



# Report of SDDP Co-Laboratories

## Famagusta Revival

### Co-Laboratories

*10, 17 November 2007*

*4, 8 December 2007*

*30 January 2008*

*13 March 2008*

*Famagusta, Larnaca, Nicosia*



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10, 17 November 2007

4, 8 December 2007

30 January 2008

14 March 2008

## **Famagusta Revival**

Report on Defining an Ideal Model of Famagusta/Varosha, Identifying the Problems that prevent Famagustians from reaching this ideal situation and Developing an Action Plan to serve as an example for a future united Cyprus and to act as a catalyst for solving the Cyprus problem.

### **EDITORS**

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## **ACKNOWLEDGEMENTS**

The Civil Society Dialogue Project and the SDDP Facilitation Team who organized the SDDP co-laboratories documented here would like to thank the Famagustians for their enthusiastic contributions, time, energy and expertise they brought to the co-laboratories described in this report:

- Famagusta Revival – Defining an *Ideal Model* of Famagusta/Varosha,
- Famagusta Revival – Defining the *Problématique*,
- Famagusta Revival – Developing an *Action Plan*.

All 21 participants were willing to dedicate the time necessary to work together with understanding to envision the ideal model of Famagusta/Varosha, to explore the problems of the current situation as well as to develop and design action options. Their hard work, perseverance and humour made the co-laboratories' experience both richly diverse and productive. The participants, i.e. the Famagustians, are the primary authors of views expressed in this document.

The Facilitation Team of these Famagusta Revival co-laboratories consisted of: Polis Aniftos, Ayca Celik, Dr. Aleco Christakis, Ilke Dagli, Sarper Ince, Andros Karayiannis, Marios Michaelidis, and Tatjana Taraszow.

## EXECUTIVE SUMMARY

This report documents the results of three co-laboratories, which took place on 10 November 2007 in Famagusta, 17 November 2007 in Larnaca, 4 & 8 December 2007 and 30 January 2008 in Nicosia.

The co-laboratories were:

- Famagusta Revival – Defining an *Ideal Model*
- Famagusta Revival – Defining the *Problématique*
- Famagusta Revival – Defining an *Action Plan*.

The three co-laboratories were implemented using a structured democratic dialogue method known as Structured Dialogic Design Process (SDDP). The participants produced 77 ideas in the Defining an *Ideal Model* co-laboratory, 75 obstacles in the Defining the *Problématique* co-laboratory and 36 ideas in the Defining an *Action Plan* co-laboratory. Following a process of clustering, selecting and exploring influences among different ideas, the participants came up with three influence maps. The mapping process enables the diverse group of Famagusta stakeholders identify the root causes that contribute to their problematic situation and highlight the ideas that will be most influential in their goal to realize an ideal model of Famagusta/Varosha to serve as an example for a future united Cyprus and to act as a catalyst for solving the Cyprus problem.

In the 'Famagusta Revival – Defining an Ideal Model' co-laboratory the most influential driver was descriptor 76 (A common think-tank to provide policy advice to everyone involved in support).

The root cause in the 'Famagusta Revival – Defining the Problématique' co-laboratory was factor 63 (Lack of understanding and discussion of citizenship, subsidiarity, diversity, human rights and secularism).

In the 'Famagusta Revival – Defining an Action Plan' co-laboratory in both maps the most influential driver was action 6 (Continue this initiative at further stage as a think tank group and advocacy group with the idea of establishing a communication strategy with the assistance of the EU).

# 1. INTRODUCTION

At the end of September 2007, the Civil Society Dialogue Project had been approached by Greek Cypriot and Turkish Cypriot individuals from Famagusta to get a bi-communal movement started with regards to Famagusta, in particular Varosha. Their idea was and is that this bi-communal movement of Famagustians could then serve as a sample for the peace process in Cyprus. For the first time ever, Greek Cypriot and Turkish Cypriot Famagustians together used the Structured Design Dialogue Process (SDDP) during various meetings, which took place in Famagusta, 10<sup>th</sup> November 2007, in Larnaca, 17<sup>th</sup> November 2007 as well as in Nicosia 4<sup>th</sup> & 8<sup>th</sup> December 2007 and 30<sup>th</sup> January 2008. The SDDP is a technique that facilitates dialogue by engaging all stakeholders in a democratic manner. The primary aim of a SDDP co-laboratory is to achieve consensus regarding actions for improvements, based on a shared understanding of the envisioned future situation and the current situation. The process is designed in such a way as to harness the collective wisdom of all participants. In a SDDP co-laboratory, the participants are the experts whose shared knowledge is extracted and then used to generate influence maps between separate ideas.

The objective of the three successive Famagusta Revival co-laboratories was to envision the ideal Famagusta/ Varosha, to identify the obstacles that prevent Famagustians from achieving their ideal model as well as to explore actions that can be taken to reach the vision. The co-laboratories used a face-to-face and online blended approach. In total, three bi-communal co-laboratories took place between November 2007 and January 2008, dispersed in five meetings. More specifically, the Famagusta Revival co-laboratory – Defining an *Ideal Model* envisioned the ideal model of Famagusta/Varosha. Famagustians participating in this co-laboratory were asked to visualize the ideal scenario of a Famagusta/Varosha as a place of interaction, communication, and cooperation of Greek Cypriot and Turkish Cypriot Famagustians. The *triggering question* that was tackled in this co-laboratory was:

**What are descriptors of an ideal model of Famagusta/Varosha, a place of interaction, communication and cooperation of Greek and Turkish Cypriot Famagustians to serve as an example for a future united Cyprus and to act as a catalyst for solving the Cyprus problem?**

## Introduction

The Famagusta Revival co-laboratory - Defining the *problématique* explored the obstacles of the current situation and defined the exact nature of the problem, i.e. the *problématique*. The *triggering question* that was tackled in this co-laboratory was:

**What are obstacles that prevent us from achieving the ideal model of Famagusta/Varosha?**

The Famagusta Revival co-laboratory - Defining an *Action Plan* dealt with designing an action plan. Famagustians identified action options to implement in projects that will help overcoming the current obstacles and achieving the envisioned future. Participants engaged in the following *triggering question*:

**What are action options, which if we adopt and implement, we will overcome the obstacles and achieve the ideal image of Famagusta/Varosha?**

After having participated in the structured dialogue it was expected that:

- Participants would gain a deeper understanding of the complexity of the situation and the interconnections between “ideas”;
- Participants would have the opportunity to understand how the “others” may think or perceive the current situation or envision the “ideal” situation;
- A “voted” consensus between all participants taking part in the co-laboratory would emerge in the “influence tree” as a joint product.

Following the presentation and discussion of the results, participants were expected to develop a roadmap to achieve progress. The results of these three co-laboratories are also expected to assist Famagustians, individuals, and bi-communal groups to work towards the ideal model of Famagusta that will act as a catalyst for solving the Cyprus problem as well as to use these new developments in Famagusta as an example for a united Cyprus.

## 2. METHODOLOGY: STRUCTURED DIALOGIC DESIGN PROCESS

The Structured Dialogic Design Process (SDDP) is a methodology that supports *democratic* and *structured* dialogue among a heterogeneous group of stakeholders. It is especially effective in resolving complex conflicts of purpose and values and in generating consensus on organizational and inter-organizational strategy. It is scientifically grounded on seven laws of cybernetics/systems science and has been rigorously validated in hundreds of cases throughout the last 30 years.

The SDDP methodology was chosen to support the Famagusta Initiative in structuring the stakeholder representatives' ideas on the desired situation, the current situation, and action options regarding an ideal model of Famagusta/Varosha as a place of interaction, communication, and cooperation between Greek Cypriot and Turkish Cypriot Famagustians to serve as an example for a future united Cyprus and to act as a catalyst for solving the Cyprus problem.

The SDDP is specifically designed to assist inhomogeneous groups to deal with complex issues, in a reasonably limited amount of time. It enables the integration of contributions from individuals with diverse views, backgrounds and perspectives through a process that is participatory, structured, inclusive and collaborative.

A group of participants, who are knowledgeable of the particular situation, are engaged in collectively developing a common framework of thinking based on consensus and shared understanding of the current or future ideal state of affairs. SDDP promotes focused communication among the participants in the design process and their ownership of and commitment in the outcome.

### 2.1 Structure and Process in a typical SDDP co-laboratory

When facing any complex problem, the stakeholders can optimally approach it in the following way:

1. Develop a shared vision of an ideal future situation. This ideal vision map serves as a magnet to help the social system transcend into its future state.
2. Define the current problématique, i.e. develop a common and shared understanding of what are the obstacles that prevent the stakeholders reaching their idealized vision.
3. Define actions/options or a roadmap to achieve the goals.

The three phases are done using exactly the same dialogue technique. Each phase completes with similar products:

## Methodology: Structured Dialogic Design Process

- (1) A list of all ideas [SDDP is a self documenting process].
- (2) A cluster of all ideas categorized using common attributes.
- (3) A document with the voting results [erroneous effect=most popular ideas do not prove to be the most influential].
- (4) A map of influences. This is the most important product of the methodology. Ideas are related according to the influence they exert on each other. If one is dealing with problems, then the most influential ideas are the root causes. Addressing those will be most efficient. If one is dealing with factors that describe a future ideal state, then working on the most influential factors means that achieving the final goal will be easier/faster/more economic, etc.

In the following, the process of a typical SDDP session with its phases is being described more precisely:

First The breadth of the dialogue is constrained and sharpened with the help of a triggering question. This is formulated by a core group of people, who are the Knowledge Management Team (KMT) and is composed by the owners of the complex problem and SDDP experts. This question can be emailed to all participants, who are

requested to respond with at least three contributions before the meeting.

Second All contributions/responses to the triggering questions are recorded in the CogniScope II software. They must be short and concise, hence contain one idea in one sentence. The authors may clarify their ideas in a few additional sentences.

Third The ideas are clustered into categories based on similarities and common attributes. A smaller team can do this process to reduce time (e.g., between plenary sessions).

Forth All participants get five votes and are asked to choose their favourite (most important to them) ideas. Only ideas that received votes go to the next and most important phase.

Fifth In this phase, participants are asked to explore influences of one idea on another. For example, they might be asked to decide whether solving problem x will make solving problem y easier. If the answer is yes (great majority) an influence is established on a map of ideas. The way to read that influence is that items at the bottom are root causes (if what is being discussed are obstacles), or most influential factors (if what is being discussed are descriptors of an ideal

## Methodology: Structured Dialogic Design Process

situation or actions to take). Those root factors must be given priority.

Sixth Using the root factors, participants develop an efficient strategy and come up with a road map to implement it.

Please refer to Annex A: Structured Dialogic Design Process – Frequently Asked Questions for more detailed information.

### 3. RESULTS

The results of the three co-laboratories on vision (defining an ideal model of the future), problématique (defining the obstacles of the current situation) and action options (defining an action plan) of a Famagusta/Varosha will be presented for each co-laboratory separately.

#### 3.1 Results of the Famagusta Revival co-laboratory – Defining an Ideal Model

On 10<sup>th</sup> November 2007 and 17<sup>th</sup> November 2007, 17 and 16 Famagustians, respectively, met in Famagusta and Larnaca to engage for seven hours each day in a structured dialogue focusing on the triggering question:

**What are descriptors of an ideal model of Famagusta/Varosha, a place of interaction, communication and cooperation of Greek and Turkish Cypriot Famagustians to serve as an example for a future united Cyprus and to act as a catalyst for solving the Cyprus problem?**

#### Descriptors characterizing an ideal model of Famagusta/Varosha

Famagustians described 77 ideas ahead of the co-laboratory and during the dialogue with the entire group. These ideas appear as descriptors in Table 1 'Famagusta Revival – Defining an Ideal Model – List of Descriptors'. For detailed information about the meaning of each idea please refer to Table 2 'Famagusta Revival - Defining an Ideal Model – Descriptors with Clarification' in Appendix B.





## Table 1 'Famagusta Revival - Defining an Ideal Model - List of Descriptors'

Triggering Question: "What are descriptors of an ideal model of Famagusta/Varosha, a place of interaction, communication and cooperation of Greek and Turkish Cypriot Famagustians to serve as an example for a future united Cyprus and to act as a catalyst for solving the Cyprus problem?"

#: Descriptor

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- 1: Famagusta port converted into a marina, serving the yachts and cruise vessels only
- 2: Famagusta as an area stretching from Derynia, Salamis, Engomi and Agios Nicholaous to the west
- 3: Joint gold stock market
- 4: Identify address and enhance the commonalities of Famagustians
- 5: Self-administer sanctioned by an universal supra-state (EU or UN) tax free in all respects
- 6: A place where courageous people come together to prove to the others that we can do a better job when we (GC-TC) come together
- 7: Joint ventures or partnerships of economic establishments generating welfare for all the Cypriots
- 8: All Famagustians speak Greek and Turkish
- 9: The natural beauty of the town is capitalised in its town planning to offer its best to the citizens
- 10: The return of Famagusta if necessary under own status building trust respect and confidence for the two communities, a model for a multi cultural community
- 11: Declare the whole of Famagusta city as a free trade area
- 12: The laws and regulations governing Famagusta should be to foster inter-communal harmony
- 13: The model for the future of Famagusta: Dionysus and Eros: 1) Reaction, 2) Resistance, 3) Liberty, 4) Catharsis, 5) Love
- 14: Total restoration of historical walled city as a cultural touristical attraction centre
- 15: To have an R/O plant to give water to citizens living from Engomi to Paralimni, operated by Cypriots who can speak Greek and Turkish
- 16: Individual political equality under a single municipality
- 17: A city part of united Cyprus as a unique model based on economic inter-dependency, environmentally and socially based on shared responsibility, spatially integrated coordinatively administered based on full democracy
- 18: An eco-friendly re-built Varosha
- 19: Centre of excellence in education research technology and archaeology
- 20: Common businesses in pilot areas
- 21: Shared cultural events among Famagustians
- 22: Give a resettled Famagusta an intense regional focus
- 23: Centre of bi-communal architects
- 24: A common school for the two communities' children teaching how to live together rather than academic education
- 25: Famagustians (GC-TC) celebrate the return of Famagusta as a common public holiday
- 26: Education institutions of Famagusta are among the best on the island and in big demand
- 27: A model multi-cultural city which proves that growth comes through cooperation and acceptance
- 28: Compulsory bi-communal arbitration committees
- 29: Civil liberties union
- 30: Structuring psycho-social dynamics to build up inter-communal and multi-cultural modern urban life
- 31: Common football club (i.e. Famagusta united FC)

## Table 1 'Famagusta Revival - Defining an Ideal Model - List of Descriptors'

Triggering Question: "What are descriptors of an ideal model of Famagusta/Varosha, a place of interaction, communication and cooperation of Greek and Turkish Cypriot Famagustians to serve as an example for a future united Cyprus and to act as a catalyst for solving the Cyprus problem?"

#: Descriptor

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- 32: Common water works department
- 33: Economic and social integration - one community
- 34: Famagusta would be an international city under EU - free zone having a special role similar to Brussels/Strasbourg (having some EU Inst. here) representing a common culture of the European family
- 35: Walled city listed as one of UNESCO's world heritage sites
- 36: A new approach to tourism and its facilities
- 37: Running the city together
- 38: Common centre for the mental health of families, children and adolescents
- 39: All infrastructure and utilities to be established and owned by the EU
- 40: Make an art centre
- 41: A peace monument located at the city centre
- 42: Common history book concerning Famagusta
- 43: The town is a centre for the arts and an inspiration for artists from all over the world as well as visitors
- 44: Traditional cultural and all other festivals to be celebrated by each community as an enhancement entertainment programme for residents and visitors alike
- 45: Financial encouragement of bi-communal local TV/radio stations
- 46: A common monument for the memory of the dead victims of the communal strife
- 47: Famagusta contemporary art museum with international and Cypriot art department and the aim is to have this museum as a centre for the Middle East
- 48: Common programme to solve infrastructural problems of whole city and form a town master plan (a comprehensive plan which addresses economic, social and spatial integration of the city)
- 49: A common political party named socialist and democratic party and centred in Famagusta
- 50: A joint free zone of Turkey, Greece and Cyprus where all the parties will have inter-dependency working towards a cultural zone in the far end of the EU
- 51: Cyprus history research centre providing objective data for constructive dialogue
- 52: An EU centre for joint small and medium enterprises (SMEs)
- 53: Identify, address how the same historical events regarding Famagusta were experienced and affected two communities differently
- 54: Adopt an explicit and commonly agreed rules and regulations for whom and when can become residents of Famagusta
- 55: Famagusta citizens are proud of their towns competing with the most developed towns of Cyprus and other countries in all respects
- 56: Enhancement of joint cultural and athletic events
- 57: As in Singapore model, adopt English as the administrative language
- 58: Truth and re-conciliation procedures as by Desmond Tutu in South Africa
- 59: International psychological health centre for post-war trauma remedy

## Table 1 'Famagusta Revival - Defining an Ideal Model - List of Descriptors'

Triggering Question: "What are descriptors of an ideal model of Famagusta/Varosha, a place of interaction, communication and cooperation of Greek and Turkish Cypriot Famagustians to serve as an example for a future united Cyprus and to act as a catalyst for solving the Cyprus problem?"

#: Descriptor

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- 60: Business incubation centre and tax incentives for joint ventures
- 61: The 'spirit' of the town is revived that gives energy to people to produce, associate and entertain
- 62: Publicly subsidised weekly newspaper
- 63: Communication strategy for the city to change the rhetoric and the mind set from a divided city to a shared city
- 64: Cooperating with Oxford University to establish a post-conflict research centre
- 65: Provide substantive financial incentives for inter-marriages
- 66: A big zoo
- 67: Have a joint mechanism or an administrative entity for management of spatial development
- 68: [DELETE] A common local TV/Radio station
- 69: Famagusta permanent seat for an EU institution
- 70: Establish a tourism related institution for Europe in Famagusta
- 71: Create a specialised medical centre or surgical facility to service the wider region
- 72: Establish a united Famagusta tourism board to cover the whole area of Famagusta
- 73: Allocate space for an inter-communal industrial zone where special priority will be given to those wishing to operate joint ventures
- 74: 'A mini Famagusta' theme park
- 75: [DELETE] Establish two NGOs to co-manage the port under EU supervision
- 76: Establish a common think tank that will provide policy advice to everyone involved in support of a comprehensive settlement
- 77: Outsource the port of Famagusta (BOT) to an international operator for 50 years operating under the EU laws and regulations

## **Clustering the Descriptors**

The participants altogether grouped these 77 descriptors into eight categories based on common attributes among the ideas identified by the Famagustians. These categories were named the following: (1) Economic, Finances and Tourism, (2) Heritage, History, Culture and Sports, (3) Institutions, (4) Planning and Utilities,

(5) Fostering Dialogue and Reconciliation, (6) Common Identity, (7) Health and Education and (8) The Contribution of the EU in the re-birth of Famagusta. For more detailed information, refer to Figure 1 'Famagusta Revival – Defining an Ideal Model – Cluster'.

Results of the Famagusta Revival co-laboratory – Defining an Ideal Model

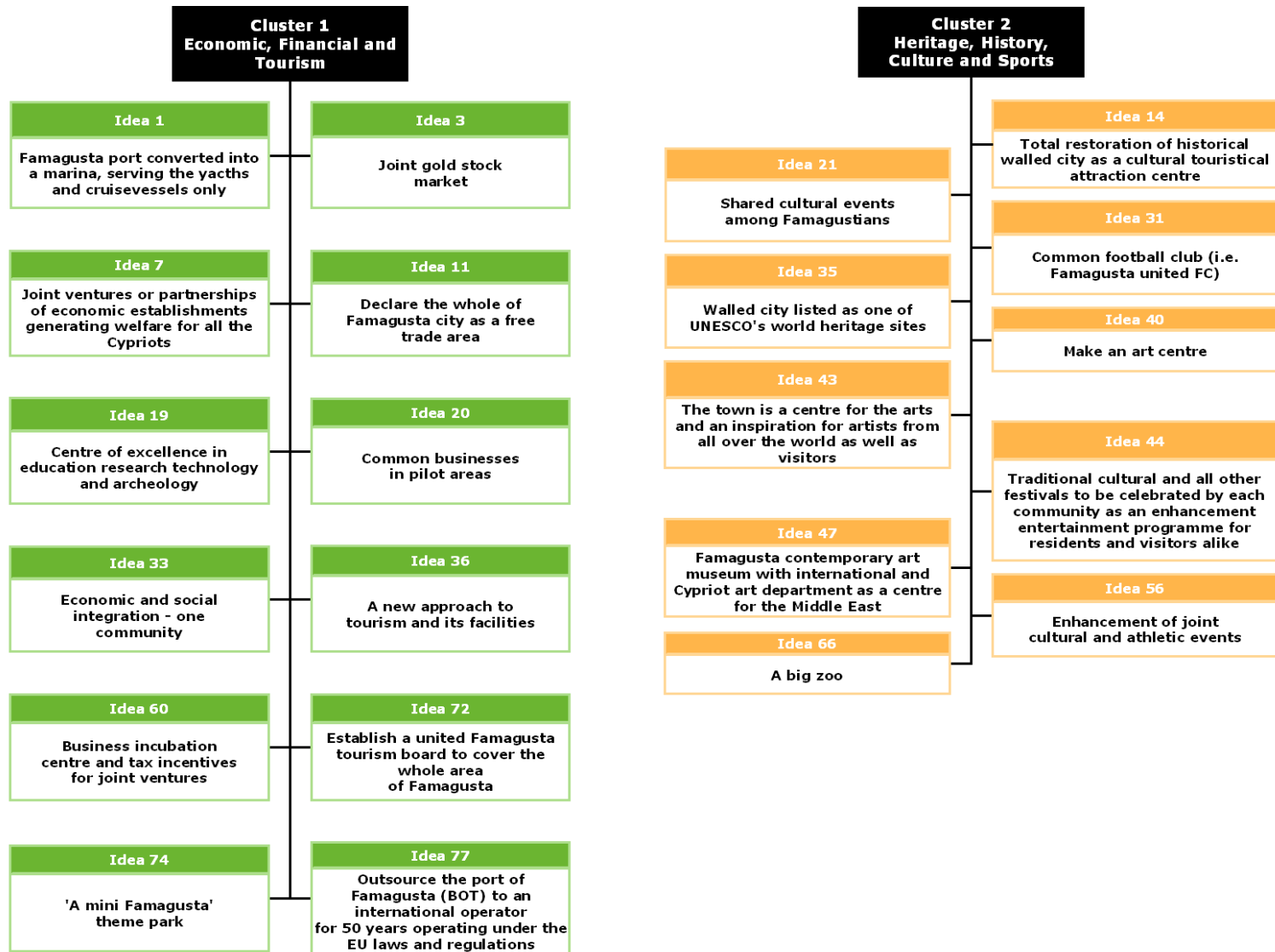
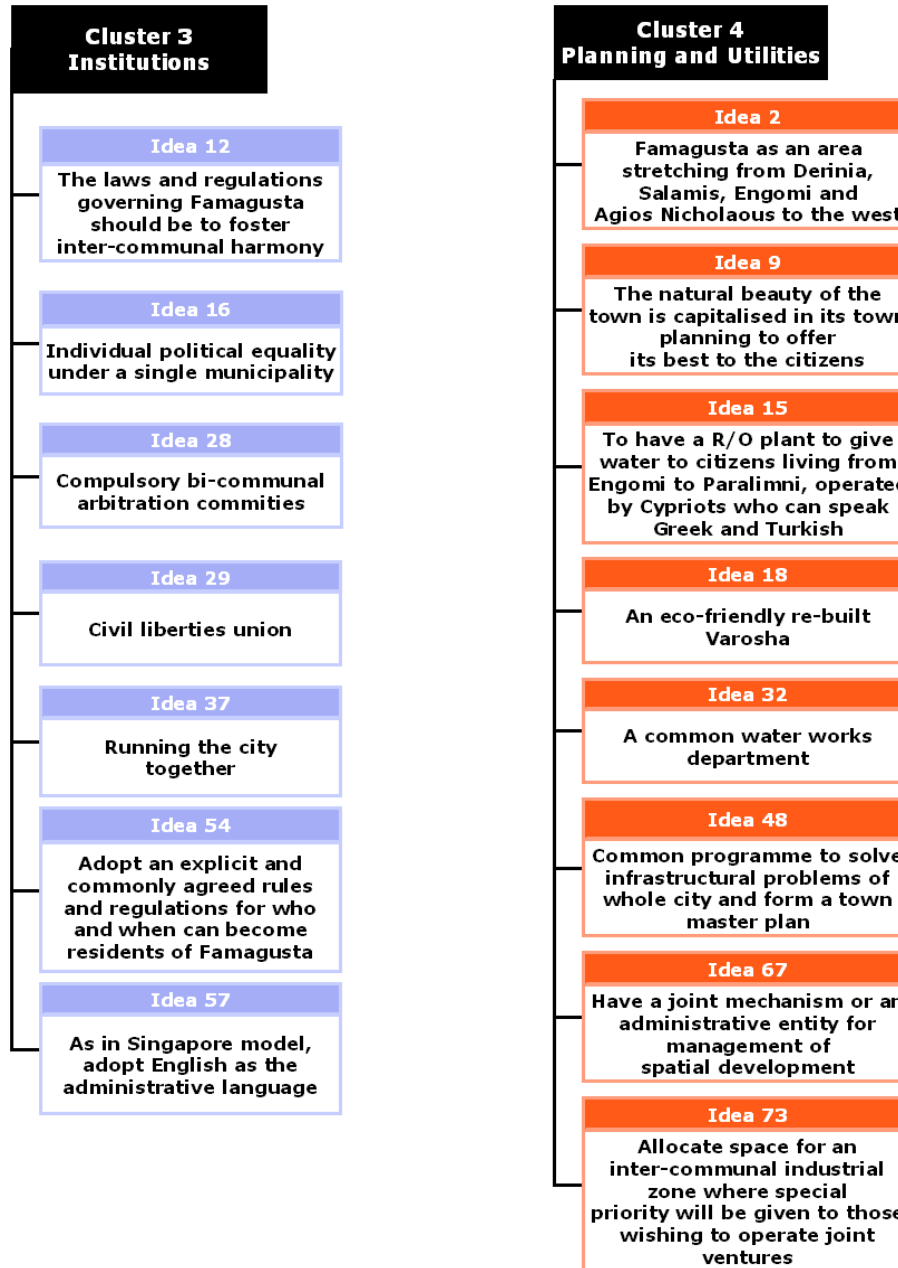
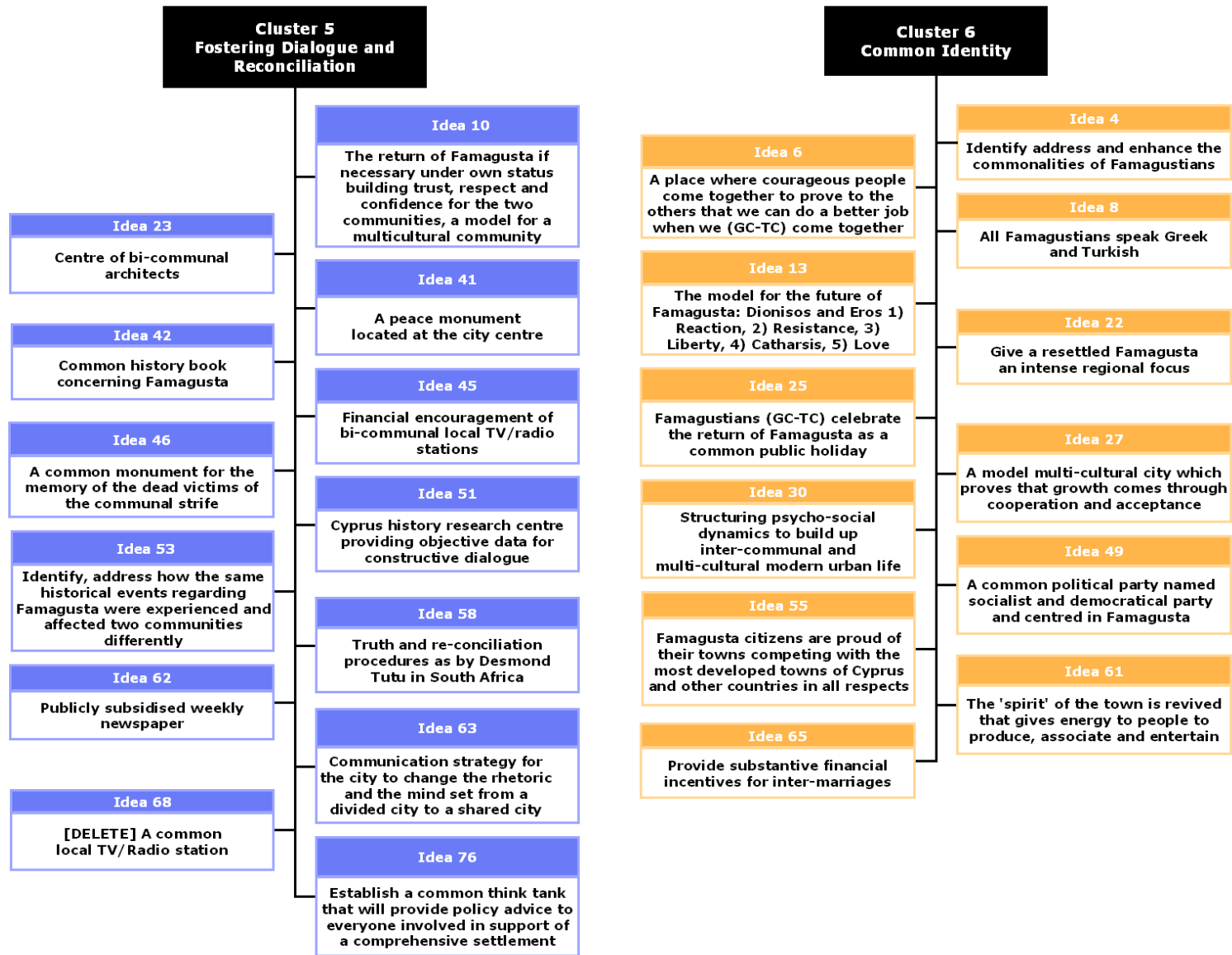


Figure 1 'Famagusta Revival – Defining an Ideal Model – Cluster'

Results of the Famagusta Revival co-laboratory – Defining an Ideal Model



## Results of the Famagusta Revival co-laboratory – Defining an Ideal Model



**Cluster 7  
Health and Education**

- Idea 24**  
A common school for the two communities children teaching how to live together rather than academic education
- Idea 26**  
Education institutions of Famagusta are among the best on the island and in big demand
- Idea 38**  
Common centre for the mental health of families, children and adolescents
- Idea 59**  
International psychologic health centre for post-war trauma remedy
- Idea 64**  
Cooperating with Oxford University to establish a post-conflict research centre
- Idea 71**  
Create a specialised medical centre or surgical facility to service the wider region

**Cluster 8  
The Contribution of the EU in the rebirth of Famagusta**

- Idea 5**  
Self-administer sanctioned by an universal supra-state (EU or UN) tax free in all respects
- Idea 5**  
Self-administer sanctioned by an universal supra-state (EU or UN) tax free in all respects
- Idea 17**  
A city part of united Cyprus as a unique model based on economic inter-dependency, environmetally and socially based on shared responsibility, spatially integrated coordinatively administered based on full democracy
- Idea 34**  
Famagusta would be an international city under EU - free zone having a special role similar to Brussels/Strasbourg (having some EU Inst. here) representing a common culture of the European family
- Idea 39**  
All infrastructure and utilities to be established and owned by the EU
- Idea 50**  
A joint free zone of Turkey, Greece and Cyprus where all the parties will have inter-dependency working towards a cultural zone in the far end of the EU
- Idea 52**  
An EU centre for joint small and medium enterprises (SMEs)
- Idea 69**  
Famagusta permanent seat for an EU institution
- Idea 70**  
Establish a tourism related institution for Europe in Famagusta

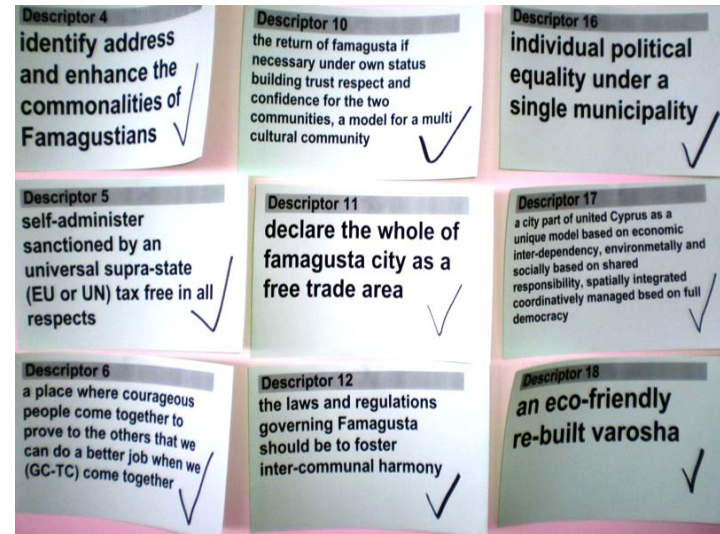


## Prioritizing the Descriptors

After having generated, clarified, and clustered the descriptors, each participant chose five ideas that they thought were the most important. As shown in Table 3 'Famagusta Revival – Defining an Ideal Model – Voting Results', 47 ideas received one or more votes, 24 ideas received one vote each, 13 ideas received two votes each, and 8 ideas received three votes each. The two dominant statements that received five or more votes are:

**Idea #34:** Famagusta would be an international city under EU - free zone having a special role similar to Brussels/Strasbourg (having some EU institutions here) representing a common culture of the European family (6 votes).

**Idea #1:** Famagusta port converted into a marina, serving the yachts and cruise vessels only (5 votes).



## Table 3 'Famagusta Revival - Defining an Ideal Model - Voting Results'

Triggering Question: "What are descriptors of an ideal model of Famagusta/Varosha, a place of interaction, communication and cooperation of Greek and Turkish Cypriot Famagustians to serve as an example for a future united Cyprus and to act as a catalyst for solving the Cyprus problem?"

# (VOTES)Descriptor

- 34: (6 Votes) Famagusta would be an international city under EU - free zone having a special role similar to Brussels/Strasbourg (having some EU Inst. here) representing a common culture of the European family
- 1: (5 Votes) Famagusta port converted into a marina, serving the yachts and cruise vessels only
- 5: (3 Votes) Self-administer sanctioned by a universal supra-state (EU or UN) tax free in all respects
- 8: (3 Votes) All Famagustians speak Greek and Turkish
- 13: (3 Votes) The model for the future of Famagusta: Dionysus and Eros: 1) Reaction, 2) Resistance, 3) Liberty, 4) Catharsis, 5) Love
- 14: (3 Votes) Total restoration of historical walled city as a cultural touristical attraction centre
- 24: (3 Votes) A common school for the two communities children teaching how to live together rather than academic education
- 35: (3 Votes) Walled city listed as one of UNESCO's world heritage sites
- 48: (3 Votes) Common programme to solve infrastructural problems of whole city and form a town master plan (a comprehensive plan which addresses economic, social and spatial integration of the city)
- 63: (3 Votes) Communication strategy for the city to change the rhetoric and the mind set from a divided city to a shared city
- 2: (2 Votes) Famagusta as an area stretching from Derynia, Salamis, Engomi and Agios Nicolaous to the west
- 10: (2 Votes) The return of Famagusta if necessary under own status building trust respect and confidence for the two communities, a model for a multi cultural community
- 19: (2 Votes) Centre of excellence in education research technology and archaeology
- 23: (2 Votes) Centre of bi-communal architects
- 27: (2 Votes) A model multi-cultural city which proves that growth comes through cooperation and acceptance
- 31: (2 Votes) Common football club (i.e. Famagusta united FC)
- 33: (2 Votes) Economic and social integration - one community
- 38: (2 Votes) Common centre for the mental health of families, children and adolescents
- 40: (2 Votes) Make an art centre
- 45: (2 Votes) Financial encouragement of bi-communal local TV/radio stations
- 52: (2 Votes) An EU centre for joint small and medium enterprises (SMEs)
- 57: (2 Votes) As in Singapore model, adopt English as the administrative language
- 59: (2 Votes) International psychological health centre for post-war trauma remedy
- 3: (1 Votes) Joint gold stock market
- 6: (1 Votes) A place where courageous people come together to prove to the others that we can do a better job when we (GC-TC) come together
- 7: (1 Votes) Joint ventures or partnerships of economic establishments generating welfare for all the Cypriots
- 9: (1 Votes) The natural beauty of the town is capitalised in its town planning to offer its best to the citizens
- 11: (1 Votes) Declare the whole of Famagusta city as a free trade area

## Table 3 'Famagusta Revival - Defining an Ideal Model - Voting Results'

Triggering Question: "What are descriptors of an ideal model of Famagusta/Varosha, a place of interaction, communication and cooperation of Greek and Turkish Cypriot Famagustians to serve as an example for a future united Cyprus and to act as a catalyst for solving the Cyprus problem?"

# (VOTES)Descriptor

- 15: (1 Votes) To have a R/O plant to give water to citizens living from Engomi to Paralimni, operated by Cypriot can speak Greek and Turkish
- 16: (1 Votes) Individual political equality under a single municipality
- 17: (1 Votes) A city part of united Cyprus as a unique model based on economic inter-dependency, environmentally and socially based on shared responsibility, spatially integrated, coordinatively administered based on full democracy
- 18: (1 Votes) An eco-friendly re-built Varosha
- 25: (1 Votes) Famagustians (GC-TC) celebrate the return of Famagusta as a common public holiday
- 26: (1 Votes) Education institutions of Famagusta are among the best on the island and in big demand
- 29: (1 Votes) Civil liberties union
- 30: (1 Votes) Structuring psycho-social dynamics to build up inter-communal and multi-cultural modern urban life
- 37: (1 Votes) Running the city together
- 39: (1 Votes) All infrastructure and utilities to be established and owned by the EU
- 43: (1 Votes) The town is a centre for the arts and an inspiration for artists from all over the world as well as visitors
- 44: (1 Votes) Traditional cultural and all other festivals to be celebrated by each community as an enhancement entertainment programme for residents and visitors alike
- 47: (1 Votes) Famagusta contemporary art museum with international and Cypriot art department and the aim is this museum as a centre for the Middle East
- 49: (1 Votes) A common political party named socialist and democratic party and centred in Famagusta
- 53: (1 Votes) Identify, address how the same historical events regarding Famagusta were experienced and affected two communities differently
- 54: (1 Votes) Adopt an explicit and commonly agreed rules and regulations for whom and when can become residents of Famagusta
- 56: (1 Votes) Enhancement of joint cultural and athletic events
- 58: (1 Votes) Truth and re-conciliation procedures as by Desmond Tutu in South Africa
- 60: (1 Votes) Business incubation centre and tax incentives for joint ventures
- 4: (0 Votes) Identify address and enhance the commonalities of Famagustians
- 12: (0 Votes) The laws and regulations governing Famagusta should be to foster inter-communal harmony
- 20: (0 Votes) Common businesses in pilot areas
- 21: (0 Votes) Shared cultural events among Famagustians
- 22: (0 Votes) Give a resettled Famagusta an intense regional focus
- 28: (0 Votes) Compulsory bi-communal arbitration committees
- 32: (0 Votes) A common water works department
- 36: (0 Votes) A new approach to tourism and its facilities

## Table 3 'Famagusta Revival - Defining an Ideal Model - Voting Results'

Triggering Question: "What are descriptors of an ideal model of Famagusta/Varosha, a place of interaction, communication and cooperation of Greek and Turkish Cypriot Famagustians to serve as an example for a future unified Cyprus and to act as a catalyst for solving the Cyprus problem?"

# (VOTES)Descriptor

---

- 41: (0 Votes) A peace monument located at the city centre
  - 42: (0 Votes) Common history book concerning Famagusta
  - 46: (0 Votes) A common monument for the memory of the dead victims of the communal strife
  - 50: (0 Votes) A joint free zone of Turkey, Greece and Cyprus where all the parties will have towards a cultural zone in the far end of the EU
  - 51: (0 Votes) Cyprus history research centre providing objective data for constructive dialog
  - 55: (0 Votes) Famagusta citizens are proud of their towns competing with the most developed towns of Cyprus and other countries in all respects
  - 61: (0 Votes) The 'spirit' of the town is revived that gives energy to people to produce, associate and entertain
  - 62: (0 Votes) Publicly subsidised weekly newspaper
  - 64: (0 Votes) Cooperating with Oxford University to establish a post-conflict research centre
  - 65: (0 Votes) Provide substantive financial incentives for inter-marriages
  - 66: (0 Votes) A big zoo
  - 67: (0 Votes) Have a joint mechanism or an administrative entity for management of spatial
  - 68: (0 Votes) [DELETE] A common local TV/Radio station
  - 69: (0 Votes) Famagusta permanent seat for an EU institution
  - 70: (0 Votes) Establish a tourism related institution for Europe in Famagusta
  - 71: (0 Votes) Create a specialised medical centre or surgical facility to service the wider region
  - 72: (0 Votes) Establish a united Famagusta tourism board to cover the whole area of Famagusta
  - 73: (0 Votes) Allocate space for an inter-communal industrial zone where special priority will operate joint ventures
  - 74: (0 Votes) 'A mini Famagusta' theme park
  - 75: (0 Votes) [DELETE] Establish two NGOs to co-manage the port under EU supervision
  - 76: (0 Votes) Establish a common think tank that will provide policy advice to everyone involved in support of a comprehensive settlement
  - 77: (0 Votes) Outsource the port of Famagusta (BOT) to an international operator for 50 years operating under the EU laws and regulations
- Total Votes Cast: 85

## The Influence Map

The voting results were used to select descriptors for the subsequent structuring phase to identify inter-relations among the generated ideas. Participants structured 14 descriptors.

The following Figure 2 ‘Famagusta Revival – Defining an Ideal Model - Influence Map’ shows the resulting influence tree map.

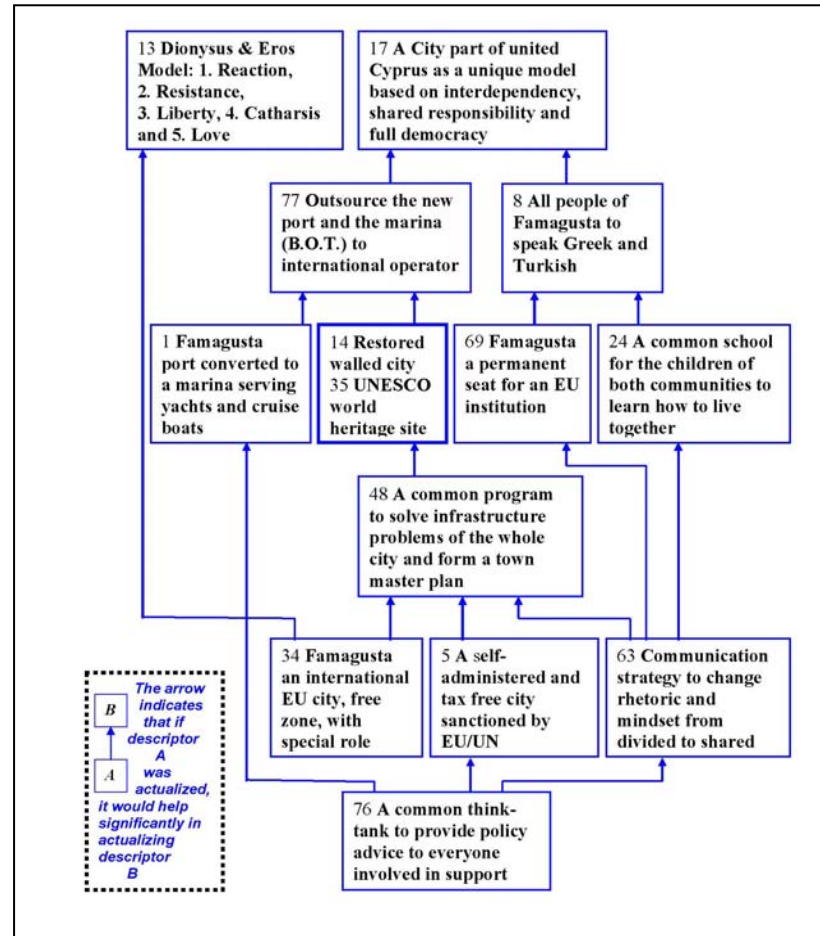


Figure 2 ‘Famagusta Revival – Defining an Ideal Model – Influence Map’

## Results of the Famagusta Revival co-laboratory – Defining an Ideal Model

The 14 descriptors were structured within six levels and are related according to the influence they exert on each other. Those descriptors that appear lower in the Influence Map, hence are positioned at the root of the tree, i.e. Level VI, are more influential in terms of influence than those at higher levels and are the ones to tackle preferentially. More specifically, **Idea #76: A common think-tank to provide policy advice to everyone involved in support**, located at Level VI



in the Map, influences many of the other factors appearing on the Map. Furthermore, **Idea #34: Famagusta an international EU city, free zone, with special role** is a root descriptor as well. Since no arrow from Idea #76 feeds into Idea #34 is also root descriptor of the overall Famagusta Revival – Defining an Ideal Model – Influence Map.



### 3.2 Results of the Famagusta Revival co-laboratory – Defining the Problématique

Famagustians met the 17<sup>th</sup> November 2007 and the 4<sup>th</sup> December 2007 to engage at Lordos Beach Hotel and Fulbright Centre for two hours and five hours respectively in a structured dialogue focusing on the triggering question:

**What are obstacles that prevent us from achieving the ideal model of Famagusta/Varosha?**

#### **Obstacles preventing Famagustians from achieving the Ideal Model of Famagusta/Varosha**

Participants identified 75 obstacles during the co-laboratory and dialogue with the entire group. These obstacles appear as factors in Table 4 'Famagusta Revival – Defining the Problématique – List of Factors'. For detailed information about the meaning of each obstacle please refer to Table 5 'Famagusta Revival – Defining the Problématique - Factors with Clarification' in Appendix C.



## Table 4 'Famagusta Revival – Defining the Problématique – List of Factors'

Triggering Question: "What are obstacles that prevent us from achieving the ideal model of Famagusta/ Varosha?"

#: Factor

- 1: The culture of Cypriot politics which is the child birth of a Balkan, Turkish and Greek mentality which has kept/keeps Cypriot politicians in business
- 2: Coupling of Turkey's EU journey with Cyprus problem
- 3: Lack of strong leadership from both sides that will face the problem positively
- 4: Idea that Famagusta has to be a part of the solution of the Cyprus Problem as a whole
- 5: Turkish military generals
- 6: Lack of natural borders for Famagusta
- 7: Rejection of the given solution in 2004 by GCs has cemented the divergence/split between TCs and GCs
- 8: Notion that Varosha is a bargaining chip to be traded to the GCs when the time is right in return for recognition
- 9: Lack of trust from both communities
- 10: Lack of vision facing the town in a totally static way drawing on the past
- 11: Provocations and propaganda of some other interest groups
- 12: Entrenched interests versus an overall solution as the return to Varosha/Famagusta is an irreversible march to a solution
- 13: Stereotypes
- 14: Presence of settlers on Cyprus soil
- 15: Language
- 16: Badly planned programmes/systems
- 17: EU as a weak actor, not using the proper leverages against different parties of conflict
- 18: Continued mass transfer of population
- 19: Narrow mindedness and self-interest of voters is keeping politicians where they are
- 20: Suspension of the EU acquis in the north creates privileges for everyone
- 21: Economical and financial problems
- 22: Social and psychological barriers preventing people from relocating residence
- 23: Grey wolves and other fanatics from both sides.
- 24: Lack of trust for UN and EU
- 25: Hostile political environment that cultivates nationalism by not allowing the development of a shared Cypriot identity
- 26: Refusal to accept the 1979 high level agreement, particularly paragraph 5, as a still relevant and mandatory guideline to the negotiations
- 27: Over-dependence of TCs on Turkey
- 28: Failure of GC Famagustians to show how much they are longing to live in their town again
- 29: Fear that laws will not be implemented
- 30: Purposeful and persistent fuzziness and squashing of the huge benefits of the return of Famagusta for everybody on the island by the politicians
- 31: Gradual loss of people who were emotionally attached to the town



## Table 4 'Famagusta Revival – Defining the Problématique – List of Factors'

Triggering Question: "What are obstacles that prevent us from achieving the ideal model of Famagusta/ Varosha?"

#: Factor

- 32: Manipulated public opinion in TCs that we cannot live in safety without existence of Turkish military
- 33: Turkey's ambition for EU membership is holding TCs as a hostage
- 34: The Doundas school of thought in the south and the deep state in the north
- 35: Property dispute
- 36: Lack of courage and the fear of unknown
- 37: Poor leadership and poor management of the project
- 38: Delay in giving judgement by the ECHR
- 39: Strategic position of Cyprus
- 40: Losing of hope that things can be different
- 41: Military and strategic stake that the Turkish army specifically has in Famagusta (installations, forward positions, military use of the port)
- 42: Refugee problem
- 43: Typical Cypriot inefficiency, lack of follow-up, lack of mobilization
- 44: Unrealistic idea for the majority of the public
- 45: 33 years later the GC side due to party politics has failed to come up with a clear, unified policy on the issue of Famagusta
- 46: Lack of forward-looking vision
- 47: Frustration and depression of inhabitants forced to watch the nightmare of devastated Varosha for over decades
- 48: Establishment of the eastern Mediterranean university in Famagusta
- 49: Alienation of TC and GC and both communities to Famagusta
- 50: Vested interests by hotel owners, both in the south and in the southern Turkish riviera
- 51: Elimination of any signs that GC were living in Famagusta
- 52: Using the word 'side' eliminates the possibility of commonality and shows the mental splitting
- 53: Presence of Turkish settlers in Famagusta specifically, whose role in a reunited town would be unclear and controversial
- 54: Lack of 'Cypriotness'
- 55: Fear of Famagustization of the Cyprus problem
- 56: Growing interest of the Turkish/TC business elite in keeping Famagusta for itself and developing it for itself
- 57: Absence of bi-communal local initiatives at the citizen level
- 58: Use of names Famagusta, Ammohostos, Varosha, Varosi, Gazi Magusa, and Marash to mean different areas for different people
- 59: Construction boom after 2004 and the haphazard development of the city
- 60: Fact that the ROC authorities might be hesitant to accept a self-administered city under the EU within the territory of Cyprus
- 61: Xenophobia
- 62: Lack of cross voting to avoid polarisers rather than synthesisers being elected
- 63: Lack of understanding and discussion of citizenship subsidiarity, diversity, human rights and secularism
- 64: International community's apathy, ignorance and neglect of Cyprus

## Table 4 'Famagusta Revival – Defining the Problématique – List of Factors'

Triggering Question: *"What are obstacles that prevent us from achieving the ideal model of Famagusta/ Varosha?"*

#: Factor

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- 65: Poor enlightenment of the international community on the part of Famagustians' interests
- 66: Mind set of the GCs, considering themselves as the masters of the island and TCs as the new comers and minority
- 67: Possible hesitation of the owners and others to invest in Famagusta while the rest of the Cyprus problem is still unsolved
- 68: Great financial cost involved in the reconstruction of Varosha
- 69: Fear of some that the re-unification of Famagusta might pave the way for an integrative solution as opposed to a divisive solution
- 70: Absence of common sense of ownership of the cultural heritage of the city
- 71: Lack of TCs access and integration in the international community
- 72: Fear of the leaderships recognizing each other
- 73: Ethnocentric behaviour
- 74: Absence of one homogeneous Famagustian population
- 75: Discrimination among current residents of Famagusta (segregation)

## **Prioritizing the Obstacles**

Each participant chose five obstacles that they thought were the most important. As shown in Table 6 'Famagusta Revival – Defining the Problématique - Voting Results', 16 obstacles received two or more votes, 3 obstacles received three votes each and 3 obstacles received four votes each. The four dominant statements that received five votes are:

**Factor #3: Lack of strong leadership from both sides that will face the problem positively** (5 votes).

**Factor #4: Idea that Famagusta has to be a part of the solution of the Cyprus Problem as a whole** (5 votes).

**Factor #9: Lack of trust from both communities** (5 votes).

**Factor #41: Military and strategic stake that the Turkish army specifically has in Famagusta (installations, forward positions, military use of the port)** (5 votes).

## Table 6 ' Famagusta Revival – Defining the Problématique - Voting Results'

Triggering Question: "What are obstacles that prevent us from achieving the ideal model of Famagusta/ Varosha?"

# (VOTES)Factor

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- 3: (5 Votes) Lack of strong leadership from both sides that will face the problem positively
- 4: (5 Votes) Idea that Famagusta has to be a part of the solution of the Cyprus Problem as a whole
- 9: (5 Votes) Lack of trust from both communities
- 41: (5 Votes) Military and strategic stake that the Turkish army specifically has in Famagusta (installations, forward positions, military use of the port)
- 14: (4 Votes) Presence of settlers on Cyprus soil
- 30: (4 Votes) Purposeful and persistent fuzziness and squashing of the huge benefits of the return of Famagusta for everybody on the island by the politicians
- 73: (4 Votes) Ethnocentric behaviour
- 7: (3 Votes) Rejection of the given solution in 2004 by GCs has cemented the divergence/split between TCs and GCs
- 10: (3 Votes) Lack of vision facing the town in a totally static way drawing on the past
- 17: (3 Votes) EU as a weak actor, not using the proper leverages against different parties of conflict
- 5: (2 Votes) Turkish military generals
- 27: (2 Votes) Over-dependence of TCs on Turkey
- 36: (2 Votes) Lack of courage and the fear of unknown
- 50: (2 Votes) Vested interests by hotel owners, both in the south and in the southern Turkish riviera
- 56: (2 Votes) Growing interest of the Turkish/TC business elite in keeping Famagusta for itself and developing it for itself
- 59: (2 Votes) Construction boom after 2004 and the haphazard development of the city
- 1: (0 Votes) Culture of Cypriot politics which is the child birth of a Balkan, Turkish and Greek mentality which has kept/keeps Cypriot politicians in business
- 2: (0 Votes) Coupling of Turkey's EU journey with Cyprus problem
- 6: (0 Votes) Lack of natural borders for Famagusta
- 8: (0 Votes) Notion that Varosha is a bargaining chip to be traded to the GCs when the time is right in return for recognition
- 11: (0 Votes) Provocations and propaganda of some other interest groups
- 12: (0 Votes) Entrenched interests versus an overall solution as the return to Varosha/Famagusta is an irreversible march to a solution
- 13: (0 Votes) Stereotypes
- 15: (0 Votes) Language
- 16: (0 Votes) Badly planned programmes/systems
- 18: (0 Votes) Continued mass transfer of population
- 19: (0 Votes) Narrow mindedness and self-interest of voters is keeping politicians where they are
- 20: (0 Votes) Suspension of the EU acquis in the north creates privileges for everyone
- 21: (0 Votes) Economical and financial problems
- 22: (0 Votes) Social and psychological barriers preventing people from relocating residence

## Table 6 ' Famagusta Revival – Defining the Problématique - Voting Results'

Triggering Question: "What are obstacles that prevent us from achieving the ideal model of Famagusta/ Varosha?"

# (VOTES)Factor

---

- 23: (0 Votes) Grey wolves and other fanatics from both sides.
- 24: (0 Votes) Lack of trust for UN and EU
- 25: (0 Votes) Hostile political environment that cultivates nationalism by not allowing the development of a shared Cypriot identity
- 26: (0 Votes) Refusal to accept the 1979 high level agreement, particularly paragraph 5, as a still relevant and mandatory guideline to the negotiations
- 28: (0 Votes) Failure of GC Famagustians to show how much they are longing to live in their town again
- 29: (0 Votes) Fear that laws will not be implemented
- 31: (0 Votes) Gradual loss of people who were emotionally attached to the town
- 32: (0 Votes) Manipulated public opinion in TCs that we cannot live in safety without existence of Turkish military
- 33: (0 Votes) Turkey's ambition for EU membership is holding TCs as a hostage
- 34: (0 Votes) The Doundas school of thought in the south and the deep state in the north
- 35: (0 Votes) Property dispute
- 37: (0 Votes) Poor leadership and poor management of the project
- 38: (0 Votes) Delay in giving judgement by the ECHR
- 39: (0 Votes) Strategic position of Cyprus
- 40: (0 Votes) Losing of hope that things can be different
- 42: (0 Votes) Refugee problem
- 43: (0 Votes) Typical Cypriot inefficiency, lack of follow-up, lack of mobilization
- 44: (0 Votes) Unrealistic idea for the majority of the public
- 45: (0 Votes) 33 years later the GC side due to party politics has failed to come up with a clear, unified policy on the issue of Famagusta
- 46: (0 Votes) Lack of forward-looking vision
- 47: (0 Votes) Frustration and depression of inhabitants forced to watch the nightmare of devastated Varosha for over decades
- 48: (0 Votes) Establishment of the eastern Mediterranean university in Famagusta
- 49: (0 Votes) Alienation of TC and GC and both communities to Famagusta
- 51: (0 Votes) Elimination of any signs that GC were living in Famagusta
- 52: (0 Votes) Using the word 'side' eliminates the possibility of commonality and shows the mental splitting
- 53: (0 Votes) Presence of Turkish settlers in Famagusta specifically, whose role in a reunited town would be unclear and controversial
- 54: (0 Votes) Lack of 'Cypriotness'
- 55: (0 Votes) Fear of Famagustization of the Cyprus problem
- 57: (0 Votes) Absence of bi-communal local initiatives at the citizen level
- 58: (0 Votes) Use of names Famagusta, Ammohostos, Varosha, Varosi, Gazi Magusa, Marash to mean different areas for different people
- 60: (0 Votes) Fact that the ROC authorities might be hesitant to accept a self-administered city under the EU within the territory of Cyprus
- 61: (0 Votes) Xenophobia

## Table 6 ' Famagusta Revival – Defining the Problématique - Voting Results'

Triggering Question: "What are obstacles that prevent us from achieving the ideal model of Famagusta/ Varosha?"

# (VOTES)Factor

---

- 62: (0 Votes) Lack of cross voting to avoid polarisers rather than synthesisers being elected
  - 63: (0 Votes) Lack of understanding and discussion of citizenship subsidiarity, diversity, human rights and secularism
  - 64: (0 Votes) International community's apathy, ignorance and neglect of Cyprus
  - 65: (0 Votes) Poor enlightenment of the international community on the part of Famagustians' interests
  - 66: (0 Votes) Mind set of the GCs, considering themselves as the masters of the island and TCs as the new comers and minority
  - 67: (0 Votes) Possible hesitation of the owners and others to invest in Famagusta while the rest of the Cyprus problem is still unsolved
  - 68: (0 Votes) Great financial cost involved in the reconstruction of Varosha
  - 69: (0 Votes) Fear of some that the re-unification of Famagusta might pave the way for an integrative solution as opposed to a divisive solution
  - 70: (0 Votes) Absence of common sense of ownership of the cultural heritage of the city
  - 71: (0 Votes) Lack of TCs access and integration in the international community
  - 72: (0 Votes) Fear of the leaderships recognizing each other
  - 74: (0 Votes) Absence of one homogeneous Famagustian population
  - 75: (0 Votes) Discrimination among current residents of Famagusta (segregation)
- Total Votes Cast: 53

## The Root Cause Map

The voting results were used to select obstacles for the subsequent structuring phase to identify inter-relations among the generated factors. Participants structured 11 obstacles. The following Figure 3 'Famagusta Revival – Defining the Problématique – Root Cause Map' shows the influence tree.

The 11 obstacles were structured within six levels and are related according to the influence they exert on each other. Those ideas that appear lower in the Root Cause Map, hence are positioned at the root of the tree, i.e. Level VI, are more influential in terms of influence than those at higher levels and are the ones to tackle preferentially. More specifically, **Factor #63: Lack of understanding and discussion of citizenship, subsidiarity, diversity, human rights and secularism**, located at Level VI in the Map, influences most of the other obstacles appearing on the Map and is therefore a root factor of the overall Famagusta Revival – Defining the Problématique Map.

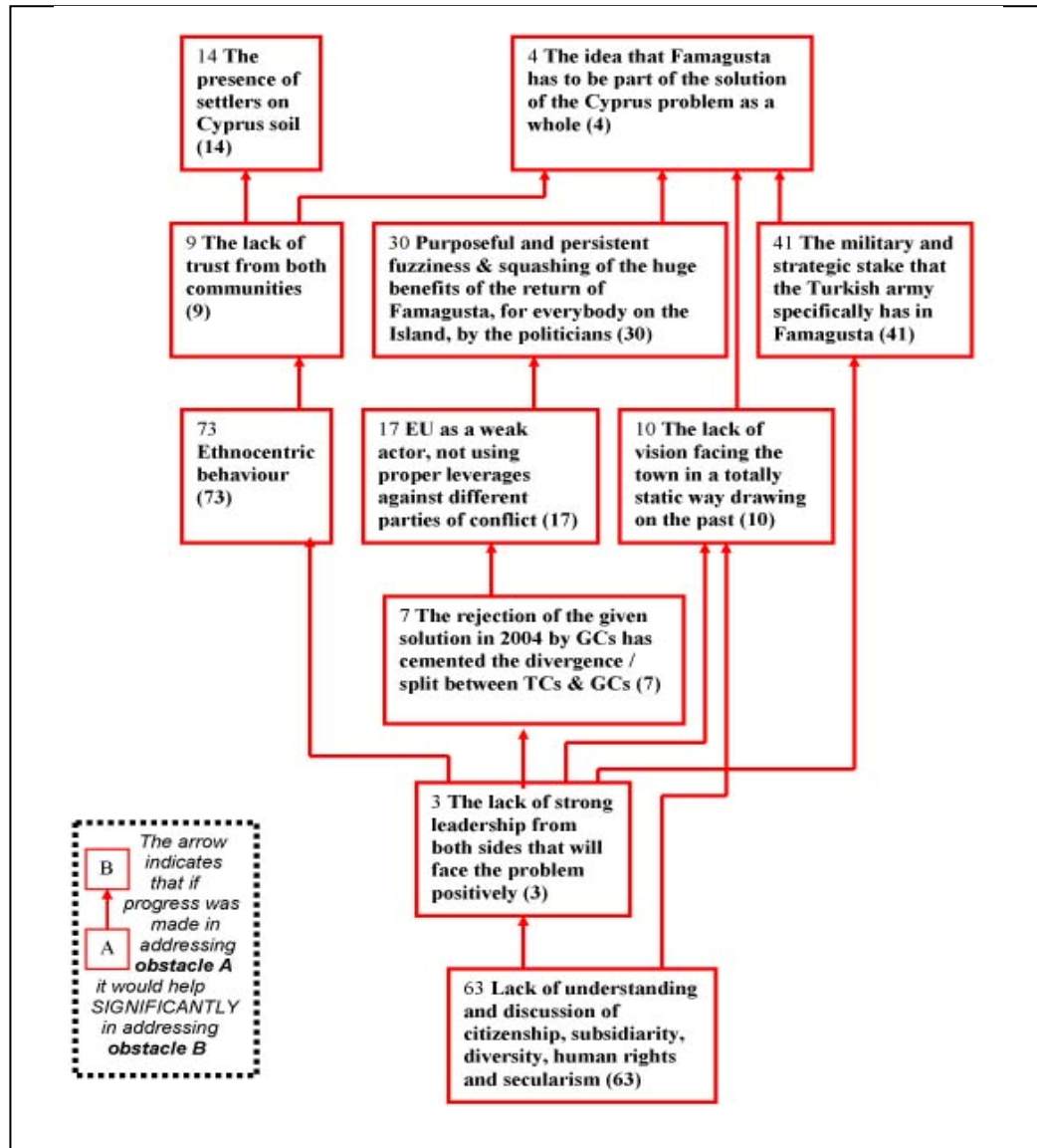


Figure 3 'Famagusta Revival – Defining the Problématique – Root Cause Map'



### 3.3 Results of the Famagusta Revival co-laboratory – Defining an Action Plan

8<sup>th</sup> December 2007, Dr. Aleco Christakis facilitated the Famagusta co-laboratory *Defining an Action Plan*. At the Fulbright Center in Nicosia, 15 Famagustians engaged for four hours in a structured dialogue focusing on the triggering question:

**What are action options which if we adopt and implement; we will overcome the obstacles and achieve the ideal image of Famagusta/Varosha?**

#### **Actions that will overcome the obstacles and help achieving the Ideal Model of Famagusta/Varosha**

Participants identified 36 ideas during the co-laboratory and dialogue with the entire group. These ideas appear as actions in Table 7 'Famagusta Revival – Defining an Action Plan – List of Actions'.



## Table 7 'Famagusta Revival – Defining an Action Plan – List of Actions'

Triggering Question: "What are action options which if we adopt and implement, we will overcome the obstacles and achieve the ideal image of Famagusta/Varosha?"

#: Action

---

- 1: Put the European and UN authorities under an unprecedented pressure to take initiative for a breakthrough
- 2: In the south there is an upcoming presidential election which could lead to the ousting of the present president, if that happens, we could have a new leadership which could contribute positively towards doing away with the present political stalemate
- 3: Make representations to the EU to put priority for the reduction of the military influence in Turkey
- 4: Inspire more people by communicating the descriptors of the ideal image of Famagusta in the proper way
- 5: Ask the EU to create a Famagusta task force that will work with Famagustians to find the right answers
- 6: Continue this initiative at further stage as a think tank group and advocacy group with the idea of establishing a communication strategy with the assistance of the EU
- 7: We must forget the past, must give energy for the future and establish a common school for the children to learn how to live together and to learn Greek and Turkish
- 8: Unions and CSO on both sides to show more common reaction
- 9: Encourage primary and secondary schools to pair off one from each side to have common activities
- 10: Create a video of a simulated medieval city of Famagusta and Varosha, and sell this win-win product to the stakeholders and thereafter to international players
- 11: Jointly (TC-GC) declare that the sealed off section of Famagusta should be returned to its lawful inhabitants
- 12: UN and EU to ask Turkey for goodwill gesture to open Varosha
- 13: Organise a city tour to show how the sit is and explain them our ideal image of Famagusta
- 14: Actively promotes the European values to enable both community being better off their
- 15: Reveal the potential of Famagusta in terms of antiquities, culture, beaches and etc, through a proper campaign
- 16: Find links between the ideal model of Famagusta and other European and international interests
- 17: Create a team of historians to study and present the history of Famagusta in a unified fashion
- 18: Initiate a bi-communal process with an international support for the rehabilitation and development plan of Famagusta based on different scenarios
- 19: Open the way for more trade between each community
- 20: Set up a bi-communal activities club for children and youth in Famagusta
- 21: Persistently produce a dream, a vision, a culture, tourist and business product which make a win-win situation for Famagusta stakeholders and together sell it to all other players
- 22: Seek the assistance of international organisations, especially EU and UN in surpassing the current community division in Famagusta
- 23: Establish a pressure group starting with the people present here
- 24: Globalise the problem
- 25: Under the auspices of the EU, embark on an ambitious town planning exercise with a view to enhance the quality of life through drastic re-designing of the town and in particular Varosha

## Table 7 'Famagusta Revival – Defining an Action Plan – List of Actions'

Triggering Question: *"What are action options which if we adopt and implement, we will overcome the obstacles and achieve the ideal image of Famagusta/Varosha?"*

#: Action

---

- 26: Organise common activities by TCs and GCs on the soil of Famagusta (cultural, social, philanthropic, environmental, economic, entertainment)
- 27: Bring together more teams of Famagustians to create a better understanding and common approach
- 28: Conduct a survey of the building stock of Famagusta including the abandoned Varosha
- 29: Create an organising team of engineering and art to study about the building of a new Varosha
- 30: Sponsor TV programmes to air the hardships experienced by both communities in order to help the two communities to understand each other better
- 31: Produce illustrations of the ideal Famagusta and exhibit them in the streets of the inhabited Famagusta and also in Derynia
- 32: Register the wall city of Famagusta as a UNESCO world heritage
- 33: Create a bi-communal lobbying group to talk to politicians from both sides as well as the Turkish government
- 34: A social economic survey of the current population of Famagusta and also the population originated from Famagusta
- 35: Ask the EU to create a fund to finance all activities towards a Famagusta project
- 36: Form a lobbying group that will incorporate Cypriots and progressive Turkish and Greek elites to promote the idea, to pressurise Turkish and Greek governments and the EU

## Clustering the Actions

A knowledgeable team of expert grouped these 36 actions into ten categories based on common attributes among the ideas identified by the Famagustians. These categories were named the following: (1) Political Lobbying, (2) Rehabilitation and Reconstruction, (3) Promotional Actions, (4) Actions by International Bodies, (5) Actions by Present Group, (6) Actions by NGOs, (7) Common Activities in Education, (8) Commerce and Trade, (9) Research and Fact Finding, and (10) Miscellaneous.

During the second meeting of the Action Plan co-laboratory the group decided to merge category 1 and 4 into a category called Political Lobbying. Therefore, the new nine categories are as follows: (1) Political Lobbying, (2) Rehabilitation and Reconstruction, (3) Promotional Actions, (4) Actions by Present Group, (5) Actions by NGOs, (6) Common Activities in Education, (7) Commerce and Trade, (8) Research and Fact Finding, and (9) Miscellaneous. For more detailed information, refer to Figure 4 'Famagusta Revival – Defining an Action Plan – Cluster'.



Results of the Famagusta Revival co-laboratory – Defining an Action Plan

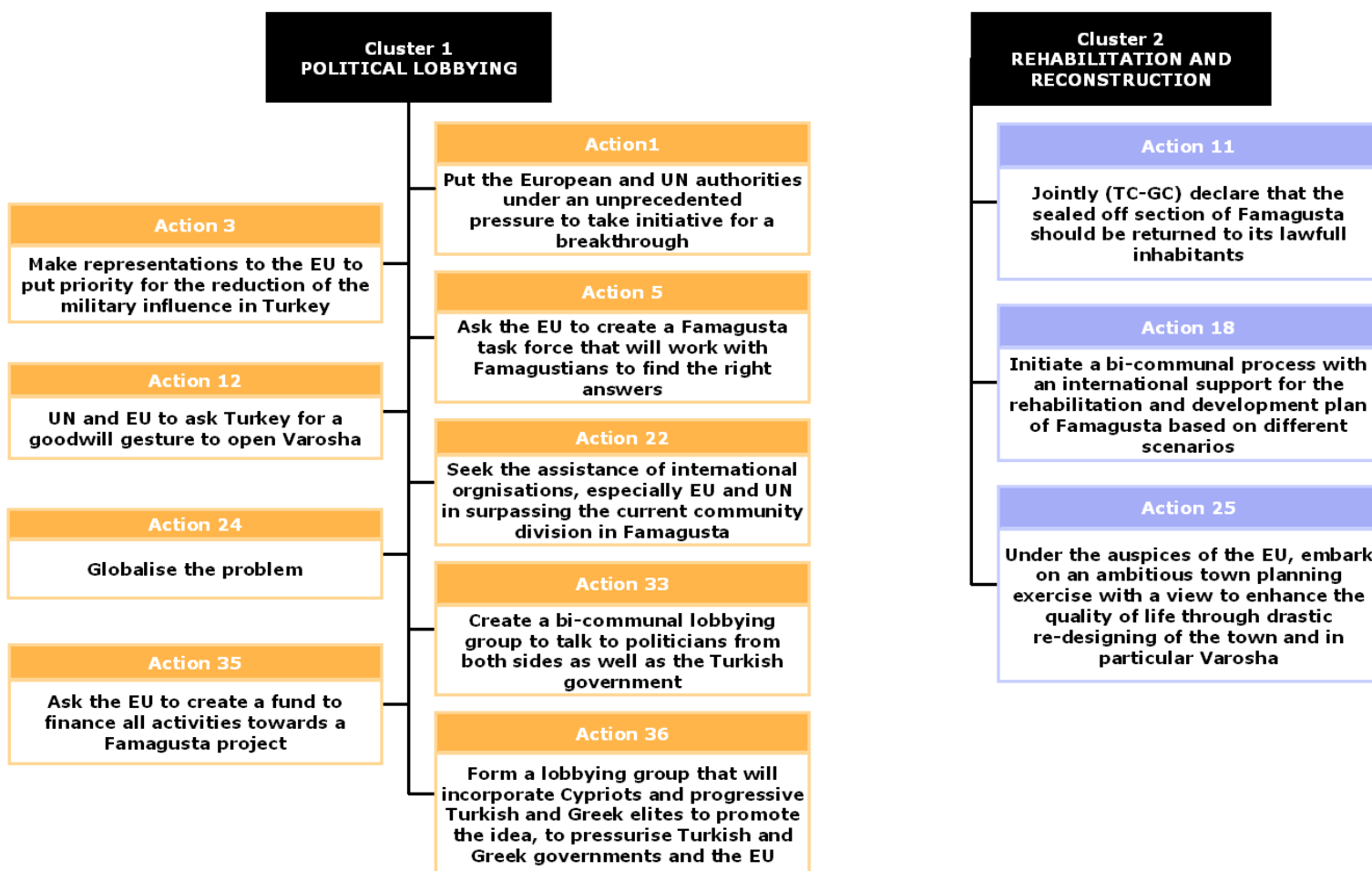
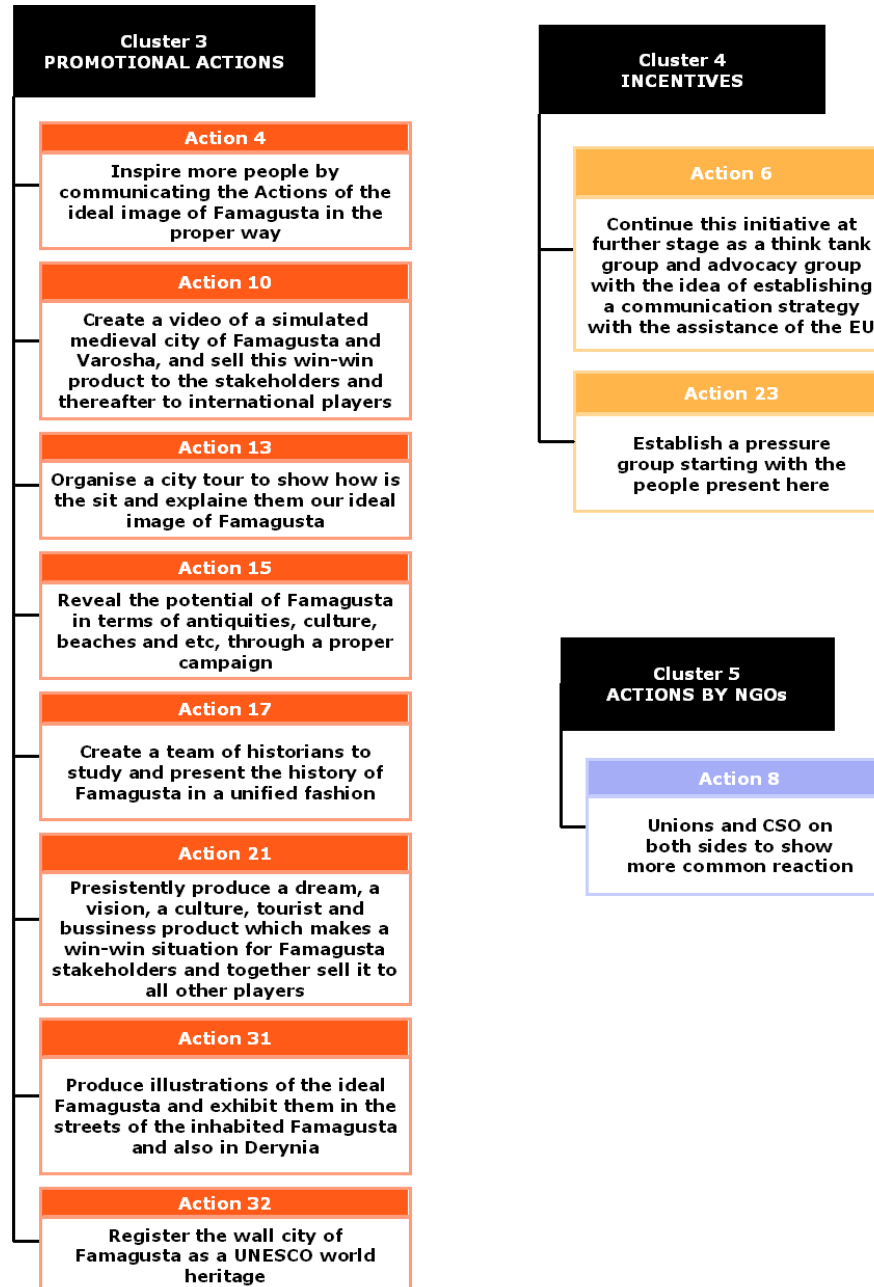
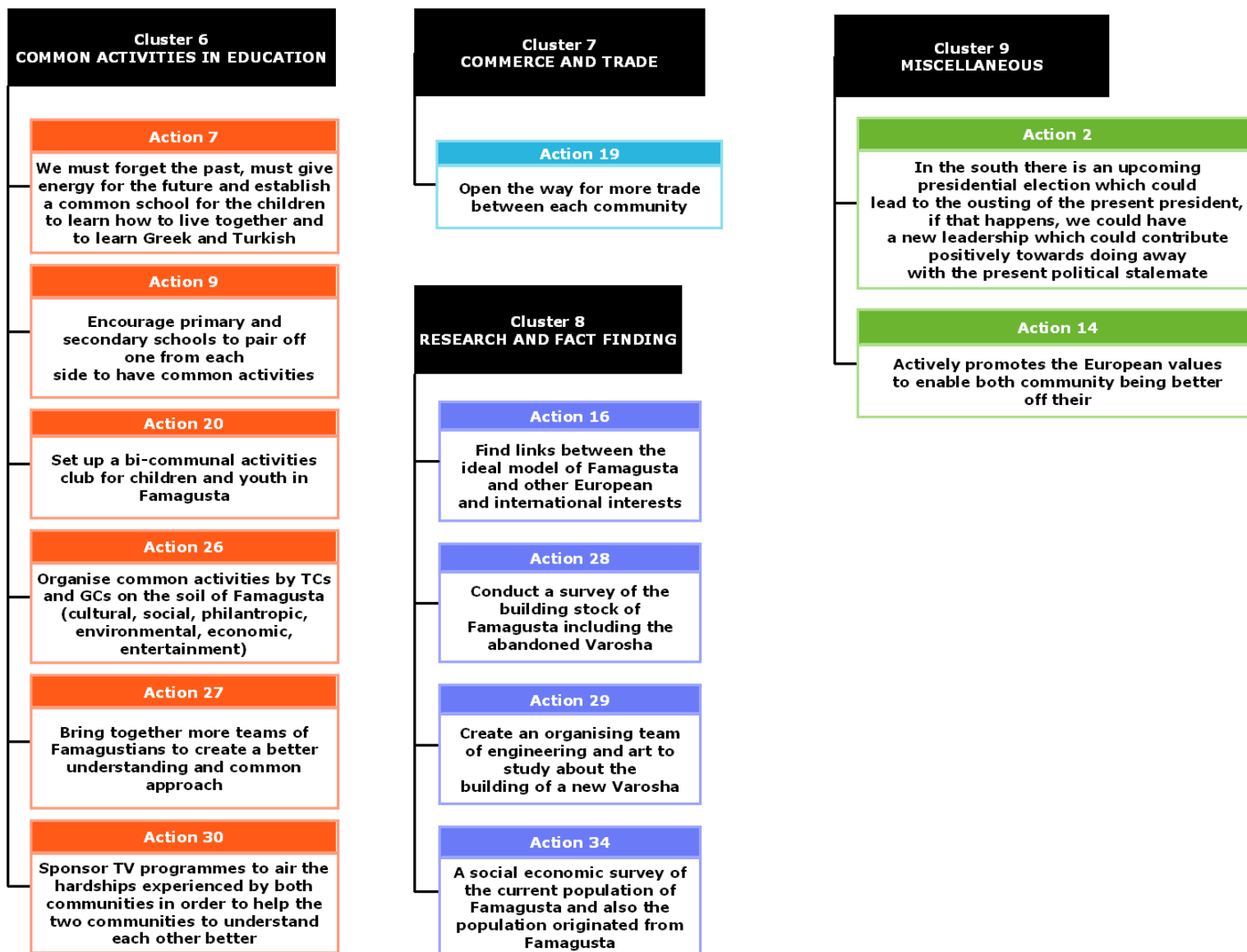


Figure 4 ‘Famagusta Revival – Defining an Action Plan – Cluster

Results of the Famagusta Revival co-laboratory – Defining an Action Plan



Results of the Famagusta Revival co-laboratory – Defining an Action Plan



## Prioritizing the Actions

Each participant chose five actions that they thought were the most important. As shown in Table 8 'Famagusta Revival – Defining an Action Plan - Voting Results', 23 action options received one or more votes; 4 actions received 2 votes, 3 received 3 votes, and 2 received 4 votes each. The three dominant statements that received five and more votes are:

**Action #6:** Continue this initiative at further stage as a think tank group and advocacy group with the idea of establishing a communication strategy with the assistance of the EU (6 votes).

**Action #22:** Seek the assistance of international organisations, especially EU and UN in surpassing the current community division in Famagusta (6 votes).

**Action #31:** Produce illustrations of the ideal Famagusta and exhibit them in the streets of the inhabited Famagusta and also in Derynia (5 votes).





## Table 8' Famagusta Revival – Defining an Action Plan - Voting Results'

Triggering Question: "What are action options which if we adopt and implement, we will overcome the obstacles and achieve the ideal image of Famagusta/Varosha?"

# (VOTES) Action

---

- 6: (6 Votes) Continue this initiative at further stage as a think tank group and advocacy group with the idea of establishing a communication strategy with the assistance of the EU
- 22: (6 Votes) Seek the assistance of international organisations, especially EU and UN in surpassing the current community division in Famagusta
- 31: (5 Votes) Produce illustrations of the ideal Famagusta and exhibit them in the streets of the inhabited Famagusta and also in Derynia
- 1: (4 Votes) Put the European and UN authorities under an unprecedented pressure to take initiative for a breakthrough
- 27: (4 Votes) Bring together more teams of Famagustians to create a better understanding and common approach
- 11: (3 Votes) Jointly (TC-GC) declare that the sealed off section of Famagusta should be returned to its lawful inhabitants
- 18: (3 Votes) Initiate a bi-communal process with an international support for the rehabilitation and development plan of Famagusta based on different scenarios
- 33: (3 Votes) Create a bi-communal lobbying group to talk to politicians from both sides as well as the Turkish government
- 10: (2 Votes) Create a video of a simulated medieval city of Famagusta and Varosha, and sell this win-win product to the stakeholders and thereafter to international players
- 21: (2 Votes) Persistently produce a dream, a vision, a culture, tourist and business product which make a win-win situation for Famagusta stakeholders and together sell it to all other players
- 35: (2 Votes) Ask the EU to create a fund to finance all activities towards a Famagusta project
- 36: (2 Votes) Form a lobbying group that will incorporate Cypriots and progressive Turkish and Greek elites to promote the idea, to pressurise Turkish and Greek governments and the EU
- 5: (1 Votes) Ask the EU to create a Famagusta task force that will work with Famagustians to find the right answers
- 8: (1 Votes) Unions and CSO on both sides to show more common reaction
- 9: (1 Votes) Encourage primary and secondary schools to pair off one from each side to have common activities
- 13: (1 Votes) Organise a city tour to show how the sit is and explain them our ideal image of Famagusta
- 14: (1 Votes) Actively promotes the European values to enable both community being better off their
- 16: (1 Votes) Find links between the ideal model of Famagusta and other European and international interests
- 19: (1 Votes) Open the way for more trade between each community
- 20: (1 Votes) Set up a bi-communal activities club for children and youth in Famagusta
- 24: (1 Votes) Globalise the problem
- 25: (1 Votes) Under the auspices of the EU, embark on an ambitious town planning exercise with a view to enhance the quality of life through drastic re-designing of the town and in particular Varosha
- 29: (1 Votes) Create an organising team of engineering and art to study about the building of a new Varosha
- 2: (0 Votes) In the south there is an upcoming presidential election which could lead to the ousting of the present president, if that happens, we could have a new leadership which could contribute positively towards doing away with the present political stalemate

## Table 8' Famagusta Revival – Defining an Action Plan - Voting Results'

Triggering Question: "What are action options which if we adopt and implement, we will overcome the obstacles and achieve the ideal image of Famagusta/Varosha?"

# (VOTES) Action

---

- 3: (0 Votes) Make representations to the EU to put priority for the reduction of the military influence in Turkey
  - 4: (0 Votes) Inspire more people by communicating the descriptors of the ideal image of Famagusta in the proper way
  - 7: (0 Votes) We must forget the past, must give energy for the future and establish a common school for the children to learn how to live together and to learn Greek and Turkish
  - 12: (0 Votes) UN and EU to ask Turkey for a goodwill gesture to open Varosha
  - 15: (0 Votes) Reveal the potential of Famagusta in terms of antiquities, culture, beaches and etc, through a proper campaign
  - 17: (0 Votes) Create a team of historians to study and present the history of Famagusta in a unified fashion
  - 23: (0 Votes) Establish a pressure group starting with the people present here
  - 26: (0 Votes) Organise common activities by TCs and GCs on the soil of Famagusta (cultural, social, philanthropic, environmental, economic, entertainment)
  - 28: (0 Votes) Conduct a survey of the building stock of Famagusta including the abandoned Varosha
  - 30: (0 Votes) Sponsor TV programmes to air the hardships experienced by both communities in order to help the two communities to understand each other better
  - 32: (0 Votes) Register the wall city of Famagusta as a UNESCO world heritage
  - 34: (0 Votes) A social economic survey of the current population of Famagusta and also the population originated from Famagusta
- Total Votes Cast: 53

## The Influence Map

The voting results were used to select descriptors for the subsequent structuring phase to identify inter-relations among the generated ideas. Participants structured 12 actions. The following Figure 5 'Famagusta Revival – Defining an Action Plan - Influence Map' shows the resulting influence tree map.



The 12 actions were structured within three levels and are related according to the influence they exert on each other. Those actions that appear lower in the Influence Map, hence are positioned at the root of the tree, i.e. Level III, are more influential in terms of influence than those at higher levels and are the ones to tackle preferentially. More specifically, **Action #6: Continue this initiative at further stage as a think tank group and advocacy group with the idea of establishing a communication strategy with the assistance of the EU**, located at Level III in the Map, influences all other factors appearing on the Influence Map.



Results of the Famagusta Revival co-laboratory – Defining an Action Plan

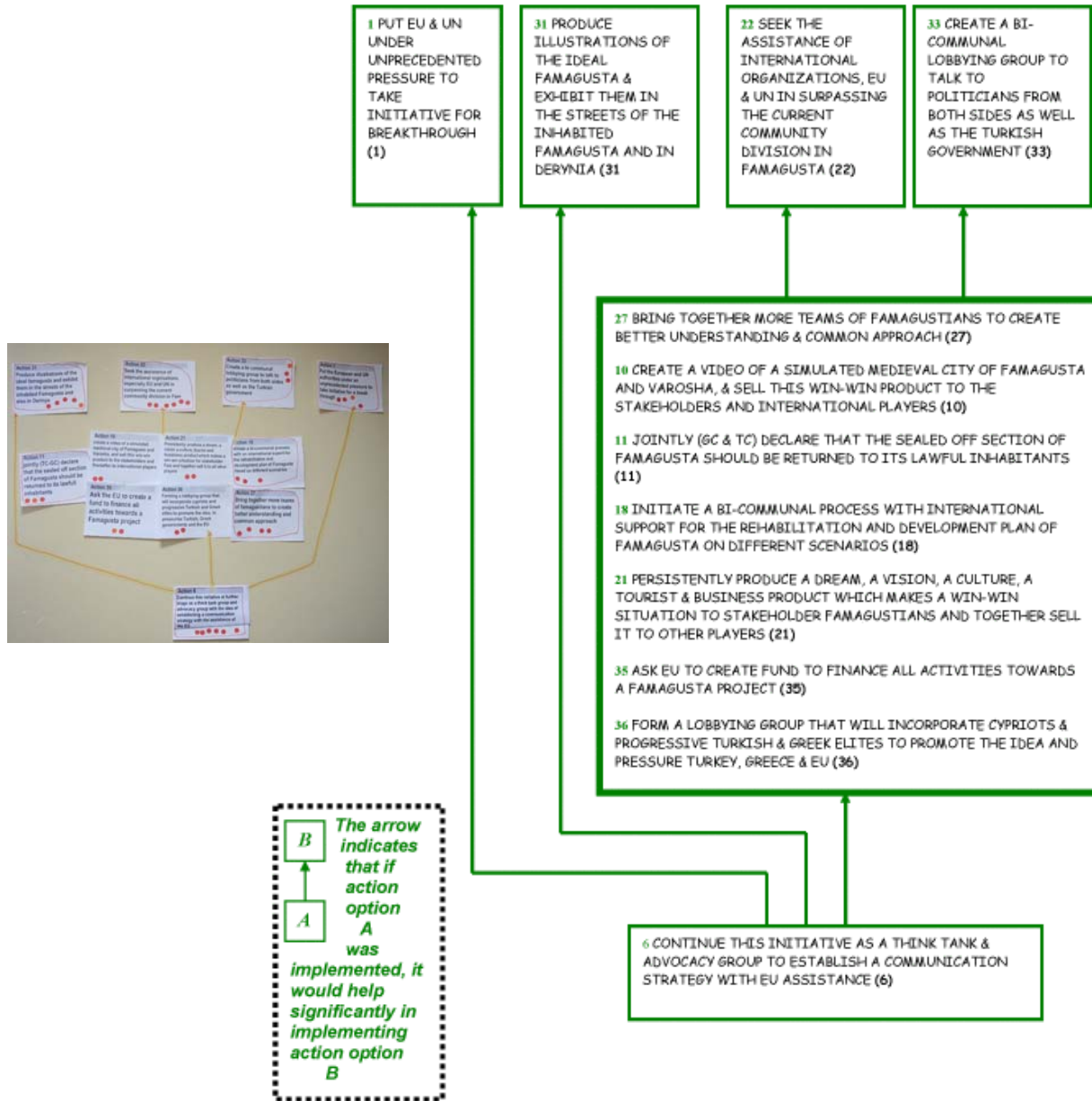


Figure 5 'Famagusta Revival – Defining an Action Plan – Influence Map'

## Results of the Famagusta Revival co-laboratory – Defining an Action Plan

As Figure 5 shows, 7 action items (actions 36, 35, 21, 18, 11, 10, and 27) have been structured in one cycle in the middle of the tree. Ideas that are in a cycle influence one another. With respect to these 7 actions, it means that all of them influence each other and are inter-dependent. However, it is not exactly known how they influence each other. In order to get a clearer and more detailed picture of the influences as well as to ensure that the cycle is real and not erroneous, a smaller group of Famagustians met once more on 13 March 2008 to re-structure those 7 actions, i.e. to explore the inter-relations among them as well as with the other structured action items. For the purpose of re-structuring, the action members of the cycle had been eliminated and re-entered one at a time by using the CogniScope software to see where they will be positioned in the map in relation to the others that are not in the cycle. This approach is a standard operating procedure for the amendment step of SDDP. In other words, the CogniScope software provides a first approximation and it is up to the human judgment to change the map. After the re-structuring process, participants were given the option to add more action items to the influence map, i.e. actions that didn't get enough votes during the voting phase yet the participants believe these actions should be incorporated into the map. Actions 4, 26, 32, and 34 were chosen and manually added to the existing, new structured influence map. In total, 14 actions were structured and re-structured in the final influence map. The

following Figure 6 'Famagusta Revival – Defining an Action Plan – Final Influence Map' shows the resulting influence tree map.

The 14 actions were structured within six levels and are related according to the influence they exert on each other. Those actions that appear lower in the Influence Map, hence are positioned at the root of the tree, i.e. Level VI, are more influential in terms of influence than those at higher levels and are the ones to tackle preferentially. More specifically, **Action #6: Continue this initiative at further stage as a think tank group and advocacy group with the idea of establishing a communication strategy with the assistance of the EU**, located at Level VI in the final Map, stays at the root and influences all other actions appearing on the Influence Map.



## Results of the Famagusta Revival co-laboratory – Defining an Action Plan

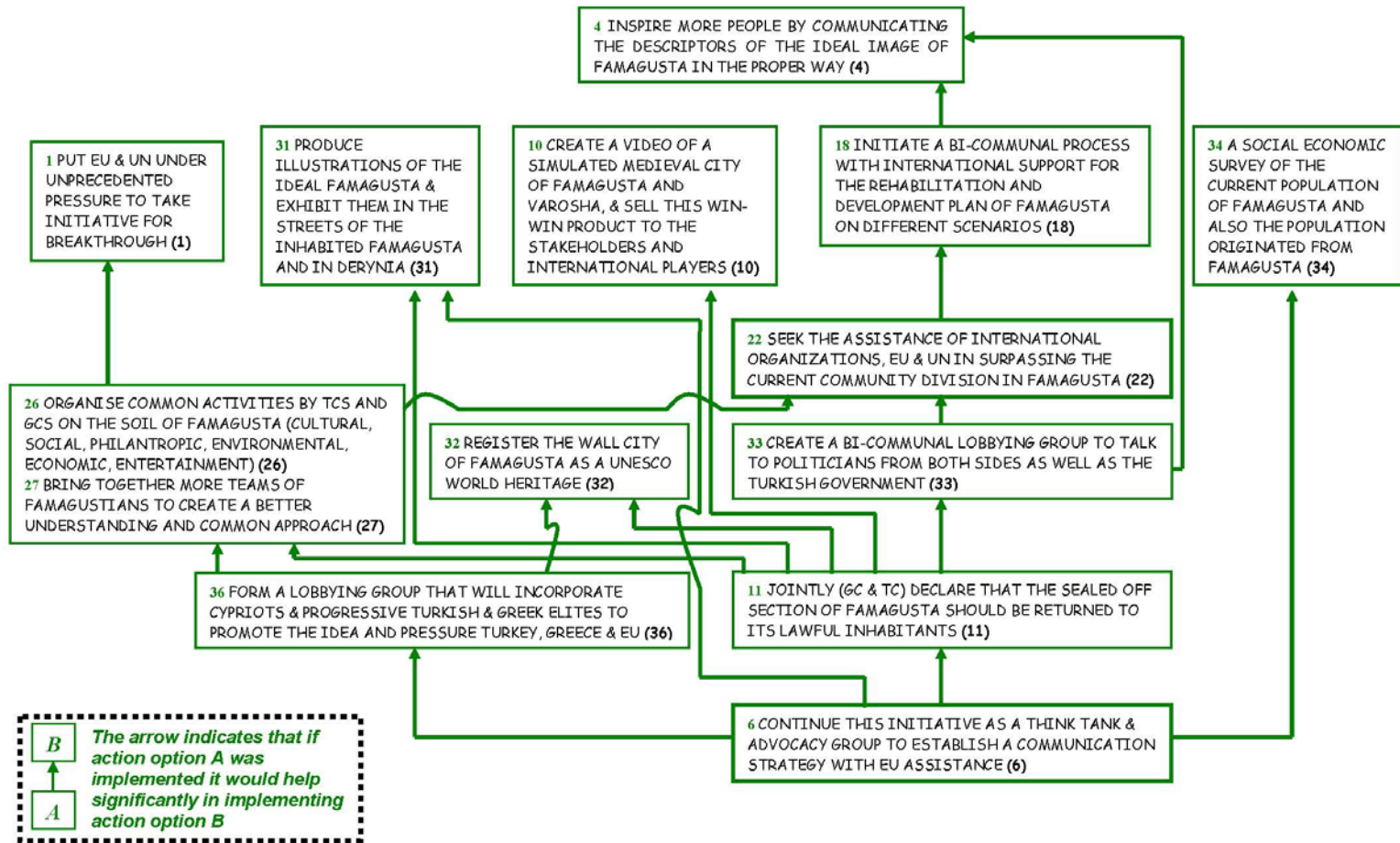
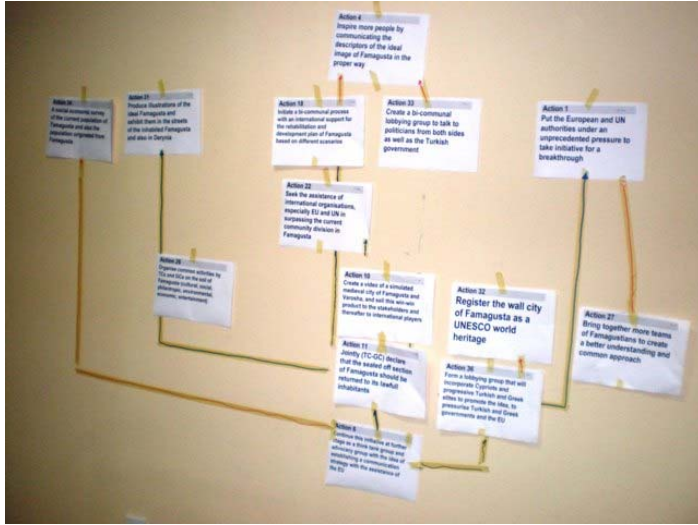


Figure 6 'Famagusta Revival – Defining an Action Plan – Final Influence Map'

## Results of the Famagusta Revival co-laboratory – Defining an Action Plan



## 4. DISCUSSION OF RESULTS AND CONCLUSIONS

The greatest value of the SDDP lies in enabling a group of stakeholders to collaboratively converge to a consensus action plan that the stakeholders co-own as they have co-created it. Another important value is the construction of relational patterns, such as figures of affinity clusters and influence maps. These patterns display relationships of affinity and influence among the ideas generated by the participants. In the process of constructing these graphic patterns collaboratively, the stakeholders get a deeper understanding of the issues confronting them and learn from each other continuously. The learning and building of a consensual language is very unique to this methodology. As a result of their authentic engagement in a democratic dialogue they are capable of implementing the consensual action plan.

### Discussion of Defining an Ideal Model for the Town for the Future

In our first meeting it became apparent that what brought us together was our frustration with the sterile political situation coupled with the waste that characterized the current status of the abandoned part of Famagusta that was allowed to go to waste. We were also spurred by a common dream of a revived Famagusta given its long history, the traditional character and the potential. We hoped

that we could achieve the revival of the city even before a final solution to the Cyprus problem. Given our anxiety we were pushed to come up with ideas and we were able to produce an extensive list of 77 descriptors, some very imaginative and promising ones, on what we considered an ideal future Famagusta. There were many visionary ideas put forward. But it can also be seen from the voting results that because of our frustration we did not stop to the dream but came up with suggestions for action such as the proposal to set up a think tank action group to pursue relentlessly the objective we set for ourselves. Below we present the 13 most important ideas as voted by the group in its collective wisdom. These ideas were mapped into relational tree structure. The basic vision for a Famagusta of the future could be described in the following manner:

- a. It will be a unified city for all its inhabitants Turkish and Greek Cypriot, who will work together learning to speak both languages **(Descriptors 8, 17 and 63)**. It will be a model multicultural centre, based on democratic human values **(Descriptors 13 and 17)**.
- b. To achieve this we will need to work together, create common educational facilities, formulate a shared view, gradually changing attitudes and ensuring that a common concept for the future



## Discussion of Results and Conclusion

- of Famagusta prevails in the new generations of people (Descriptors 34, 8 and 48).
- c. Our dream is for the city to become an international centre such as:
    - i. UNESCO designated world heritage centre **(Descriptor 35)**.
    - ii. European city with an EU status, similar to that of Brussels **(Descriptor 34)** and having the headquarters of an EU institution in it **(Descriptor 69)**.
    - iii. Restored historical monuments **(Descriptor 14)** and centre offering international cultural activities for the wider Middle East region.
    - iv. International marina **(Descriptor 1)**, to be outsourced to an international operator **(Descriptor 77)**.
  - c. At the third level we identified the need to have a shared view of all things. Hence the need to change long held attitudes towards the multicultural society that we envisaged to emerge from this effort, with common schools and everybody being able to speak each others language **(Descriptors 24 and 8)**. It is also necessary to ensure that the city becomes habitable with a proper town planning approach **(Descriptor 48)**.
  - d. The ideal includes many suggestions such as the city becoming a UNESCO heritage centre, a modern marina, a centre for cultural activities **(Descriptors 69, 14 and 35)**.
  - e. Finally these all are captured in the overall ideal of the city as unique model based on human values, as expressed in the ideas of liberty, love and catharsis with democratic institutions **(Descriptors 13 and 17)**.

### Root Cause Map

We translated all the above into a root cause map.

- a. We thought that at the root of this, is the need for action, through the creation of a permanent think tank group to plan actions for the future **(Descriptor 76)** including a well thought out communication strategy **(Descriptor 63)**.
- b. At the second level we defined the ideal Famagusta as an international city under the auspices of the EU and the UN, which would be a unique model of an international city based on human and democratic values **(Descriptors 34, 69 and 5)**.

### Discussion of Defining the “problematic” – identifying the obstacles, which prevent the attainment of the desired objective for Famagusta

In our second meeting we produced an equally extensive list of 75 possible obstacles to the achievement of our common ideal for an international city of Famagusta. We realized that

## Discussion of Results and Conclusion

the dream we set ourselves was not easy to achieve. On the contrary it faces insurmountable difficulties given the bleak political climate. Since then the political climate has improved but the objective remains elusive. What was very clear to all of the participants was the obstacles were formidable since there was lack of understanding between the two communities. As can be seen from the voting results from a total of 75 ideas on the final list 11 were voted as the most important ones, which defined the obstacles in summary as:

- a. There was basically a lack of strong and visionary leadership that would signal to the communities the need for compromise **(Descriptor 3)**, which combined with the rejection by the Greek Cypriots of the proposed solution in 2004 **(Descriptor 7)** has led to complete lack of common understanding and trust between the two communities **(Descriptors 9, 63 and 73)**.
- b. The problem was aggravated because of the rhetoric that Famagusta could only be given back as part of an overall solution **(Descriptor 4)**, and was further complicated by the presence of settlers and the inclusion of Famagusta into an area under the control of the Turkish military **(Descriptors 14 and 41)**.
- c. Famagusta it seems was not looked as an example for cooperation and there was no visionary local leadership to give emphasis to the overall substantial benefits that the whole of

the country could reap in the case when this extensive real property was brought into use once again and was profitably used to generate wealth through tourism and other activities. **(Descriptors 13 and 30)**.

### Root Cause Map

We translated all the above into a root cause map that could be described in the following manner:

- a. We thought that at the root lie the lack of understanding between the two communities **(Descriptor 63)** and the absence of discussion of basic human rights. This is indeed aggravated by the lack of strong political leadership that would provide a vision and direction and prevents a healthier dialogue between the communities **(Descriptor 3)**.
- b. We have also seen that at the second level the obstacles are reinforced by our past such as the lack of trust between the two communities **(Descriptor 9)**, the ethnocentric behaviour **(Descriptor 73)** and the rejection of the proposal for a solution by the Greek Cypriots in the 2004 referendum **(Descriptor 7)**.
- c. At the third level it seems that the local leadership lacked specific visionary approach, did not present the benefits to be derived by the reactivation of Famagusta as a dynamic tourist centre **(Descriptors 10 and 30)** and there was

## Discussion of Results and Conclusion

an absence of active involvement by the EU itself **(Descriptor 17)**.

- f. All the above led us to conclude that the problem of Famagusta has been aggravated by the following:
  - 1. Role the Turkish military is playing in the fate of Famagusta **(Descriptor 41)**.
  - 2. Perception of Famagusta as a bargaining chip for the final solution of the Cyprus problem **(Descriptor 4)**.
  - 3. Presence of a large number of Turkish settlers on the island **(Descriptor 14)**, settlers on the island **(Descriptor 14)**.
- g. Underlining everything we include both a short term approach but we take also a longer term view for the preparation of our children with common educational facilities and learning each other's language.

### **Discussion of Defining an action plan. Identifying measures, which could be implemented in order to attain the set objectives for Famagusta**

In our third meeting we tried to identify the necessary measures but found the going more difficult. So we came up with a smaller list of actions. But we were conscious that to fulfill our dream we needed to take action and needed some specific tasks, that if implemented we will advance our objective. The list of actions totaled 37 projects,

on which we voted in two separate meetings and selected 14 proposals as the more effective as follows:

- a. Given our overall view of what Famagusta should become, we considered necessary to begin by registering Famagusta as a UNESCO world heritage monument **(Descriptor 32)**.
- b. We emphasized the need to pressurize international organizations such as:
  - i. The UN and the EU in order to help in overcoming the present impasse **(Descriptor 22)**.
  - ii. Elicit assistance to prepare a master plan for the future development of Famagusta **(Descriptor 18)**.
  - iii. Pressurize the EU and the UN to take active for new initiatives **(Descriptor 1)**.
- c. Locally it was deemed necessary to organize a number of joint groups and bi-communal activities such as:
  - i. Jointly declare the sealed area of Famagusta to be returned to the lawful inhabitants of the city **(Descriptor 11)**.
  - ii. Bring in more Famagustians and form lobbying groups in order to:
    - 1. Organize cultural and other social events **(Descriptor 26)**.
    - 2. Build an understanding between the two communities **(Descriptor 27)**.
    - 3. Prepare schemes and illustrations about the history and current

## Discussion of Results and Conclusion

- situation of the city **(Descriptor 31)**.
4. Create a video of a simulated medieval city **(Descriptors 10)**.
  5. Lobby Greek and Turkish elites into supporting an action for Famagusta **(Descriptor 36)**.
  6. Mobilize politicians on both sides **(Descriptors 33)**.
  7. Initiate a social and economic survey of the inhabitants of Famagusta **(Descriptor 34)**.
  8. Also to strengthen the present think tank which will become an advocacy group to prepare a communication strategy **(Descriptor 6)** and mobilize more people on the ideal image of Famagusta **(Descriptor 4)**.
- actively support such an initiative **(Descriptor 36)**.
- b. We felt that at the second level we needed to organize more groups of Famagustians, in order to promote:
    1. Common activities of the two communities for social, cultural and other events **(Descriptor 26)** and build understanding between them **(Descriptor 27)**.
    2. Register the walled city of Famagusta as a world UNESCO heritage monument **(Descriptor 32)**.
    3. Mobilize politicians on both sides to undertake new initiatives **(Descriptor 33)**.
    4. Seek the assistance of UN and EU in order to overcome the present impasse **(Descriptor 22)**.
  - c. At the third level the group felt that the actions should be addressed to the international community in a more forceful manner such as:
    1. Pressurize the EU and the UN to take active new initiatives **(Descriptor 1)**.
    2. Prepare schemes and other illustrations about the history of the city **(Descriptor 31)**.
    3. Create a simulated video of the medieval city **(Descriptor 10)**.
    4. Help prepare a master plan for the development of Famagusta **(Descriptor 18)**.

### Root Cause Map

The above actions were grouped into a root cause map tree as follows:

- a. We thought that at the root lie the continuation of the current group as a strengthened think tank (Descriptor 6), which will initiate action to demand the return of the sealed section of Famagusta to its lawful inhabitants **(Descriptor 11)**. In addition a new lobbying group is formed to mobilize the Greek and Turkish elites to

## Discussion of Results and Conclusion

5. Carry out a social and economic survey of the inhabitants of Famagusta **(Descriptor 34)**.
6. Bring in more people **(Descriptor 4)**.

### Stakeholders' Interpretive Stories of the Influence Maps

Participants were asked to share their interpretive stories from the Influence Maps of the ideal model of Famagusta as well as the obstacles of the current situation. Some of these stories are being quoted here:

*We may go through the barbwire and dream about the changes.*

Greek-Cypriot

*To me, this is a big dream! We may think it is impossible, we may think it is difficult but without a dream there is no life. We have to start dreaming in order to try to improve and this is the beginning. The end result will be a Famagusta as a prospering city and being an example, a good example to the rest of Cyprus and even to the rest of the world because there are so many hot spots in the world that we can give a good example. [...] This is an exciting trip!*

Turkish-Cypriot

*We are looking for a long-term program towards a common vision based on the values of Dionysus and Eros where all people are bi-lingual [...].*

Greek-Cypriot

*If most of it [ideas of the ideal model of Famagusta], if not all, could be materialized, Famagusta would become a modern town, not only for Cyprus but for other areas as well. There is a lot of potential if one has a look at the influence maps. [...] We look at Famagusta as a place where we go back to our homes and start our businesses. Famagusta, in perspective, offers a lot more than that: We could re-create a model as it used to be at the time of the Venetians having sea water around the walls; this is how it used to be when the Venetians built the walls – it's just one thought. It could also be used as a catalyst focusing on the cultural aspects and town planning; it could serve as a catalyst towards a solution, a political one.*

Greek-Cypriot

*...and these are eventually being given out to international organizations, e.g. UNESCO, EU, UN and we try to persuade them that Famagusta should be a unique city to be separated from the rest of the Cyprus problem.*

Greek-Cypriot

## Discussion of Results and Conclusion

*The biggest obstacle is in the attitude and system of values of the citizens because Cypriots suffer from not having appropriate values, they are very static, so everything is the consequence of this inactivity. In the root cause map, when you go step by step to the following levels, you discover the absence of will in the people. This is what the root-cause map is telling me. We need an active citizenship; we need a kind of coalition between the two sides.*

Turkish-Cypriot

*There was a complete lack of vision in the past, and certainly there was no connection and no concept between Greek Cypriots and Turkish Cypriots. The lack of leadership has resulted in the absence of recognition of diversity, absence of human rights, etc. All these obstacles are there now and demand that we do something to overcome the current situation.*

Greek-Cypriot

*I think it is really like a wall and if we manage to make a whole in the wall we can reach our targets.*

Greek-Cypriot

## STRUCTURED DIALOGIC DESIGN PROCESS

### FREQUENTLY ASKED QUESTIONS

#### **What does SDDP stand for? What is the difference with SDP?**

The Structured Design Process (SDP) or Structured Dialogic Design Process (SDDP) is a methodology that enables groups of stakeholders to discuss an issue in a structured democratic manner that enables them to achieve results. It is a deeply reasoned, scientific, psychosocial methodology that has evolved from over 30 years of development to its current implementation as a software-supported process for large-scale, collaborative design.

#### **When was the first time that structured dialogue was considered necessary?**

The need for such an approach was first envisioned by systems thinkers in the Club of Rome ([Ozbekhan](#), 1969, 1970), and systematically refined through years of deployment in Interactive Management (IM), to emerge as methodically grounded dialogue practice that now is supported by software specifically designed for the purpose (e.g., [CogniScope](#) system). Interactive Management, originally developed by John Warfield and [Alexander Christakis](#) in the early 1970's (Christakis, 1973; Warfield & Cardenas, 1994), has evolved into its third generation as SDDP.

#### **What does Agoras mean?**

The agoras were the vital centres of the Greek cities. The outdoor markets and convention halls of Athenian Agoras is where gossip mixed with politics. The agora of Athens was the birthplace of democracy. Here the town's citizens discussed pressing issues and made decisions on the basis of popular vote.

#### **What is the Institute for 21st Century Agoras?**

The [Institute for 21st Century Agoras](#) is a volunteer-driven organization dedicated to vigorous democracy on the model of that practiced in the agoras of ancient Greece. It employs Co- Laboratories of Democracy that enable civil dialogue in complex situations. Systems thinkers who were also presidents of the International Society for Systems Science ([ISSS](#)), such as Bela Banathy and [Alexander Christakis](#), founded the Institute.

#### **What is the Club of Rome?**

The [Club of Rome](#) was founded in April 1968 by [Aurelio Peccei](#), an Italian industrialist, and [Alexander King](#), a Scottish scientist. The Club of Rome is a global think tank and centre of innovation and initiative. As a non-profit, non governmental organization (NGO), it brings together scientists, economists, businessmen, international high civil servants, and heads of state and former heads of state from all five continents who are convinced that the future of humankind is not determined once and for all and that each human being can contribute to the improvement of our societies. [Hasan Özbekhan](#), [Erich Jantsch](#) and [Alexander Christakis](#) were responsible for conceptualizing the original

prospectus of the Club of Rome titled "The Predicament of Mankind." This prospectus was founded on a humanistic architecture and the participation of stakeholders in democratic dialogue. When the Club of Rome Executive Committee in the summer of 1970 opted for a mechanistic and elitist methodology for an extrapolated future, they resigned from their positions.

### **How are co-Laboratories different from workshops?**

Many group processes engender enthusiasm and good feeling as people share their concerns and hopes with each other. Co-Laboratories go beyond this initial euphoria to:

- Discover root causes;
- Adopt consensual action plans;
- Develop teams dedicated to implementing those plans; and
- Generate lasting bonds of respect, trust, and cooperation.

Co-Laboratories achieve these results by respecting the autonomy of all participants, and utilizing an array of consensus tools including discipline, technology, and graphics that allow stakeholders to control the discussion. Co-Laboratories are a refinement of Interactive Management, a decision and design methodology developed over the past 30 years to deal with complex situations involving diverse stakeholders. It has been successfully employed all over the world in situations of uncertainty and conflict.

### **What are usual purposes applications of SDDP?**

SDDP is the perfect tool to support a diverse group of stakeholders resolve conflicts and work together in designing by consensus a new vision/solution/strategy/roadmap. It is perfect for:

- Resolve issues among diverse stakeholders
- Democratic large-group decision-making
- Policy design & decision-making
- Complex (wicked) problem solving
- Strategic planning & effective priority setting
- Portfolio & business asset allocation
- Problem identification

### **How many hours does a group need to invest on a co-laboratory?**

The duration of a typical co-laboratory ranges from a minimum of 10-20 hours to over 100 hours. The application of virtual technologies has made it possible to shorten the time required for an SDDP application, while securing the fidelity of the process and of the products. Parts of the co-laboratory are done asynchronously (e.g. through email communication having the facilitators compile and share all data) and others synchronously, in a physical or virtual environment. The virtual SDDP model has been described in a paper by [Laouris & Christakis](#).



### Is SDDP grounded on solid science?

The SDDP is scientifically grounded on seven laws of cybernetics recognized by the names of their originators:

1. Ashby's Law of Requisite Variety (Ashby, 1958);
2. Miller's Law of Requisite Parsimony (Miller, 1956; Warfield, 1988);
3. Boulding's Law of Requisite Saliency (Boulding, 1966);
4. Peirce's Law of Requisite Meaning (Turrisi, 1997);
5. Tsivacou's Law of Requisite Autonomy in Decision (Tsivacou, 1997);
6. Dye's Law of the Requisite Evolution of Observations (Dye et al., 1999) and
7. Laouris Law of Requisite Action (Laouris & Christakis, 2007).

### Which are the four Axioms of Dialogic Design?

1. COMPLEXITY: We live in a world that is very complex. Problems are complex & interconnected.
2. PARSIMONY: Human cognition & attention is limited. Attention and cognition is usually overloaded in group design.
3. SALIENCY: The field of options in any evaluation is multidimensional. "Salient synthesis" is difficult.
4. ENGAGEMENT: Disregarding the participation of the stakeholders in designing action plans is unethical and the plans are bound to fail.

### Where can I read more about SDDP?

You can search about SDDP on Wikipedia or visit any the following sites:

Book by Aleco Christakis; A must for beginner or advanced practitioners	Book	<a href="http://Harnessingcollectivewisdom.com">http://Harnessingcollectivewisdom.com</a>
A Wiki for Dialogue community Support	The Blogora	<a href="http://blogora.net">http://blogora.net</a>
Institute for 21st Century Agoras	Website	<a href="http://www.globalagoras.org/">http://www.globalagoras.org/</a>
Lovers of Democracy; Description of the technology of Democracy	Website	<a href="http://sunsite.utk.edu/FINS/loversofdemocracy/technologyofdemocracy.htm">http://sunsite.utk.edu/FINS/loversofdemocracy/technologyofdemocracy.htm</a>
New Geometry of Language And New Technology of Democracy by Schreibman and Christakis	Publication	<a href="http://sunsite.utk.edu/FINS/loversofdemocracy/NewAgora.htm">http://sunsite.utk.edu/FINS/loversofdemocracy/NewAgora.htm</a>
Application of SDP in a network of scientists from 20 countries by Laouris and Michaelides	Book chapter	<a href="http://www.tiresias.org/cost219ter/inclusive_future/inclusive_future_ch7.htm">http://www.tiresias.org/cost219ter/inclusive_future/inclusive_future_ch7.htm</a>
A paper on the application of synchronous/asynchronous SDDP by Laouris and Christakis	Publication	<a href="http://sunsite.utk.edu/FINS/loversofdemocracy/Laouris_Christakis_VirtualSDDP_2007_04_28.pdf">http://sunsite.utk.edu/FINS/loversofdemocracy/Laouris_Christakis_VirtualSDDP_2007_04_28.pdf</a>

## FACILITATION TEAM







**Triggering Question:** *"What are descriptors of an ideal model of Famagusta/Varosha, a place of interaction, communication and cooperation of Greek and Turkish Cypriot Famagustians to serve as an example for a future united Cyprus and to act as a catalyst for solving the Cyprus problem?"*

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**Descriptor 1: Famagusta port converted into a marina, serving the yachts and cruise vessels only**

It's a first degree historical heritage, and it's under threat, we have to move the current port and replace it with a marina so that it would be part of the walled city.

**Descriptor 2: Famagusta as an area stretching from Derynia, Salamis, Engomi and Agios Nicolaous to the west**

We are not talking either of Varosha or Famagusta, but we are talking about a wider area which will become a centre of economics and culture.

Q. Urban area will extend?

A. It's already like that.

Q. Can u extend it to Paralimni?

A. I don't think so, they have separate municipality. That's how I feel.

The basic idea is that it's a wider area than Famagusta and Varosha.

**Descriptor 3: Joint gold stock market**

To have joint gold stock market, will raise the neighbouring countries interest and will create richness in the city.

**Descriptor 4: Identify address and enhance the commonalities of Famagustians**

Having a group of historians and artists to study the morals, habits and the customs of the area as Symeon defined it.

**Descriptor 5: Self-administer sanctioned by an universal supra-state (EU or UN) tax free in all respects**

There is no other way around uniting the city - must be done by the people themselves. We are in the hands of two administrations, unless we do it under a separate administer we would not get anywhere.

**Descriptor 6: A place where courageous people come together to prove to the others that we can do a better job when we (GC-TC) come together**

Just like here, in the workshop, I imagine it the same, only the places, GC-TC working together, build, work together, joint business which will be supported and funded. This will improve the trust among the communities, this will support our relationships. It's a big workshop what I imagine.

**Descriptor 7: Joint ventures or partnerships of economic establishments generating welfare for all the Cypriots**

Not only enabling interaction, communication and cooperation, common interests force people to act together. Generating common economic interests will make people act together both internally and externally. Generating common economic interests will encourage people to work together because they have common interest in success. Interdependence.

**Descriptor 8: All Famagustians speak Greek and Turkish**

I mean all Cypriots. We have a problem of communication, we mainly communicate in English, and it's not the right way. Its time to start that all the Cypriots start learning both languages.

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**Descriptor 9: The natural beauty of the town is capitalised in its town planning to offer its best to the citizens**

The natural beauty of this place made us love it and get attached to it. Whatever plan is made must respect and capitalize the city's natural beauty for citizens to enjoy and to help the social life of people.

**Descriptor 10: The return of Famagusta if necessary under own status building trust respect and confidence for the two communities, a model for a multi cultural community**

Whatever we plan for the city must be respected by both communities to start with, we gain trust, forget the past and we are open to a multi-cultural community as I believe is what Famagusta was used to be. Not only GCs and TCs but also Armenian, Jewish communities and others. We have to build trust for the two communities first.

**Descriptor 11: Declare the whole of Famagusta city as a free trade area**

This is a practical idea, it's a practical solution and closely related to self-administration; closely connected with idea 5.

**Descriptor 12: The laws and regulations governing Famagusta should be to foster inter-communal harmony**

All the laws that will be specifically designed for Famagusta, as a primary objective, to foster a communal harmony.

Q: How can you have special laws and regulations for one city? It won't be practical.

A: Obstacles will be dealt with in the next meeting. As long as the meaning is clear.

**Descriptor 13: The model for the future of Famagusta: Dionisos and Eros: 1) Reaction, 2) Resistance, 3) Liberty, 4) Catharsis, 5) Love**

When you have an idea and a dream, you think everything is mechanical, but it's not like that. Famagusta used to have prostitution, drugs...etc. If we don't have morals and apply a model in our lives, we will have the same again. Models must emphasis liberty and purify ourselves from social ills and then we can find love in ourselves and each other. We have to react with enthusiasm and romanticism against pressures. Catharsis - we have to purify ourselves from our trauma. Only then we can build up our dreams. Dionisos is a suggestion by Nietzsche.

**Descriptor 14: Total restoration of historical walled city as a cultural touristical attraction centre**

Famagusta does not belong only to TCs or GCs, it's a very historical city and it had many old civilisations, e.g. Venetians. I think we must emphasize Famagusta as a multi-cultural place, first by putting together GCs and TCs.

**Descriptor 15: To have an R/O plant to give water to citizens living from Engomi to Paralimni, operated by Cypriots who can speak Greek and Turkish**

Reversed osmosis. Disalienation. Every city depends on water and it's essential. If you don't have water you can't have anything.

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**Descriptor 16: Individual political equality under a single municipality**

We have used so many times the words bi-communal, multi-cultural and alike, but what I look forward to see is a Famagusta established under a single municipality, with a common identity, where ethnicities of Famagustians would not matter. Focus is on common identity and political structure where individual equality is respected.

**Descriptor 17: A city part of united Cyprus as a unique model based on economic inter-dependency, environmental and socially based on shared responsibility, spatially integrated coordinatively administered based on full democracy**

I might have been projecting the current situation in the future. Varosha is at the heart of the city. It has a historical heritage. In order not to face a conflict in the future, we have to create economic inter-dependency. Creating such a city where all the communities can live together and create such a culture, be a case study for other divided communities. So that they don't feel as rivals. Going back to the history, all the solutions for Cyprus were based on segregation, Famagusta shouldn't be like that.

**Descriptor 18: An eco-friendly re-built Varosha**

When you look at Varosha at the time, archeologically it was a real disaster, the way it was built when the city is reconstructed; ecological issues have not been taken in consideration. When the city is reconstructed the ecological and architectural concerns must be taken account for.

Q. Do you mean demolish by re-building?

A. Demolish and re-built.

**Descriptor 19: Centre of excellence in education research technology and archaeology**

First the centre of excellence - is something if you want to achieve economic development and for you to be the best possible.

Then, you have a centre which is not confined to tourism but encompasses other concepts like research, technology, and archaeology, is necessary. Archaeology especially.

**Descriptor 20: Common businesses in pilot areas**

Generated confidence between the people, as the confidence raises, this will raise the standards of quality of services etc, earning money together will wipe out the negative questions in peoples minds. Economic ties always bring people together.

C. Money can also create problems.

A. Depends on how you use it.

C. Working together can eliminate the stereotyping, enmities...

**Descriptor 21: Shared cultural events among Famagustians**

We can use the ancient theatres of Salamis for musical events. Famagustians can organise exhibitions, paintings etc. All people should get involved as Famagustians.

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**Descriptor 22: Give a resettled Famagusta an intense regional focus**

Trying to engineer a new frame of mind, we need new citizens with new frame of mind. We need extroverted people in a special way, not exceedingly Greek or Turkish.

**Descriptor 23: Centre of bi-communal architects**

Restoration cannot be very good for us because it reminds us of the history which is not so pleasant. Giving Varosha to the hands of artists and architects to re-create the city that will portray the future and not the past.

Q. Should they be local or international?

A. I am talking about Greek and Turkish Cypriots.

Q. I think it's rebuilding rather than restoring.

A. Not completely, but something about the future which is forward looking and so much the history.

**Descriptor 24: A common school for the two communities' children teaching how to live together rather than academic education**

A kind of school of reconciliation, so teaching the future generations of the island how to respect each other, it can be applied for common projects. Not maths, but how to live together.

Q. A common education system for the city, or a pilot school that will teach widely?

A. It's not a common education system, may be like a weekend school.

**Descriptor 25: Famagustians (GC-TC) celebrate the return of Famagusta as a common public holiday**

A common holiday to remind people how we came to celebrate this day. To celebrate Famagusta's re-birth. If you give a public holiday, the content given to this date, should be prepared by the municipality, to remind the people, the new generation that we came a long way from the past to celebrate this date. It's the purpose of the date that's important.

**Descriptor 26: Education institutions of Famagusta are among the best on the island and in big demand**

We associate with people through schools. Students from elementary or even younger form their associations; we have to ensure that institutions at all levels of education encourage social events and friendships without forcing it, which has to come naturally. This co-existence will come naturally, not with rules etc. but naturally, and objectively.

**Descriptor 27: A model multi-cultural city which proves that growth comes through cooperation and acceptance**

Closely related to Antris' and Symeons' ideas. I am referring to common schools and business and other common activities that come along with those. Through this concept and growth, we prove to the rest of the island that we can live together and it will act as a catalyst for a united Cyprus.



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**Descriptor 28: Compulsory bi-communal arbitration communities**

The groundwork exists but it's not known by the Cypriots. Arbitration is more legal, like an informal court. Arbitration listens to both sides and done by experts, the decision can be binding in some cases or be open to legal challenges. But it's more effective and objective. Courts usually make things worse. Arbitration is better for both parties than court and saves a lot of time. Its informal procedure will help prevent the communities going to court and drift further apart.

C. If it's voluntary to follow the decisions, and then none will follow it.

A. In some cases it will be binding, in others it will be recommendations. The courts will take the decisions of the arbitrator in consideration.

**Descriptor 29: Civil liberties union**

This is an institution that exists in the US; they have money funded privately or from the government. It's an organisation of lawyers. You can get legal assistance. This organisation will defend individual rights of the citizens. This would safeguard the process of law and no one would be allowed to discriminate.

**Descriptor 30: Structuring psycho-social dynamics to build up inter-communal and multi-cultural modern urban life**

If we talk about Famagusta as a city, we are talking about urban life which has cinema, art, tourism, economy etc. It's an organic structure, to be effective; we have to have an idea how to achieve it. This idea has to be structured through communication, media etc, and then they have to come up with a new visual and verbal rhetoric. This will be produced by intellectuals. It is a rhetoric not based on instinct but on logic. It's another dynamic of the society. It's a large stage.

**Descriptor 31: Common football club (i.e. Famagusta united FC)**

Football is international, supra-national, like Arsenal, no English players but it's international. We can form a Famagusta club where anybody can play.

**Descriptor 32: A common water works department**

The system is commonly maintained and operated. No other chance than having it common.

**Descriptor 33: Economic and social integration - one community**

The second leg of that idea is that you have a political structure set up serving the community, which is socially and politically and economically integrated.

**Descriptor 34: Famagusta would be an international city under EU - free zone having a special role similar to Brussels/Strasbourg (having some EU Inst. here) representing a common culture of the European family**

It's based on bi-communality, but bringing an international role to the city which encourages bi-communality and cooperation.

Will embrace the entire European family by welcoming EU institutions. Reinforces idea no. 17.

C. Having EU institutions is also a safeguard and is good in financial aspects too.

C. Having Cyprus a Euro-Mediterranean institution controlling the whole area from Morocco to Turkey with respect to EU policies.

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**Descriptor 35: Walled city listed as one of UNESCO's world heritage sites**

The current situation has some constraints regarding the walled city. When Varosha is open and we can envision an extended city, then it will be possible for both departments of antiquity to work together and get it listed in the world heritage site. It would be possible for both sides to come together to restore the sites once some agreement is reached. This would work as a catalyst.

C. This idea is also an answer to my question, how can we make Famagusta international. This will bring the international responsibility.

**Descriptor 36: A new approach to tourism and its facilities**

I grew up in Famagusta during the tourist boom in the 60s and 70s. There was something called 2 o'clock shadow, because buildings were built at the beach front. There has to be a solution and a new approach. My idea is to eliminate those buildings, houses etc. It's possible to extend the beach. But my idea is to change the way we view tourism.

I believe that tourism has to be excellent, first class. The old facilities won't meet the demands of today. We have to upgrade those facilities, not only sun and sea but culturally as well.

Also to attract internationals as well, not only Famagustians. But an international centre.

**Descriptor 37: Running the city together**

Administering the city together will create a common country vision and a sense of belonging and develop respect.

**Descriptor 38: Common centre for the mental health of families, children and adolescents**

The problems that families are facing, all kinds, affect the dynamics of the families. I see it as a common and universal problem.

By having such a common centre with professionals will enhance a human approach, humane rights, political rights etc.

Q. Can you also relate this to historical trauma?

A. Yes.

**Descriptor 39: All infrastructure and utilities to be established and owned by the EU**

The Triggering Question itself means that Famagusta will be the first, serve an example before a solution. Facing realities, there would be people who don't want this to happen; by handing this to a supra-state will help overcoming this. We need to have a say of a strong arbiter, because neither side is effective.

**Descriptor 40: Make an art centre**

My dream is to have Varosha be the art capital of the world; art of every kind, including street performers....

**Descriptor 41: A peace monument located at the city centre**

All the cities have some symbolic monuments. I propose a peace monument which is symbolic to Famagusta which doesn't have any relations to the past experience, more about peace and prosperity on the island.

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**Descriptor 42: Common history book concerning Famagusta**

It will be a difficult task. Sooner or later, we will face the problem of history. A common history acceptable to everyone is necessary. The history of Cyprus taught in schools is one of the biggest problems faced.

Q. What kind of history?

A. Political history, the history of problems of the past years.

**Descriptor 43: The town is a centre for the arts and an inspiration for artists from all over the world as well as visitors**

Related to Beste's idea. Use the place as an attraction to attract artists and viewers. City as centre of the arts in general.

**Descriptor 44: Traditional cultural and all other festivals to be celebrated by each community as an enhancement entertainment programme for residents and visitors alike**

Each community must preserve their own traditions and heritage, must project these, and invite other communities to share it, thus making common entertainment which will bring them closer together with respect. Non-residents and visitors will also share, and take part as an entertaining programme, learning and respecting, brining all other communities, not only TC and GCs.

C. We have common heritage and traditions. We dance to the same songs and dance the same dance.

**Descriptor 45: Financial encouragement of bi-communal local TV/radio stations**

Clear.

Q. By whom?

A. Either the government or some other organisation.

Q. Which government?

A. The common administration of Famagusta, or EU or UN and alike.

**Descriptor 46: A common monument for the memory of the dead victims of the communal strife**

By realising how much it has cost us, this communal strife - a monument will bring us to our senses and bring us together.

Need to remember all the innocents that were sacrificed. We should make a road in the walled city, which would lead to the monument.

**Descriptor 47: Famagusta contemporary art museum with international and Cypriot art department and the aim is to have this museum as a centre for the Middle East**

If there was no museum no one would know about Bilbao. Museums inspire people and modern times. Famagusta can be the centre of this, the nature of Famagusta as a rich city in the future; it was so even before 74. During the 70s, painters used to sell their paintings for thousands in Famagusta. The life standards in Famagusta were already high. 40% of houses had pianos, which shows the cultural level and standards. If there was no interruption Famagusta would be the centre of arts anyhow.

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**Descriptor 48: Common programme to solve infrastructural problems of whole city and form a town master plan (a comprehensive plan which addresses economic, social and spatial integration of the city)**

We are talking about the city as a whole. We cannot get a good approach if we consider only some parts of Famagusta. We have to see the full picture to produce a master plan and solve the infrastructure problem.

Q. Only infrastructural problems or economic and social needs too, like a comprehensive strategy?

A. What's in my mind is something comprehensive; not only infrastructure, but also economic, social, and spatial aspects.

**Descriptor 49: A common political party named socialist and democratic party and centred in Famagusta**

As I imagine the ideal model; must include every aspect, thus such a party is needed to work on that ideal model.

Q. Party meaning a movement or a party?

A. I mean a political party.

**Descriptor 50: A joint free zone of Turkey, Greece and Cyprus where all the parties will have inter-dependency working towards a cultural zone in the far end of the EU**

My ideas introduced two scenarios for the cities with different levels of umbrella administration.

This city will house these 4 actors in order to build trust and confidence. And so called motherlands won't interfere anymore, we will have them as collaborators.

**Descriptor 51: Cyprus history research centre providing objective data for constructive dialogue**

**Descriptor 52: An EU centre for joint small and medium enterprises (SMEs)**

**Descriptor 53: Identify, address how the same historical events regarding Famagusta were experienced and affected two communities differently**

To identify and address the historical political events that affected our lives, but the same events were experienced differently by each community; the interpretation and understanding of those events were different. It has something to do with how we can re-write the history of Cyprus and Famagusta in an objective way.

Each community had a different experience in the same events and we must reach a common plateau in understanding these events.

**Descriptor 54: Adopt an explicit and commonly agreed rules and regulations for whom and when can become residents of Famagusta**

To resolve the issue before it arises; it should be decided who gets to live there, the town is getting flooded with people. So there should be commonly agreed rules and regulations. There are many practical issues to be resolved.

We could have accusations of changing demographics after settlement, so there must be a commonly agreed modus operandi for resettling Famagusta. There are a lot of practical issues to resolve.

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**Descriptor 55: Famagusta citizens are proud of their towns competing with the most developed towns of Cyprus and other countries in all respects**

This blends with the final situation where people would gain a regional identity and new frame of mind and they are proud of their city. There would be no need to emphasize differences.

**Descriptor 56: Enhancement of joint cultural and athletic events**

Because cultural events will bring the two communities together where they laugh together and build respect through competing and sharing with them.

**Descriptor 57: As in Singapore model, adopt English as the administrative language**

This is very controversial. It looks very difficult to accept. But let's not be emotional about it and look at its added value.

Singapore is a multi-ethnic country where English is the administrative language. But people are proud to be Singaporean.

People study their mother languages as a second language. TCs & GCs should learn each others languages, but speak English as a common language.

They should call themselves merely Cypriots and don't identify themselves with their mother tongue.

**Descriptor 58: Truth and re-conciliation procedures as by Desmond Tutu in South Africa**

In South Africa, they had this truth and reconciliation procedures. They gave forgiveness to those who committed a crime and it brought communities together. We should do the same in Famagusta. It is important to get together to put the past behind us.

**Descriptor 59: International psychological health centre for post-war trauma remedy**

They did it in Israel, in America... it's a very common idea used in countries that had tragic pasts to cure themselves. It's very useful. The oral history becomes part of therapy and is useful for generations that experienced that trauma. The younger generation inherited that trauma, and is also in need of such therapy.

**Descriptor 60: Business incubation centre and tax incentives for joint ventures**

Having a joint venture is a new idea. We can start creating a new model now by establishing an incubation centre for the joint ventures for the benefit of the city. A need assessment strategy is necessary.

**Descriptor 61: The 'spirit' of the town is revived that gives energy to people to produce, associate and entertain**

Famagustians - when they talk about their town, there is a third party which inspires people, like a spirit. I feel that this spirit is awaiting us. If we manage to achieve these this spirit will be awakened.

**Descriptor 62: Publicly subsidised weekly newspaper**

Talks about working together, encouraging people, bringing some propaganda in favour of this work we are doing today.

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**Descriptor 63: Communication strategy for the city to change the rhetoric and the mind set from a divided city to a shared city**

Shared is preferred to the word divided. This country will always be shared by the two communities. We need to change the mind set. Establish a sense of shared responsibility. We need a professional communications strategy.

C. Currently Nicosia is divided, it's the reality. It's not the mind set.

A. Physically it's true but minds and perceptions are divided too. We have to overcome that. Physical division can be overcome, but minds cannot be overcome so easily. No separate education systems, etc.

**Descriptor 64: Cooperating with Oxford University to establish a post-conflict research centre**

Our country needs a similar post conflict research. The gap keeps widening, we need some research and identify the problems to overcome it.

Q. Why Oxford university?

A. Because it's one of the best and I know it quite well but it could be another one too.

**Descriptor 65: Provide substantive financial incentives for inter-marriages**

The most serious tool to link two communities is this. Integration is very important, the best way perhaps in families. You need kids who speak both Turkish and Greek; otherwise, you will end up with ghettos. The government should give an incentive for inter-marriages. It would make a huge difference.

Q. What if they take the money and divorce?

**Descriptor 66: A big zoo**

Q. Why do we need a zoo?

A. I love animals, I don't like prisons. You can find a chance to protect the local animals threatened by extinction, animals don't need to understand communality, it's practical, it's good for children to recognise local animals, and it's also good for tourism.

Q. Why in Famagusta? Why big?

A. Famagusta used to have very good zoo in the 60s.

C. If we are talking about local plants and animals it's a different thing.

**Descriptor 67: Have a joint mechanism or an administrative entity for management of spatial development**

Related to idea no. 48.

It's for the management of the urban areas. We need a joint board, a joint mechanism for the urban area to conduct planning; otherwise there would be two cities.

**Descriptor 68: [DELETE] A common local TV/Radio station**

We must produce a common discourse among Cypriots and a starting point for our definitions. Need a joint understanding of the facts.

Related to ideas no. 45, 62, 58.

*Triggering Question: "What are descriptors of an ideal model of Famagusta/Varosha, a place of interaction, communication and cooperation of Greek and Turkish Cypriot Famagustians to serve as an example for a future united Cyprus and to act as a catalyst for solving the Cyprus problem?"*

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**Descriptor 69: Famagusta permanent seat for an EU institution**

**Descriptor 70: Establish a tourism related institution for Europe in Famagusta**

Cyprus is a well known tourism resort for everyone to focus exclusively on tourism.

**Descriptor 71: Create a specialised medical centre or surgical facility to service the wider region**

**Descriptor 72: Establish a united Famagusta tourism board to cover the whole area of Famagusta**

One for the whole region.

**Descriptor 73: Allocate space for an inter-communal industrial zone where special priority will be given to those wishing to operate joint ventures**

**Descriptor 74: 'A mini Famagusta' theme park**

The old and the new city as it used to be, constructed in an area where people can walk around and look at it. How Famagusta used to be and how the new town will be.

**Descriptor 75: [DELETE] Establish two NGOs to co-manage the port under EU supervision**

This is the only suggestion which doesn't stand for a unified entity. BOT is better for unity.

**Descriptor 76: Establish a common think tank that will provide policy advice to everyone involved in support of a comprehensive settlement**

Famagusta is a good place to have it. It will be situated there. Academics will work in the institution in Famagusta. It will be a good place to think about Cyprus generally. It will be one advice source.

**Descriptor 77: Outsource the port of Famagusta (BOT) to an international operator for 50 years operating under the EU laws and regulations**

Turn the old port into a marina and make a new port, outsource management because that is effective. Everything has to work under certain rules and regulations under the EU.

Q. Would that operation be responsible of the water front?

A. It will have to expand the port and come to a political agreement on the size of it. After the agreement the expansion is the outsource's problem.

Q. Does it allow the operator to have the responsibility to regenerate, rebuild...?

A. Yes.

Triggering Question: "What are obstacles that prevent us from achieving the ideal model of Famagusta/ Varosha?"

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**Obstacle 1: Culture of Cypriot politics which is the child birth of a Balkan, Turkish and Greek mentality which has kept/keeps Cypriot politicians in business**

**Obstacle 2: Coupling of Turkey's EU journey with Cyprus problem**

This creates an opportunity for all sides to use Cyprus problem as a bargaining tool, using Cyprus as a hostage, EU is using the Cyprus problem as a criteria in Turkey's accession, and ROC is using it too. Greece is also using the Cyprus problem to block the decision making process in the EU.

C. It was in the past.

**Obstacle 3: Lack of strong leadership from both sides that will face the problem positively**

Most of the politicians are afraid of their voters; they might use their voters or their seats if they take a positive action/step.

**Obstacle 4: Idea that Famagusta has to be a part of the solution of the Cyprus Problem as a whole**

Politicians on both sides say that Famagusta has to be a part of the whole package.

**Obstacle 5: Turkish military generals**

The biggest obstacle in our path is the Turkish Military. We have to be aware that all the other obstacles are minor compared to this one.

**Obstacle 6: Lack of natural borders for Famagusta**

If we are going to have an autonomous administration for Famagusta under UN or EU, then it is essential to have borders and to have a controlled access to the region. Some may show the Vatican as an example with no guarded borders but the same example does not apply to Famagusta because in the case of the Vatican it is embedded within Italy which is one country. In the case of Famagusta, it will have borders with north and south Cyprus. Suppose I import goods from China into north Cyprus and pay the customs duty etc. What will stop me taking these goods to Famagusta and from there to Limassol? Nothing. You may say that I will have to produce import papers in the south if police ever ask for them. That is no obstacle because I may import just a small amount from the south and always have an excuse. Since Famagusta does not have natural borders like a river or high mountains, it is not easy to police such a small place. The only solution may be a customs union between north and south and that is impossible before a solution.

**Obstacle 7: Rejection of the given solution in 2004 by GCs has cemented the divergence/split between TCs and GCs**

In April 2004, it was the only time where the international community focused on the Cyprus problem, and this historical event alone was giving hopes of moving forward, and the fact that the solution was declined, killed the perspective that emerged towards a serious turn into convergence.

**Obstacle 8: Notion that Varosha is a bargaining chip to be traded to the GCs when the time is right in return for recognition**

This has been a long standing perception, that Varosha is a part of a bargain chip, that it will be used in case of a solution. This mentality is still valid in the minds TC politicians.

C: GCs don't consider it as a bargaining chip as they think it will be returned to them anyway.

C: It only a pressure for inhabitants of Famagusta.

C: It's nothing but emotional pressure, because Famagustians do not have power.



Triggering Question: *"What are obstacles that prevent us from achieving the ideal model of Famagusta/ Varosha?"*

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A: Philosophy of the bargaining chip is the exact opposite of the philosophy of evolutionary convergence, what is what we talking about here.

**Obstacle 9: Lack of trust from both communities**

We don't trust each other.

**Obstacle 10: Lack of vision facing the town in a totally static way drawing on the past**

People in general face the issue of Famagusta merely as an issue of people returning to their homes and businesses. They fail to see that as a result of destruction and the wear and tear of time, the town renders itself to radical changes. Allowing for a major redesigning and town planning and also making the most of its antiquities, history and sandy beaches, from Ayis Memnios to Salamis would enhance the quality of life tremendously. For example, the moat around the walls could be filled with water and function in a way reminiscent of the Venetians.

**Obstacle 11: Provocations and propaganda of some other interest groups**

E.g. property developers, from both sides.

Other meaning, we ourselves are an interest group, but there are others.

**Obstacle 12: Entrenched interests versus an overall solution as the return to Varosha/Famagusta is an irreversible march to a solution**

We don't doubt that if Famagusta is returned and revitalised, it won't stop there. It will ignite serious changes; it will be a start to another end. It will keep the ball rolling. Both the governing elites are worried about that, coz the ball will be on their side to make a move. They are afraid of change, but it will help people to realise the prospects.

**Obstacle 13: Stereotypes**

Self explaining.

**Obstacle 14: Presence of settlers on Cyprus soil**

C. It's a much bigger problem than it looks on the surface, especially with the property. Not only the population.

A. More settlers there is the bigger the solution overall.

Q. In what terms are they a problem? Why / how?

A. When they are eventually get rooted in Cyprus, there will be no chance to return the properties. They are increasing in numbers.

C. Particularly for Famagusta it's not a serious problem.

C. For me, the settlers that came after 1974, and they know Cyprus as a divided country and they came with a promise of land to them, and looting that land after 1974. The identity and the connection that they have with the GCs are not of the same quality with the TCs. now it's been 32 years, but they lived under different circumstances as the TCs before 1974.

A. When there is a solution and a plebiscite, they would most probably reject it. They are changing the demographics of Cyprus.

C. They have second and third generations.

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**Obstacle 15: Language**

Self explaining.

**Obstacle 16: Badly planned programmes/systems**

Bad planning/management. Programmes in the vision need to be planned properly. Programmes need to achieve their mission and their scope/mission.

**Obstacle 17: EU as a weak actor, not using the proper levers against different parties of conflict**

EU has the power to challenge the parties of conflict but dragging its feet. Remember how they toppled down the racist Jorge Heider government. In Austria a couple of years ago. They can do the same to Papadopoulos. Turkey is a negotiating country for full membership and it can also be squeezed for a solution.

**Obstacle 18: Continued mass transfer of population**

Famagusta is a divided city hosting a large number of settlers, who use GC land and properties. These people will never say yes to a solution. There is also an indirect transfer of population, 15thousand in Famagusta, changing the social scope of the city.

**Obstacle 19: The narrow mindedness and self-interest of voters is keeping politicians where they are**

Not only today, but it has been like that.

**Obstacle 20: Suspension of the EU acquis in the north creates privileges for everyone**

Now that the acquis is suspended, this creates privileges. None is controlling us; we are free to have human trafficking, build Where ever we want, sell-buy things illegally, illegal investment... etc. its time for the EU to place the acquis.

C. If you put the acquis, you are still free to invest.

A. But you still respect EU laws and regulations, environment.

C. But if the acquis is enforced in the north without being a member, how would you enforce the laws?

A. They have to find a way.

**Obstacle 21: Economical and financial problems**

With the settlers, non-residence, who will pay them to move? That's a big economical problem, and governments are afraid to touch it. It's a big burden on them.

**Obstacle 22: Social and psychological barriers preventing people from relocating residence**

I was referring to both to people who live there today who may need to move, but also to those who will move to Famagusta, those who has already built families and social environment. Elsewhere. There is a social issue to move anybody to move in/out of Famagusta.

C. It prevents the governments.

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**Obstacle 23: Grey wolves and other fanatics from both sides.**

The freed Famagusta will be a place of bringing together of the two communities and all fanatics from both sides will fight such a rapprochement.

**Obstacle 24: Lack of trust for UN and EU**

International bodies like UN and EU are guided by the political interests of their influential members and not by principles of justice and fairness. Thus both communities do not trust these bodies based on their past experiences. Under these circumstances it is very difficult to agree to major political arrangements for Famagusta that will be under the control of one of these international bodies.

**Obstacle 25: Hostile political environment that cultivates nationalism by not allowing the development of a shared Cypriot identity**

There is a political environment. That is against the reunification which doesn't allow people/groups to make major changes. E.g. to accept rewriting of the history books.

They cultivate nationalism and remain in the idea of being separated.

**Obstacle 26: Refusal to accept the 1979 high level agreement, particularly paragraph 5, as a still relevant and mandatory guideline to the negotiations**

The high level agreement says specifically that the return of Varosha should be considered before a comprehensive settlement. But the position of Turkey is that Varosha is part of a comprehensive settlement.

**Obstacle 27: Over-dependence of TCs on Turkey**

It has to do with the military, more than the army, like economical, financial. When it comes to go against turkey TCs change their minds.

C. More they are dependent more they have to obey its orders.

A. If settlers create their political parties etc. it would be a bigger problem to reach a solution.

**Obstacle 28: Failure of GC Famagustians to show how much they are longing to live in their town again**

Right after the invasion, people who had moved to Limassol were trying to secure housing at the eastern outskirts of the town, so that it would be easier to return! Poems were written and songs were composed about the town and its attractions. This is no longer the case and the impression is being created that Famagusta is no longer as important as it used to be to its inhabitants. People still care for its football clubs, Anorthosis and Salamina but otherwise interest is dying out and once the older generation is gone, the idea of the town will fade away completely. What is worse, the human tissue tends to disintegrate.

**Obstacle 29: Fear that laws will not be implemented**

They will use some laws against us. In our dream Famagusta, we will need to implement complex laws. This complexity will be used as propaganda against us; saying it will never be implemented. New Famagusta, new authority, new administration... more with the enforcement and the implementation of the laws than making those laws. This will be used against us by those who don't support a reunified Famagusta. All the safe guards will not be safe.

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**Obstacle 30: Purposeful and persistent fuzziness and squashing of the huge benefits of the return of Famagusta for everybody on the island by the politicians**

4 economists TC/GC tried to quantify what the return to Famagusta will cost for 2 years. When we presented this figure to the UNDP, the funding committee at least on the GC side were civil servants, they did not react positively. None has funded it our project, because of the fear of both sides. Politicians talk about static terms. It's a money multiplier.

**Obstacle 31: Gradual loss of people who were emotionally attached to the town**

There are psychological barriers, there is no pressure for Famagustian, they don't show that they want to return, the first generation is dying. The young generation is not as interested about going back.

**Obstacle 32: Manipulated public opinion in TCs that we cannot live in safety without existence of Turkish military**

When you talk to people on the street, they say the military must be pulled out first but they don't and we cannot change this. There's a created fear in people that if Turkish military leaves northern part of Cyprus, we are not able to defend ourselves and will be swallowed by Greek Cypriots.

**Obstacle 33: Turkey's ambition for EU membership is holding TCs as a hostage**

They want to keep the problem until they ensure their accession into the EU.

**Obstacle 34: The Doundas school of thought in the south and the deep state in the north**

Doundas school of thought is from early 80s, by the Greek ambassador to Cyprus, who started advocating a second best solution that we have to start thinking of partition rather than reunification which is the philosophy of the current government at the moment.

**Obstacle 35: Property dispute**

**Obstacle 36: Lack of courage and the fear of unknown**

**Obstacle 37: Poor leadership and poor management of the project**

In order to make our 'dream town' happen, inspired leadership as well as effective management are of utmost importance. It is a concern whether such leadership/ management are easily available.

**Obstacle 38: Delay in giving judgement by the ECHR**

Delays in giving judgment by the European Court of Human Rights: There are about 2000 cases against Turkey at the E.C.H.R. that will cost to Turkey more than 500 million Cyprus pounds. The total amount of compensation the Greek Cypriots can demand from Turkey is more than 100 billion pounds. Similarly the Turkish Cypriots are beginning to ask for compensation from the Republic of Cyprus. If the judgments at the E.C.H.R. are given swiftly both Governments will have to think of coming to a compromise and solve the problem of Famagusta and the Cyprus problem in general, in the near future.

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**Obstacle 39: Strategic position of Cyprus**

It is known that apart from the respective motherlands of the two communities, the major powers who are interested in the Middle East are also interested in Cyprus and thus their interests come before the interests of the Cypriots. It seems that it serves all these countries to keep the Cyprus Problem unsolved.

- a) Turkey is happy to keep the military control of the north but at the same time have a say in the south. Any solution for Cyprus must not force Turkey to relinquish her military control over Cyprus for her own safety. The other complication is that Turkey wants to use Cyprus as a bargaining chip for her entry into EU.
- b) Britain knows that if the Cyprus problem is solved permanently, her bases will be at risk. So she is trying to keep control of the situation by taking part in the efforts for a solution, if only to ensure that such a solution would not be stable and thus keep both sides dependent on her support. The Annan Plan was a perfect example to these efforts.
- c) United States relies on her close ally Britain to keep the possession of the bases.
- d) Russia, Germany and France are all eager to have a finger in the pie. Thus too many people trying to spoil the soup and the poor Cypriots becoming schizophrenics about who are their true friends.

**Obstacle 40: Losing of hope that things can be different**

**Obstacle 41: Military and strategic stake that the Turkish army specifically has in Famagusta (installations, forward positions, military use of the port)**

**Obstacle 42: Refugee problem****Obstacle 43: Typical Cypriot inefficiency, lack of follow-up, lack of mobilization**

Cypriots are not known for their efficiency and lack of follow up is a distinct characteristic of our actions. We get easily enthusiastic about doing things but after a while our enthusiasm dissipates and you are back to square one. Witness the marches of "Women Walk Home" and the numerous groups involved in rapprochement activities which as a rule are left halfway. The Greek Cypriot inability to respond to the fantastic rallies of Turkish Cypriots in the years that preceded the referenda is another indication of the lack of follow up and mobilization.

**Obstacle 44: Unrealistic idea for the majority of the public**

**Obstacle 45: 33 years later the GC side due to party politics has failed to come up with a clear, unified policy on the issue of Famagusta**

**Obstacle 46: Lack of forward-looking vision****Obstacle 47: Frustration and depression of inhabitants forced to watch the nightmare of devastated Varosha for over decades**

Varosha with its existing scenery was used to oppress the local community as a result of psychological warfare. People lost their hope and vision that it can be returned and rebuilt in a way to the benefit and welfare of all Famagustians.

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**Obstacle 48: Establishment of the eastern Mediterranean university in Famagusta**

It has two consequences. Because of the university, cost of living in Famagusta area is at an island record level and the economic power is in the hands of foreign investors from Turkey. Second, the high number of student population from Turkey creates negative impact on the social and cultural life of the city population. There are 10,000 students from Turkey; most of them ultra nationalists and imposing their own values.

**Obstacle 49: Alienation of TC and GC and both communities to Famagusta****Obstacle 50: Vested interests by hotel owners, both in the south and in the southern Turkish riviera**

The beauty of the 7 km long sandy beach of Famagusta cannot be matched by any other beach in Cyprus and also in the Turkish Riviera. If Famagusta opens, the hotels there will constitute a very tough competition for all the other hotels in our region because in addition to the beauty of the beach there is the know how by Famagusta hoteliers in running and marketing their hotels. This obstacle shows that Famagusta is not a tramp card in the hands of the Turkish negotiators as really the rest of the Republic of Cyprus does not want Famagusta to be liberated because of vested interests

**Obstacle 51: Elimination of any signs that GC were living in Famagusta****Obstacle 52: Using the word 'side' eliminates the possibility of commonality and shows the mental splitting****Obstacle 53: Presence of Turkish settlers in Famagusta specifically, whose role in a reunited town would be unclear and controversial****Obstacle 54: Lack of 'Cypriotness'****Obstacle 55: Fear of Famagustization of the Cyprus problem**

Although for Turkey the issue of Famagusta is faced as part of the overall Cyprus problem, the fact remains that Varosha was not in the plans of the Turkish military about Cyprus and the issue is still generic. The people of Famagusta did not really try to bring this out strongly enough, fearing that they may be accused of singling out the case of Famagusta, thus "Famagustasizing" the Cyprus issue. The fact remains though, that any move, any progress on Famagusta could serve as a sparkle towards the solution of the Cyprus problem.

**Obstacle 56: Growing interest of the Turkish/TC business elite in keeping Famagusta for itself and developing it for itself****Obstacle 57: Absence of bi-communal local initiatives at the citizen level**

As citizens of Cyprus, we are very static. We dislike taking initiatives to change our faith.

**Obstacle 58: Use of names Famagusta, Ammohostos, Varosha, Varosi, Gazi Magusa, and Marash to mean different areas for different people**

The use of so many names, implying different areas of the town, may create serious misunderstandings, between all parties involved.

**Obstacle 59: Construction boom after 2004 and the haphazard development of the city**

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**Obstacle 60:** Fact that the ROC authorities might be hesitant to accept a self-administered city under the EU within the territory of Cyprus

**Obstacle 61:** Xenophobia

**Obstacle 62:** Lack of cross voting to avoid polarisers rather than synthesisers being elected

**Obstacle 63:** Lack of understanding and discussion of citizenship subsidiarity, diversity, human rights and secularism

**Obstacle 64:** International community's apathy, ignorance and neglect of Cyprus

**Obstacle 65:** Poor enlightenment of the international community on the part of Famagustians' interests

**Obstacle 66:** Mind set of the GCs, considering themselves as the masters of the island and TCs as the new comers and minority

**Obstacle 67:** Possible hesitation of the owners and others to invest in Famagusta while the rest of the Cyprus problem is still unsolved

**Obstacle 68:** Great financial cost involved in the reconstruction of Varosha

**Obstacle 69:** Fear of some that the re-unification of Famagusta might pave the way for an integrative solution as opposed to a divisive solution

**Obstacle 70:** Absence of common sense of ownership of the cultural heritage of the city

**Obstacle 71:** Lack of TCs access and integration in the international community

**Obstacle 72:** Fear of the leaderships recognizing each other

The two leaderships are constantly going out of their way to show that they do not recognize the other side. As a result, communication at the leadership level is minimal and things that could be achieved are never touched upon. It is my conviction, that in the case of Famagusta, if the two mayors of the town could overcome political misgivings and come up with a couple of common projects with regard to Varosha and the walled city, under the guise of culture or antiquities, the EU would be forthcoming. This could in turn lead to political developments. Indeed if it were possible for the two communities to come u  
With joint programs, it would be more difficult for Turkey to oppose them.

**Obstacle 73:** Ethnocentric behaviour

All the discussions are centred on the community issues and we are trying to solve the problems from two sides instead of assuming a one single perspective.

C. The root of the problem.

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**Obstacle 74: Absence of one homogeneous Famagustian population**

The city is not divided or will not be shared only b/w TCs and GCs, the population there is divided and segregated. There are a lot of settlers, academics, students, who are not integrated and lack any connection. Currently people living there are not homogeneous. Even the current population, not the GCs. only 30% of the population is originated from Famagusta.

C. any vision for Famagusta must be acceptable to the majority of the Famagustian, which might pose an obstacle towards a common vision.

**Obstacle 75: Discrimination among current residents of Famagusta (segregation)**





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