with example. I am a beekeeper and live in a little village under a mountain: Moute Arci, in the middle in Sardinia. In this mountain there is 20% of vegetable endemism of Sardinia. All these vegetables are very interesting for the bees. If the producer will produce honey from these endemism, you can obtain a unique honey. For this reason we must before to know, to defend, to develop with political instruments and financial resources this beautiful biodiversity heritage	

17	Transform all natural resources in common goods	3
	Sustainable and responsible development in rural Areas needs to protect Natural resources. Because Natural Resources propriety and use in a lot of rural Areas in very fragmented, I think is better to use a general concept to protect and enhance land, woter, plants, ect... "Common good" in a general concept, that in possible to use for thin goal	
18	Consider human and non-human interactions in resource management and production	4
	When defining the policies and practical action for resources management and production we should consider that non-humans (animals, plants) have their own agenda in using the same resources. By neglecting to consider these interaction, we con end-up un problems and lack of availability of resources. By including, instead, the role of non-humans, their needs, we car design better protect to harvest, mange, and produce resources.	
19	Equal investment in knowledge, equipment, and financial resources	1
	Public/private in egal investment in rural areas should be proportional in rural as in central areas, and some additional actions should be taken because of the (sometimes) non-accessibility of rural areas (possible inclusion)	
20	Low negative impact on existing economic activity	0
	Low negative impact on existing economic activities. During designing and pluming for a "sustainable" rural development ("activity/ Project/ program) we should pay attention for already existing economic activities and assess the negative impact on then do avoid it and reduce it to the minimum	
21	Creating cooperation with producers and all stakeholders	3
22	Equal opportunities for different actors	0
23	Increasing yield using sustainable production technics	1

24	Clean rural areas without emissions	0
	We all know all the negative impact of emission to the environment and then the impact to human lives. So, it is very important to reduce the emission to the environment e.g by using less the cars. The use of cars is more extensive to the rural areas due to limited public transportation. We should use more environmentally-friendly products, use less pesticides in agriculture, etc...	
25	Work-life balance	0
	Work-Life balance. The ability to not having to choose between work and life. Having a well-balanced work-life balance	
26	An all-region rule for organic farming practices	0
	By regulation, agriculture production systems follow certified organic practises	
27	Ascending and efficient tax collection	0
28	Inclusion of all ages, genders, and nationalities in the decision-making through a fair organized process	0
	Sometimes local authorities exclude women, immigrants or youth (judging them that their lack experience or outsiders)	
29	Justice and transparency	1
30	Tax justice exists	0
	Tax justice will lead us to a social and economic justice, aso encourages producers, SMEs and revive the economy at micro-level	
31	Freedom to be able to have any resource needed	0
	As my colleague Ayed clarify in idea 11, just wanna add hat due to occupation we have very limited access to some marginalized village due to checkpoints added by occupation	
32	Solidarity and cooperation work	2
33	Developed, sustainable economic system	2
	People with a developed, sustainable economic system will be financially secured and will focus more on productive ideas. This sytem provides a good quality of life for everybody. A sustainable economy also provides for the greatest amount of well-being for the least amount of resource use and harm	

34	Politics for authentic organic vision	1
	Politics for authentic organic vision. To all level of political decision there is a fake organic vision. Because, for example, in PAC there is not a clear separation between conventionnel organic agriculture, also, of course, in terms of financial recours. This is a level, if I thought, for example, to a simple honey consumer, this has a not clear knowledge of specific aspects. For example wax, nobody knows that in organic beekeeping wax must be clean	
35	Promote heritage-making awareness	0
	A lot of people talk about Echancement of "local heritage". But the most used concept of heritage in for from the debate in social sciences. Heritage in a process in the present, not our idea that come from the post. In fact in better to talk about 'Heritage-Mokiwy' on Heritagization of specific things that course from the post. Promove the acuarness of 'Heritage-Moking' in the best way to to entrance same local practices and knowledge in the present	
36	Include local ecological knowledge of locals in the decision-making process and policies	1
	Local ecological knowledge = knowledge on environmental and climate phenomena on a local area that are handed down or acquired by observation. By including this LEK we could acquire more information reporting a local area and better adjust objectives and actions that are heeded in a territory	
37	Cooperation between stakeholders, government, and locals	1
	Cooperation among stakeholders versus policy makers in order to reach the common goal and influence decision making process. Collaboration and cooperation is needed for reading the saul objectives	
38	Developing technics in the chain of the process of production	0
	How to take care of bees visits and tasks protecting bees from illness, selecting spacies. Transport from an area to an other. Extracting honey, propolis, pollen. How to sell honey. Writing an agenda to organize the actors or tasks	
39	Ownership of the process	1

41	Promotion of healthier and nutritious food	0
	Finding out new ways to promote the development of nutritious food which improve the health of immunity system, prevent from diseases. Use of social media, new marketing techniques, advertisements to promote the importance of a healthy body which consumers healthy foods without extra sugar, toxic substances, etc...	
42	Public transport availability that connect rural areas between them	1
	Be able to travel from one village to another with public transportation. Connel villages within each-other and not only with the city	
43	Maintain low-density housing blended with public parks	0
	Legally product the building environment from high building density of mountain dean parks close to the housing units	
44	Good lifestyle in rural areas	1
45	High-speed connectivity	0
46	Protect rural areas from urbanization	2
47	Orientation for new business ideas	0
48	Using resources in an efficient way	1
	Resource efficiency means the usage of earth's resources which are limited in an efficient way without bringing harm for the environment. There must be a balance between what we have from resources and what are produce. For example, if we have a field containing specific types of flowers, nectar trees we can't put a huge number of beehives and then we say we didn't produce a good quantity of honey	
49	Common vision about diversified productions and multi-functionals services	0
	The real opportunity in a negative trend in honey and beehive productions, almost in the lost almost twenty is to build a strong idea about diversification and mostly in multifunctional services, for a new rule of countryman (beekeepers, farmers...). For me, it is impossible that a keeper of my village don't know Autori Grausi. A modern farmer must know also cultural attracters	

50	Give continuity of social and economic policies	0
	A lot of policies, that change every year, constrain social actor to modify their practices. I think in better to give continuity of social and economic policies, if the local and at the meticual level	
51	Taking seriously climate change impact on local areas	2
	Climate change does not affect on the areas of the world in some way. Islands for instance are the most negatively affected by climate change-related problems taking seriously climate change means to consider it as an actor that was its own agency that may jeopardize sustainable development plans	
52	Having the sustainable relations between producers, market, and government	2
	Writing basic causes. Articles and laws to organize the sector of beekeeping. Developing the law referring of the research and the practices. Evaluation of the practices regulation referring to the interest of beekeeping agriculture. Modernizing the technichs of keepers. Evaluation of the different products (honey, pollen, propolis, quantity and quality)/ Consumption, prices	
53	Knowledge-sharing between different actors	0
	Sharing Experiences can help to avoid being in the problems and facilitate accessing to faster solutions. Time is money	
54	Effective partnership between private and public sector	0
	Public sector is not always efficient especially in third countries such as Lebanon and most of the success stories were done by private sectors, that why we should have good relation as without public sector we cannot move forward	
55	Promotion and use of local products	1
	Promote local products of your areas. (Increase on trades-business opportunities). In addition, use the products that are made in the area to support local producers and reduce imports (Carbon footprint)	
56	Technology/development and environmental balance	0

57	Clear definition of sustainability	0
	What do we mean with "sustainable", "sustainability"? How can we elude a shared notion of sustainability that ensiour all the different perspectives at play ?	
58	Valorisation of local production and natural resources	9
	Giving added value to the local production, in order to support and stimulate it. Using natural resources in sustainable way for the value of all valorised presenting it	
59	An effective logistic strategy	0
	Bad logistic infrastructure in Lebanon in leading to increase costs, a good strategy will be to help fames work together and decrease transportation cost especially with this increase facI increase cost worldwide	
60	Promote cultural gatherings-know your neighbours	0
	Promote social cultural gatherings and know the people that live near you. Promote a community buildings between its residence	
61	Adequate and transparent participation in local governance decisions	1
	People must have the chance to participate in decision making processes and these have to be transparent	
62	Promote the economic activities particularly the access to markets (local and externals)	6
63	High-tech organic agricultural system	0
	High technology farming is a broad of concepts referring to the usage of wide range of technology such as robots, researched new data and emplement this technology in increasing the yield but without genitically modified	
64	Little villages for organic development (like the first frontier)	1

65	Taking seriously relations between post-industrials local knowledge and traditional knowledge	0
66	Fostering agrotourism and promoting local gastronomy	3
67	Accepting diversity and live in harmony	1
68	High engagement/ involvement of youth	1
	Engagement/Involvement of youth. One of the main pillars of sustainability is the social aspects, and sustainability is a long term concept. This involvement of youth may be very helpful in having new and creative Development Projects' ideas, better design. Taking into consideration their needs, that might not been taken into consider by policy makers. Youth should be engaged in all phases, starting from preparation Phase, Brainstorming, designing plaming, raisins awareness, implementation, communication special attention should be given to female youth especially where the society is masculinized. Because of several factors, marginalized youth will lead undoughtly to reduce the sustainability of whatever Development Program	
69	Regulatory framework validating the low negative impact to sustainability of all economic activity	0

A.II- FACE-TO-FACE: LIST OF IDEAS, CLARIFICATIONS, AND VOTES

A.II- LIST OF PARTICIPANTS

Name	Organisation Name
Abdalaziz Al-Salhi	External expert (Asala-Palestinian Businesswomen's association)
Amal Wehaibe	External expert (Chamber of Commerce, Industry and Agriculture of Zahle)
Amr Daoud	External expert (CEEBA)
Androulla Xenophontos	CCCI
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Yiannis Laouris	Lead SDD Facilitator, CEO, Future Worlds Center
France De Borggraeve	SDD Trainee, Intern, Future Worlds Center
Manon Coussemacker	SDD Trainee, Intern, Future Worlds Center
Camille Lechoux	Assistant SDD Facilitator, Intern, Future Worlds Center

FACILITATION TEAM

Dr. Yiannis Laouris: Lead Facilitator



Yiannis is a social, science and business entrepreneur, a neuroscientist and systems engineer. He founded Future Worlds Center, the Cyprus Society for Systemic Studies, and several high-tech companies. He is Member of the Board of the Institute for 21st Century Agoras, national representative in several COST Actions, Insafe, Inhope, EU Kids online, ECSO, Cybercrime Centre of Excellence, ECTEG – Europol, etc. He is one of the 12 authors of the ONLIFE Manifesto. Yiannis promotes the application of digital technologies and structured democratic dialogue as tools to harness the collective intelligence and collective wisdom of people. His team develops systems to scale up participatory

dialogical processes to engage asynchronously thousands of participants in meaningful authentic dialogues, thus accelerating institutional and societal change. Yiannis has a medical degree and a PhD in Neurophysiology from Germany, and an MS in Systems and Industrial Engineering from the US. His work is published in several books, over 100 scientific papers and honored with more than a dozen distinguished awards.

Marios Michaelides: Senior Facilitator

Marios has more than 20 years of experience in applying SDDP in diverse settings and groups of stakeholders. He was a member of the Cyprus Conflict Resolution Trainers Group and a founding member of the Cyprus Intercultural Training Initiative. He is a senior SDD Facilitator with extensive experience in the application of SDD methodology to inter-community conflict resolution. He is the acting head the Cyprus Intercultural Training Initiative, and has been actively involved in many bi-communal dialogue groups in Cyprus for the past 15 years. Marios has been an advisor in many Future Worlds Center project boards, such as Civil Society Dialogue, Act Beyond Borders, CARDIAC, New Media Landscape Now! etc. Marios is currently acting head at the Academy of Public Administration in Cyprus. From this post, Marios has applied SDD with key members of the public system. Marios studied in NY the US (MSc in Operations management) and worked for two years at the NYC Department of Sanitation.



Camille Lechoux: Assistant SDD Facilitator



Camille a Future Worlds Center intern from France. During her internship, Camille has been involved in a number of virtual and face-to-face SDD applications within the R-I-PEERS H2020 project, a “Decolonizing the curriculum” project with the BARD College in NY and the OSUN network of Universities, the AER-V Erasmus project, the Med BEESiness project, etc. Camille was in charge of organizational issues, served as Assistant Facilitator, and was also responsible for the training of the other two French interns, France, and Manon.

France De Borggraeve: Assistant SDD Facilitator



France is a French Future Worlds Center intern. She participated in the SDD on the MedBEESinessHubs project, and together with Manon, she worked on creating the Clusters and MAP as high-quality illustrations, as well as the Indesign version of the final report.

Manon Coussemaeker: Assistant SDD Facilitator

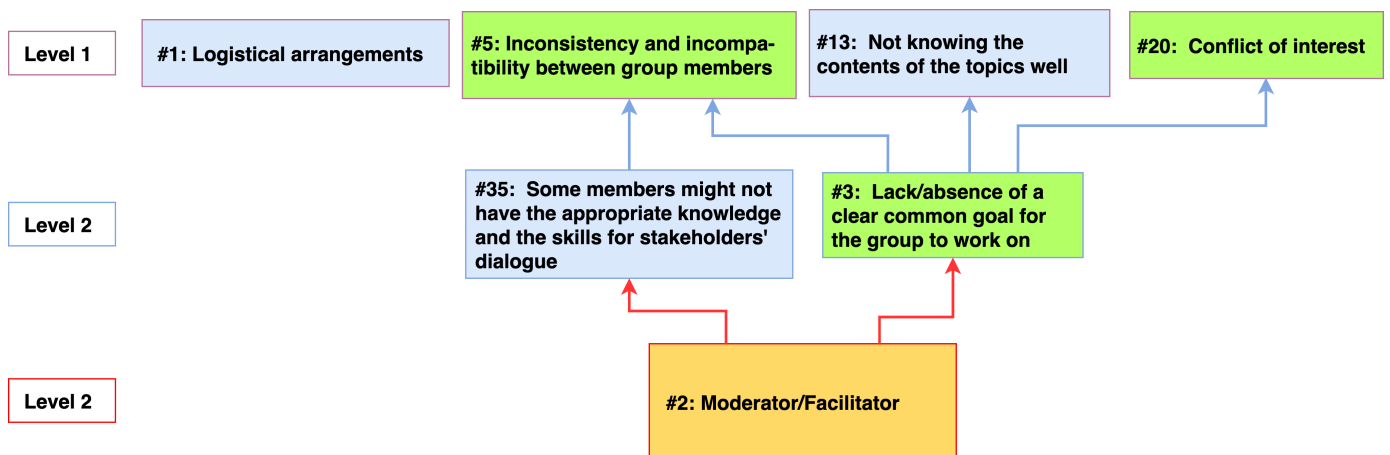


Manon is a French Future Worlds Center intern. She participated in the SDD on the MedBEESinessHubs project, and together with France, she worked on creating the Clusters and MAP as high-quality illustrations, as well as the Indesign version of the final report.



MedBEEsinessHubs

This report summarizes results of two Structured Democratic Dialogues (SDDs), which took place in the context of the MedBEEsinessHubs project, in Cyprus between Mar and Jun 2022. The aim of the activities was to train representatives from the participating countries on how to apply SDDs to address local challenges in their respective rural communities.



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