



# Interreg



EUROPEAN UNION

## Danube Transnational Programme

### URBforDAN

## URBforDAN Participatory Approach Workshop Implementation Guidelines

### Workshop implementation Guidelines and Training



Developed by ZaVita d.o.o.

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## 1. Introduction

### 1.1. About the URBforDAN Project

Management and Utilization of Urban Forests as Natural Heritage in Danube Cities (with acronym URBforDAN) is an EU co-financed project, which was designed to deliver a change in urban forest management and utilization of ecosystem services. URBforDAN project is being implemented in 7 Danube Cities – Ljubljana (SLO), Vienna (AT), Budapest (HUN), Zagreb (CRO), Cluj-Napoca (ROM), Belgrade (SRB), and Ivano-Frankivsk (UA). Its' implementation is closely observed by 3 associated partner cities – Prague (CZE), Sarajevo (BIH), and Podgorica (MNE), as well as by the Food and Agriculture Organization of the United Nations.

Urban and Peri-urban Forests (UPF) in Danube Cities play an extremely important role as “green city lungs” - preserving the rich biodiversity of Europe and its vivid landscape. They also deliver many economically/socially important ecosystem services – UPF are key areas for experiencing natural/cultural heritage within cities, important tourist attractions, areas for recreation, and high quality of living.

All URBforDAN Cities face similar challenges – all manage substantial NH areas (mostly UPF) within their city limits. Due to their characteristics, they attract many users (citizens, tourists...), but also have many stakeholders (managers, owners, interest groups...) trying to manage those activities. Today, this is usually done without proper coordination of all stated key actors. UPF also lack appropriate infrastructure and equipment to cope with the ever-increasing number of users. Thus, UPF are under increasing pressure from a diverse set of activities, arising conflicts, and unsustainable use of resources – all leading to poor state of NH. Management of UPF in some cities is further challenged by the extreme fragmentation of the ownership (which is often mostly private).

This is why URBforDAN takes on the challenge of mobilization of key actors in URBforDAN Cities to ensure their active participation in integrated planning/management. Protection regimes, mapping/valuation of ecosystem services, and development ideas will be combined through a participatory process to deliver Integrated multi-use Management Plans for UPF on the strategic and operational level. UPF Danube Network will be established to strengthen the cooperation between key actors, ensure timely knowledge/best-practice sharing, dissemination/transferability of project outputs, and enable further capitalization. UPF managers, owners, and users will be equipped with management tools supporting the multi-purpose use of UPF and exploiting new opportunities for sustainable development. Participatory Planning & UPF Management Guidelines will be developed, based on lessons learned and best practices used.

### 1.2. About URBforDAN Workshop Guidelines

The overall aim of this document is to support URBforDAN partners in the implementation of the Participatory Approach and all URBforDAN related workshops with key stakeholders. This is not a comprehensive guide for the design and delivery of training, but rather a support tool for Project partners and workshop moderators/facilitators. Alongside Guidelines, it also includes Training Exercises used during the Participatory Approach Training.

It was designed and developed by a team of external experts from the company ZaVita d.o.o., tasked to provide expert support to the City of Ljubljana (Lead Partner) and the URBforDAN Partnership.

## 2. How to implement the Participatory Approach

### What is the Participatory Approach?

*“Public participation is the process by which an organization consults with interested or affected individuals, organizations, and government entities before making a decision. Public participation is two-way communication and collaborative problem solving with the goal of achieving better and more acceptable decisions.”*

Source: International Association for Public Participation – URL: [www.iap2.org](http://www.iap2.org)

The participatory approach to decision-making incorporates public participation as an integral part of the decision-making process. In practice, it enables ordinary people to play an active and influential part in decisions that affect their lives. In participatory approach:

- ✓ Work is based on mutual understanding and trust.
- ✓ Work is done in a constructive and open space for cooperation.
- ✓ Everyone has the right to actively and constructively participate.
- ✓ Local knowledge and context are highly valued.
- ✓ Participants co-create and democratically shape outcomes.
- ✓ Participants are motivated not only to co-create Plans but also to implement them.

*“Tell me and I will forget.  
Show me and I will remember.  
Involve me and I will understand.”*

a Chinese proverb

Participatory Approach:

- ✓ Makes people aware that the decision-maker is “working on something” and can act as a communication and promotion tool.
- ✓ Provides an “early warning system” about public needs, concerns, as well as expectations.
- ✓ Raises awareness and increases the sensitivity of the general public about the challenge in question.
- ✓ If public needs, concerns, and expectations are taken seriously, it enables constructive cooperation between all key stakeholders in the timely sharing of accurate information, as well as in the design of possible solutions – making the final plan widely accepted and endorsed. This makes it highly implementable and resilient.
- ✓ Creates learning platforms and allows the exploration of new concepts and ideas.
- ✓ Generates “the will-power” and “critical mass” for change of mindset, subsequently increasing the number of actors interested in its implementation.
- ✓ If implemented correctly, it will avoid or at least reduce costly time delays.
- ✓ Contributes to a “positive image” of the decision-maker and increases understanding of its’ goals and actions.
- ✓ Builds trust between decision-maker, stakeholders, and the general public.

### What is the added value of the Participatory Approach?

### How to ensure effective implementation of the Participatory Approach?

The participatory approach will be effective only if the decision-maker fully accepts public participation in light of a constructive attempt to improve final decisions. This decision is visible in the way workshops and other public participation events are organized and carried out by the decision-maker and his team.

To ensure effective implementation of the participatory approach we need to:

- ✓ Ensure full understanding of the current situation and challenges.
- ✓ Set clear focus and goals.
- ✓ Ensure early identification of critical issues.
- ✓ Present the decision-making process and key steps for public participation to participants.
- ✓ Actively engage and involve participants in key steps.
- ✓ Create a constructive and open atmosphere for cooperation and exchange of opinions.
- ✓ Present a clear, understandable, and well-argued rationale for the final decision, as well as how public participation improved the decision-making process.
- ✓ Ensure all participants get clear feedback on their proposals.

Creating constructive and open space for cooperation is essential for the successful implementation of the participatory approach in practice. This can be achieved through the following steps:

- ✓ Invite all relevant actors and stakeholders.
- ✓ Announce purpose, agenda, and expected timeline.
- ✓ Create a relaxed and constructive atmosphere - have fun!
- ✓ Don't give lectures, rather make an introduction and facilitate a workshop/meeting.
- ✓ If relevant, present some good practices or invite participants to visit good practices.
- ✓ Ensure active participation of all participants through various methods (e.g. "storm-writing", "brainstorming", "affinity process", "prioritization", etc.).
- ✓ Celebrate the diversity of opinions, but try to generate consensus.
- ✓ Make sure you use time efficiently and always finish on time - a few minutes earlier is even better.
- ✓ Summarize key conclusions.
- ✓ If you organize sequential workshops (e.g. in different planning steps):
  - Make sure you explain to participants how the results from the previous workshop/meeting were used in the progress of the project and how they will support today's workshop/meeting.
  - Announce the next workshop/meeting, its' rough date, and content.

### How to create constructive and open space for cooperation?

### Who is the facilitator?

The facilitator designs and facilitates the workshop – in effect, he/she is the workshop leader. His main task is to engage and involve all participants, facilitate their discussions and increase group effectiveness. The facilitator must act as an unbiased neutral party (without own agenda) and should not display any preference for any of the considered solutions. Regardless of his/her background, the facilitator should avoid acting as an expert and should remain focus on the quality of the participation process. It is his/her

job to build a safe and constructive atmosphere for a confrontation of opinions – not participants. The facilitator must remain flexible and adapt to unexpected situations.

### 3. How to organize and implement Participatory Approach Events

There are two aspects of each workshop, meeting, training, or any other type of event we must always consider – content issues and organizational issues.

#### 3.1. Key content related issues

In the URBforDAN project, there will be at least 4 types of workshops and other events devoted to Public Participation. To some extent they will be similar in their design, however, their intent will be quite different. This is why it is important to ask yourself the following questions before deciding how to implement a workshop:

What is the purpose of the Workshop?  
What do we want to achieve?

Different purposes dictate different approaches to the organization and implementation of the workshop. For example – we can meet to “share information”, “define challenges”, “identify alternatives”, “brainstorm about new opportunities”, “make decisions”, “plan actions”, etc.

Corresponding to the above options we must also decide on the level of public participation we expect. For example – we usually expect one out of the following 3 types of public participation – “to involve”, “to collaborate” and “to empower”. One might argue that we often organize events in order “to inform” and “to consult”, which is true. However, we have to be aware that the level of participation in such events is very limited, which is why we should always aim towards a higher level of participation.

Answers to the above-posed questions will to a large extent shape the design of the workshop and dictate its organizational aspects.

This is a very logical continuation of the thinking process from the previous step. We can expect a diverse array of outcomes/results, depending on the purpose of the workshop. For example – we can expect a “better informed and aware group”, “a list of challenges”, “a decision”, “a fully developed action plan”, etc.

What are the expected outcomes / results?

Regardless of the type of outcome/result, we need to know it before we can ask ourselves the following question...

How will participants achieve expected outcomes / results?

The first dilemma we must resolve in this step is linked to different approaches to the implementation of the workshop. For example – a workshop can be based on a “presentation-discussion approach”, “group work approach”, “round table approach”, “confrontation of opinions and arguments approach”, etc. When deciding on the overall approach we must always consider answers from previous steps, as some approaches are more suitable for achieving different purposes and outcomes/results.

The second dilemma is linked to the type of our participants, their motivation, their needs, and expectations, as we need to identify the best ways to motivate them for active participation. In different social

environments, different techniques can be effective, thus facilitators must be creative. For example – we can use “ice-breakers” if we need to relax the atmosphere or raise the level of activity of participants (e.g. after heavy lunch); we can also use “group-work exercises” to prevent participants from hiding in the mass, to mix stakeholder groups or to get answers from specific stakeholder groups; we can decide and take participants for a “filed work” to present concrete problems in real-time and space, etc.

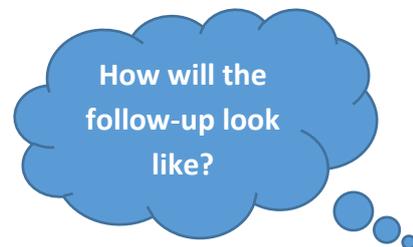
The third dilemma is linked to the presentation of baseline information. Here we must ask ourselves which information must be available to participants and which presentation technique should be applied. There are many techniques and tools available nowadays and facilitators should be creative in this respect. But we must always keep in mind who our participants are and to what technique they will respond best.

The fourth dilemma is linked to the necessity to finalize workshop outcomes/results. We all know that time is very elusive, especially when participants have fun and get creative. Subsequently, time management and effectiveness of the group work are essential in ensuring workshop outcomes/results. This is also why facilitators must know from the start which level of finalization of outcomes/results do we need to ensure. For example – is it enough, if we deliver only draft versions, or is it fundamental to finalize and adopt outcomes/results.

It is also important to consider the decision-making process, which will be employed at the workshop – if this is relevant. There are possibilities how a decision can be reached – for example:

- **“The group decides”** – there are few possibilities within this approach, for example - unanimous decision making, majority voting, etc.
- **“The leader decides based on group discussion and expert advice”** – again, there are a few possibilities within this approach, for example – the leader decides based on argument recommendation from the group, the leader decides having only listened to group discussion, etc.

Follow-up is the last, but actually, one of the most important steps in workshop organization steps, especially when we are talking about a series of workshops. Participants need to know that their efforts and ideas were taken seriously and used for the purpose of the URBforDAN project.



It starts with workshop assessment – usually, participants are asked to assess several aspects of the workshop on a quick questionnaire. Analysis of such questionnaires can reveal and shortages of the workshop, which can be very useful for the organization of the next workshops.

A workshop report will be prepared for all URBforDAN workshops, describing the aim of the workshop, as well as its outcomes/results and key conclusions of the participatory process. Additionally, facilitators can consider other follow-up options – for example “a press release”, “Facebook/Instagram/Twitter feeds”, “publication of workshop outcomes/results on the web page”, etc.

In the URBforDAN project, special attention must be put on the transparency of the participatory approach. This means that every following workshop must start with a brief report on how outcomes/results from the previous workshop were incorporated in the URBforDAN project.

### 3.2. Key organizational issues

#### Who to invite and how many?

To avoid overcrowding and off-topic discussions make sure you invite only topic-relevant participants – you can use stakeholder analysis to help you decide who to invite. On the other hand, it is vital that representatives of all key stakeholder groups are present. In the participant selection process, it is wise to ask yourselves:

- *Are they interested in the topic? What is their motivation?*
- *Do they possess adequate background and knowledge to be able to participate?*
- *Are they representatives of their institutions/stakeholder groups and can they speak in its name? What is their expected position on the topic?*
- *Do participants from different groups know each other? Are they compatible? Can there be conflicts?*
- *Do they have special needs or expectations? Do they understand the language?*
- *How many people to invite? All of them / their representatives? Will they come? How to invite them?*

Selection of the venue and its organization can also contribute to the success or failure of the workshop, as the venue sets the conditions in which the workshop is held. When selecting and organizing the venue, one should consider the following check-list:

- ✓ The venue selected for the appropriate number of participants and in line with workshop needs – pay attention that you have enough space (is additional exercise space needed) and that venue suites your needs (e.g. accessibility, natural light, outdoor space, etc.).
- ✓ Venue reserved and reservation confirmed.
- ✓ Meeting room organized for the appropriate number of participants and in line with workshop needs – pay attention when selecting the sitting order, as some facilitation techniques have special demands – e.g. islands, U-sitting order, etc. Try to avoid plenary sitting order or a classroom setting.
- ✓ Reception desk set-up and equipped (e.g. presence list, name-tags, materials, agenda, etc.)
- ✓ Catering (if relevant) ordered and confirmed.
- ✓ All moderators/facilitators were selected, appropriately informed, and confirmed.
- ✓ Agenda prepared and confirmed by all moderators/facilitators.
- ✓ Presentations from all moderators/facilitators were prepared, collected, and reviewed.
- ✓ All needed workshop tools available and tested (e.g. microphone, projector, computer, flip-charts, pens/markers, facilitation tools, etc.).
- ✓ Minutes-writing, photography, and collection of outcomes/results organized.
- ✓ Translation ensured (if needed).
- ✓ Workshop follow-up organized.

#### Organization of the venue and catering

#### Announcement and invitation of participants

We have to make sure that workshop announcement is done in an appropriate (don't present just key information but also explain the purpose of the workshop) and timely manner – for example, send out "save the date" announcement at least 20-14 days and final invitation at least 10-7 days before the event. Confirmation must always be requested to know how many participants will attend. If food is served, do not forget about special needs – e.g. vegetarians, etc. If you organize the event outside of the city of residence of participants/moderators, bring them to

the event already the night before to avoid late arrivals.

### 3.3. Plan for the unexpected

No matter how much effort we put into planning and organization of a workshop, there is always a chance that something will not go according to the plan. This can not be avoided; thus, we must be prepared to react and adapt to new circumstances.

Some things are out of our control, but we can still prepare for “plan B” – for example:

- **Bad weather** – if we plan outdoor activities this might affect us, so make sure that you have a spare room or a roof over a part of the open area, which you can use if needed.
- **Unwilling participants** – we should always try to get to know our participants or at least their needs, challenges, and expectations. However, this is not always possible. In such cases, you can use several techniques to motivate participants to participate – for example, ice-breakers, group work, questionnaires, etc.
- **Destructive participants** – the solutions for unwilling participants will not be sufficient in such cases, thus we need to discover a way to neutralize them – we can limit open discussion and turn to “writing exercises”, ask other participants if they agree, and use the support of the majority, etc.
- **Availability of tools** – we are so used to certain tools (e.g. PowerPoint presentations, computers, etc.) that we are taken by surprise when suddenly – for example – there is no more electricity. To mitigate this, we should always consider a “low-tech” alternative approach.
- **Unexpected participants** – we usually know who we are inviting to the workshop. However, sometimes an unexpected participant might show up. For example – you have all your nice presentations and videos set up for a 2-hour workshop and then a blind person shows up. Or some foreign participants who don’t speak the language. Such cases are rare; however, it is the responsibility of the moderator/facilitator to make sure that all participants can participate – if you are not alone, one of your colleagues can sit next to such persons and assist them.
- **Unexpected events** – sometimes unexpected events might interrupt a workshop. They might be pleasant (e.g. Santa visiting you with presents) or not (e.g. an organized protest). In this case, it is the role of the moderator/facilitator to decide whether to accept or reject the interruption and navigate the workshop accordingly. Usually, a 15-minute break will allow you to focus on the unexpected event and then return the focus to the workshop.

Of course, in real life, there are many more un-planned scenarios that might and will happen. We should accept them, understand them and invite colleagues/participants to help us solve them. Remember, we are not alone in the workshop and such events might make our workshop memorable, thus even further strengthening our message.

We should change our plans, not our goals!

“Plans are made to be changed... It is how we are able to adapt and change them that counts!”

## 4. Participatory Approach Training Exercise

### 4.1. Introduction to the exercise

This training exercise is based on a “role-play scenario” in detail presented below. Its’ intent is to put trainees in a position of “participants in a decision-making process” and subsequently expose them to all advantages and disadvantages of the participatory approach. Although the exercise is based on a theoretical situation it was designed to simulate stereotype behavior of participants, create power-play situations, and draw out dilemmas liked potential trade-offs – all with intent to re-create real-life situations and simulate a participatory approach.

However, before you start with the exercise, it is important to emphasize a few things:

- ✓ The exercise is designed for groups from 8 – 10 participants (some roles can be played by 2 participants if needed). Due to the quality of the exercise, we suggest that bigger groups of trainees are appropriately divided into smaller groups (e.g. a group of 38 trainees is divided into 4 groups – for example 10/10/9/9).
- ✓ The exercise is designed as a guided “roll-play scenario”, meaning that at least 1 person (the Trainer) must know all details of the exercise. If you have a bigger group of trainees, you will need to assign more trainers – ideally 1 trainer per group.
- ✓ It is the responsibility of trainers to introduce participants to the exercise and then to observe their behavior throughout the duration of the exercise, without getting involved in the decision-making process (of course further explanations and instructions – if needed – can be provided). After the end of the exercises, it is up to the trainers to present their observations, comment/provide recommendations to participants and draw lessons learned. This is why it is important that trainers fully understand the logic, communication methods, goals, as well as practical aspect of the participatory approach.
- ✓ The exercise will only work, if participants are provided only with information on their “role-description cards” and if they agree to share with other participants only information is allowed to be shared.
- ✓ There is no rule on how trainees are divided into groups or how roles are distributed by them. However, we strongly suggest that diverse (institutionally/nationally mixed) groups are created by a random division of trainees into groups. We also suggest that trainees are assigned roles that are not linked to the role they play in reality – in order to force them out of their comfort zone.

### 4.2. Instructions for trainers

The most important task for trainers is to:

- Observe the groups, interactions, and behavior between different players – for example:
  - ✓ *Was everybody invited to participate? If not, did someone notice, and how much time did pass from the start of the game? Did someone react? Who was it?*
  - ✓ *Did someone behave out of the scope of the assigned role? Did you notice any destructive behavior?*
- Observe methods and tools used to ensure participatory process – for example:
  - ✓ *Were discussions constructive? If not, did someone take on the role of facilitator/mediator? Who was it?*

- ✓ *Which methods and tools were used for collecting and prioritizing ideas?*
  - ✓ *Did everybody participate in the creation of the final result? Which methods and tools were used for final decision-making? Was it participatory decision making or was the decision made by power-play?*
- Notice any other important “issues” related to the participatory decision-making process.
  - Make notes of their observations, compare them with other Trainers (if any) and prepare a summarized evaluation and feedback to participants.

### 4.3. The story-line

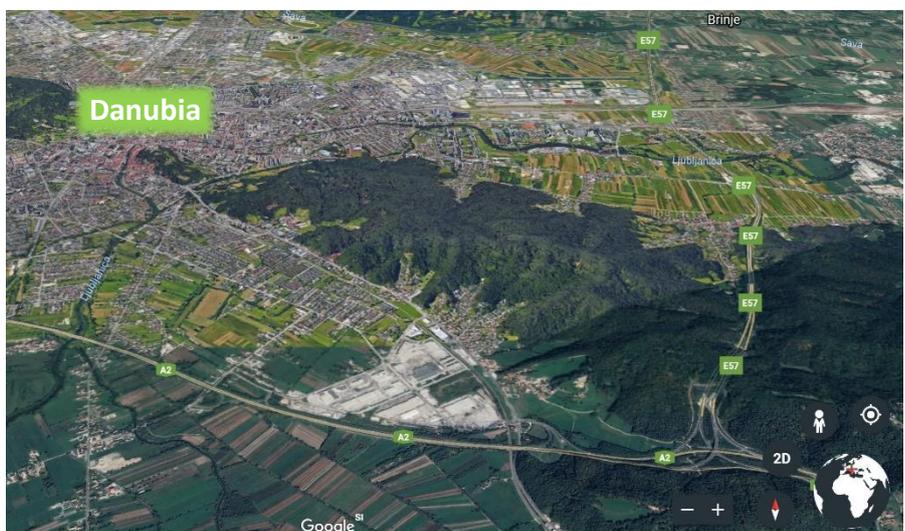
Welcome to the City of Danubia – one of the best-hidden jewels of the Danube Region. Many people have heard about it, but only a few have had the opportunity to visit it. And you are one of the chosen few!



It is located somewhere alongside the Danube river, on the contact between the hilly hinterland and a plain created by the river. Hills are predominantly forested and stretch all the way to the city center. The plain is predominantly agricultural and allowed the city to feed its citizens throughout centuries.

Danubia is a typical medium-sized European city with a population of around 500.000 citizens, a historical center alongside the Danube river, and several heavily urbanized areas stretching alongside main roads linking the city center and its suburbs.

As a crossroad of important traffic corridors from Roman times on, it has developed into vibrant commerce and services-oriented capital of its region. The industry left its mark on the city and its citizens, which is why citizens of Danubia today cherish a healthy living environment.



They are active in voicing their opinions and desires and healthy life-style is high on their agenda. They are

more and more aware of the importance of recreation, which they see as an important stress-release mechanism.

However, this increased interest in recreation resulted in increased pressures on urban green areas in the city. Moreover, one of their most popular recreational areas – the Look-out hill – is in predominant private ownership. Although nobody wants to prohibit free movement around the urban forest, the density of users has in recent years exponentially increased. This trend was not followed by the development of recreational and visitor management infrastructure and subsequently “owner-user” and “user-user” conflicts became more and more frequent.

In the last election, the Mayor promised “*more urban green areas and improved recreational infrastructure in the city*”. But after 1 year, nothing has been done. And after the accident involving a downhill cyclist and a small girl, tensions are high. Even owners started to raise their voices, pointing out other potentially dangerous situations, they can not prevent. All relevant media picked up the story and are wondering how the Mayor will respond.

As a keen monitor of public opinion, the Mayor feels the pressure and decides to share his view at a press conference. In front of a room full of journalists he makes the following statement:

*“The accident on the Look-out hill shows that I was right in my predictions – the city of Danubia needs more urban green areas and improved recreational infrastructure on the Look-out hill. You are well aware that we are in the process of preparation of a new Spatial Plan, which will result in more urban green areas. This is my long-term vision, which you supported in the last elections. However, it will take time to be realized. But I agree with you – something needs to be done right now! This is why I have already asked the City Planner to create a task force that will in a matter of 1-week present solutions for the Look-out hill. I will answer no questions today – all answers will be provided at the next press conference!”*

Hearing this, the City Planner (obviously shocked by the news) runs to his office and starts assembling the task force...

#### 4.4. The aim of the game

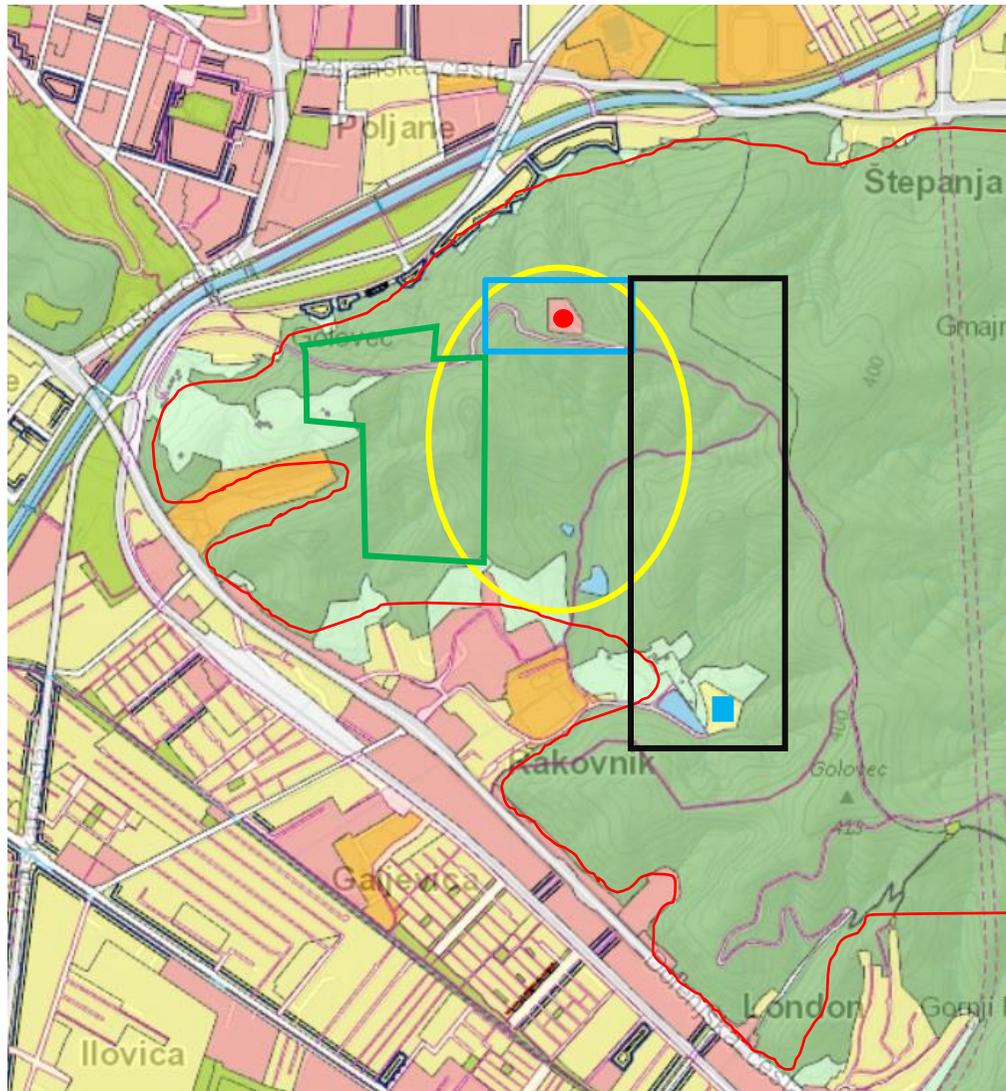
The overall aim of the game for each group is to reach a decision on the following topics:

- The City Planner must assemble the task force
- Decide on the spatial distribution of activities on the Look-out hill in agreement with forest owners and users – of course taking into account all existing protection regimes.
- Suggest a management and financing model (who, where, when, and from which funding source) for management of all recreational infrastructure on the Look-out hill.
- Suggest at least 1 method you will use to make sure that the plan will be actually implemented.
- Suggest at least 1 method you will use to monitor the long-term success of your solutions.

You were provided with a flip-chart sheet of paper and a map of the Look-out hill. Please use them to write down your solutions. After a break, the Mayor and Planner will jointly present your solutions, as well as explain how participatory your decision-making process really was.

## 4.5. Maps

### Land-use plan of the Look-out hill area with Urban forest borders, key existing points of interest, and ownership



#### Land uses:

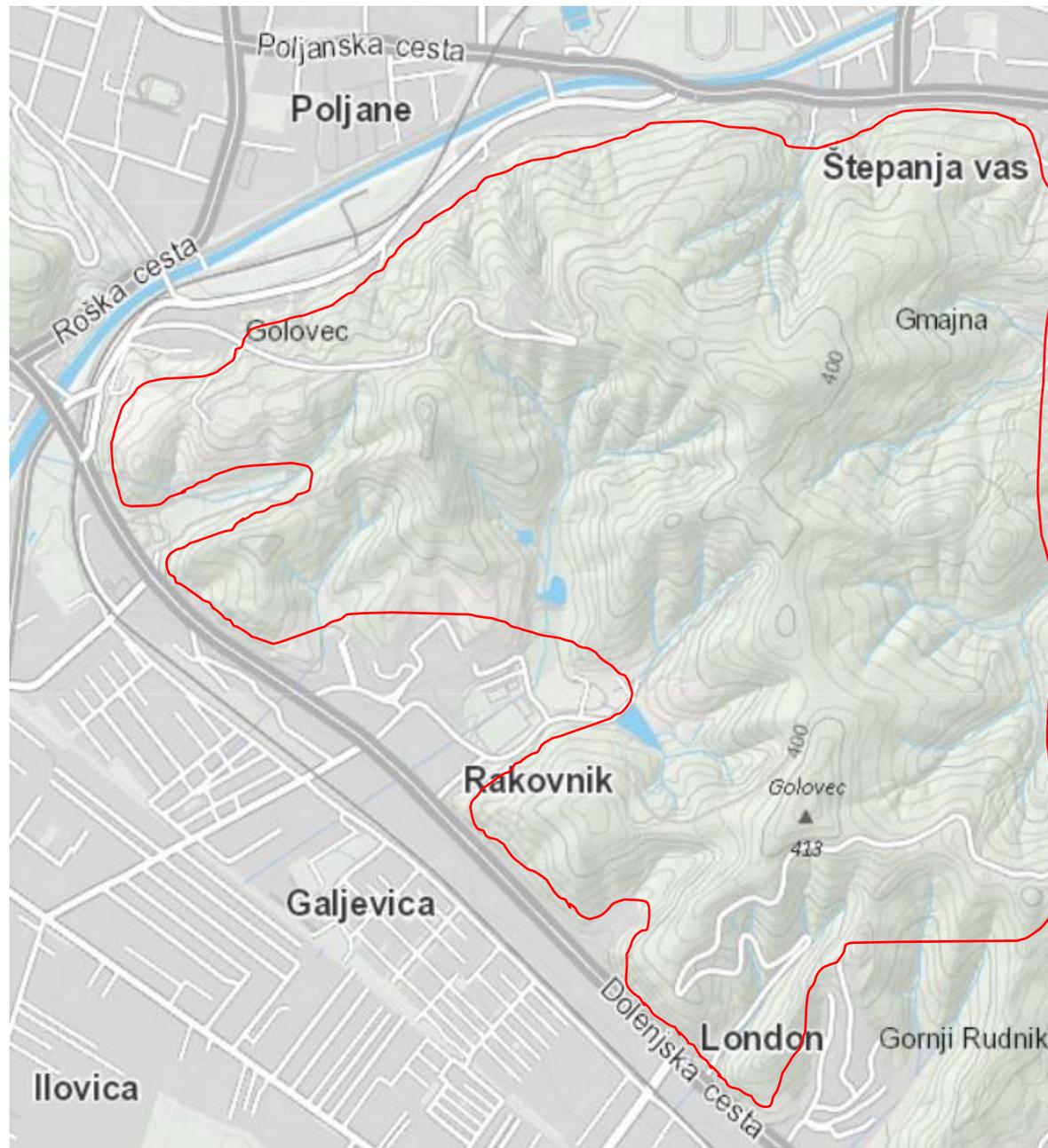
- Forest
- Meadows
- Roads
- Housing areas
- Commercial areas
- Tourism and recreation areas

#### Already existing points of interest with a short description:

- Protected habitat – recreation alongside main walking paths already has a negative impact on this habitat
- Villa of the Natural and Cultural Heritage Agency - protected as a cultural heritage site, but is currently in poor condition
- Abandoned location of the Fishermen Club – currently in poor condition

#### Current ownership on the Look-out hill:

- City of Danubia
- Natural and Cultural Heritage Agency
- Big Private Owner
- Small Private Owners

**Final decision map**

## 4.6. Role description cards

### THE MAYOR and THE PLANER

Instructions:	Role:	THE MAYOR and THE PLANER
<p><i>Read out loud during your initial presentation.</i></p> <p><i>You must openly share and argue these ideas with your group during discussion.</i></p>	<p><b>Your description and task:</b></p>	<p>Hello everybody!</p> <p>You probably already know us, but anyway, my name is <i>(say your name)</i> and I am the City Planner, and this is our distinguished Mayor <i>(say your name)</i>. I would like to thank all of you for responding to my invitation by <i>(say the selected invitation option)</i> and taking the time and participating in this process. I see not everybody was able to respond, so I hope they will join us later.</p> <p>I believe it would be fair to say that the City of Danubia has given clear priority to this matter. Our intentions are pure, we have no hidden agenda and we are looking for the best possible deal for everybody.</p> <p>We don't have much time, which is why we are asking you for an intensive and cooperative discussion. Our tasks are quite clear:</p> <ul style="list-style-type: none"> <li>- <b>Improve recreational infrastructure.</b></li> <li>- <b>Remove any reason for conflicts and ensure coordinated multi-purpose use of urban forests.</b></li> <li>- <b>Search for long-term solutions in the management of urban forests.</b></li> </ul> <p>I would like to invite all of you to present yourselves. Then we will start with the discussion.</p>
<p><i>You can lobby for these solutions and support them during discussion.</i></p>	<p><b>Hidden agenda:</b></p>	<p><u>You are the only 2 players who know all your secrets and agendas and must always work hand-in-hand and support each other! In the end – both you will pay “the ultimate price” if you don't succeed. This is why you should be highly motivated to bring this game to a successful end by fulfilling as many tasks as possible.</u></p> <p><u>But to do this, you need to attract other players</u> – each one of the task-force members might have a problem-solving idea, but their motivations might be hidden. And as experienced politicians, you know very well that everybody has a hidden agenda. It is your task to get them to tell you what it is and coordinate all the interests.</p> <p>But then again, you two always have an agenda up your sleeve... The city treasury is almost empty and you can't afford any major infrastructural works. As the City owns 15% of the forest, <u>you are interested to present the City of Danubia as a “good Samaritan” and you quickly offer your part of the forest for any potential investments</u> – you are willing to sell, rent or co-manage your forest with any potential user – of course <u>you would prefer any solution generating income</u>, which would allow you to finance further improvement of the recreational infrastructure!</p>

<p><i>These are your secret instructions and you must not show them or tell about them to any other team members!</i></p>	<p><b>Secret instructions:</b></p>	<p><b>0) COORDINATING THE GAME:</b> You must always keep in mind that you only have 1 h to complete all the tasks. This is why ideally you would spend:</p> <ul style="list-style-type: none"> <li>• 15 minutes or less on introductions and preliminary understanding of all interests.</li> <li>• 30 minutes on communication and a joint search for the best possible solutions.</li> <li>• 15 minutes on final solutions and preparation of the “flip chart” for reporting.</li> </ul> <p><b>1) ASSEMBLING THE TASK FORCE:</b> <u>The Planner must assemble the task force, but he is in a real hurry and must decide on one of the invitation options 1) Official letter / 2) Official e-mail / 3) Personal phone call. You can select only one option and include it in your introductory speech!</u></p> <p><b>2) DURING THE GAME (first 45 minutes):</b> You two are key moderators of the discussion and are constantly trying to understand and coordinate all the interests.</p> <p>The City Planner should always focus on the discussion and try to come up with the best possible solutions. If the discussion stalls, try to get it started again by new proposals, solutions, and even “undercover negotiations”. The Mayor can easily walk to some of the participants and try to “struck a new deal”.</p> <p><b>3) END OF THE GAME (last 15 minutes):</b> Try to close the discussion and get all participants to agree on the final solutions. Once you have them, you can write them on the “flip chart”. If the final decisions were not jointly developed and widely accepted, please present this in our presentation.</p>
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<p><i>These are your secret instructions and you must not show them or tell about them to any other team members!</i></p>	<p><b>Additional secret instructions:</b></p>	<p>If you notice that some participants are not responding to your invitation for communication and are not actively participating, feel free to try with the other 2 available methods... You do this by simply announcing: “We have sent out an additional invitation to the meeting by <u>(say the selected invitation option)</u> – but you can do this only 10 minutes after the first attempt!</p>
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## THE DIRECTOR OF THE NATURAL AND CULTURAL HERITAGE PROTECTION AGENCY

Instructions:	Role:	THE DIRECTOR OF THE NATURAL AND CULTURAL HERITAGE PROTECTION AGENCY
<p><i>Read out loud during your initial presentation.</i></p> <p><i>You must openly share and argument these ideas with your group during discussion.</i></p>	<p><b>Your description and task:</b></p>	<p>Hello everybody!</p> <p>My name is <i>(say your name)</i> and I am the director of the Natural and Cultural Heritage Protection Agency. I am here to inform you that Look-out hill is not only a recreation area but also an area of high biodiversity and landscape value. This is why our agency exists. It is our primary task to ensure protection and adequate management of the natural and cultural heritage on the Look-out hill.</p> <p>As 5 % forest owners we support the idea of multi-purpose use of urban forests. However, we must point out the environmental carrying capacity of this area. I must inform you that parts of the protected habitat have already been damaged – partially by visitors (especially downhill cyclists), but also by forest owners in this area, as they did not adapt forest management to the needs of the habitat. This is why we expect from the Mayor and the Planner that they will:</p> <ul style="list-style-type: none"> <li>- <b>Ensure coordinated multi-purpose use of urban forests and support only sustainable development.</b></li> <li>- <b>Reduce pressures from forestry and recreational activities on protected habitats.</b></li> </ul> <p>I want to say that we also support all ideas ensuring the development of proper interpretation and education activities.</p>
<p><i>You can lobby for these solutions and support them during discussion.</i></p>	<p><b>Hidden agenda:</b></p>	<p>What you did not say out loud is the fact that <u>you also own an old forest administration building – it is an old villa, which is in poor shape and you want to restore it.</u></p> <p>However, <u>you have no money</u> and the Mayor also told you (in confidence) that there is no more money in the city budget. So, <u>you are on the lookout for any potential partners with funding capacity.</u> The villa is anyway too big for your needs, so you would be willing to share about half of the space. This is why <u>you must secretly lobby for any solutions leading you towards this agenda.</u></p>
<p><i>These are your secret instructions and you must not show them or tell about them to any other team members!</i></p>	<p><b>Secret instructions:</b></p>	<p><b>1) ASSEMBLING THE TASK FORCE:</b> <u>You respond to the invitation from the City Planner only if you are invited by a personal phone call (please, listen to the introduction of the City Planner).</u> If you are not, then <u>you turn your back to the group and just ignore them for the first 15 minutes!</u></p> <p><u>After 15 minutes you just turn around, knock on the table, disrupt their discussions, and introduce yourself.</u></p> <p><b>2) DURING THE GAME (remaining 45 minutes):</b> You are a constructive participant. However, you support only solutions ensuring the good status of the protected habitat, preservation of the cultural/visual identity, and sustainable development.</p>

## THE PRESIDENT OF THE SOCIETY OF SMALL PRIVATE FOREST OWNERS

Instructions:	Role:	THE PRESIDENT OF THE SOCIETY OF SMALL PRIVATE FOREST OWNERS
<p><i>Read out loud during your initial presentation.</i></p> <p><i>You must openly share and argument these ideas with your group during discussion.</i></p>	<p><b>Your description and task:</b></p>	<p>Hello everybody!</p> <p>My name is <i>(say your name)</i> and I am the President of the Society of small private forest owners. We own 60% of all forests on the Look-out hill and we have established our society with the intent to join forces and improve our own forest management. We want to manage our forests as good and economically efficient forest owners. This is why we do not support any kind of restrictions in our operations.</p> <p>Although we support the multi-purpose use of forests, we also feel that forest owners should be compensated for the reduced economic potentials of their forests and higher costs of forest maintenance. This is why we expect from the Mayor and the Planner that they will:</p> <ul style="list-style-type: none"> <li>- <b>Ensure coordinated multi-purpose use of urban forests and ensure the safety of all citizens.</b></li> <li>- <b>Ensure compensation for forest owners.</b></li> </ul>
<p><i>You can lobby for these solutions and support them during discussion.</i></p>	<p><b>Hidden agenda:</b></p>	<p>You are well aware that the best forests for economic use are located in the eastern part of the Look-out hill. But you are also aware that the ownership in this part is very dispersed and that forests are not managed as they should be.</p> <p>Many of the small owners you represent would gladly sell their forests – for the right price! But the City budget is always out of money and <u>you are interested to find somebody to sell 10% of the forest to. But your condition is that whoever buys the forest agrees to multi-purpose use and allow recreational activities!</u></p>
<p><i>These are your secret instructions and you must not show them or tell about them to any other team members!</i></p>	<p><b>Secret instructions:</b></p>	<p><b>1) ASSEMBLING THE TASK FORCE:</b> <u>You respond to any kind of invitation from the City Planner to join the task force.</u></p> <p><b>2) DURING THE GAME (all 60 minutes):</b> You are a constructive participant.</p>

## THE BIG PRIVATE OWNER

Instructions:	Role:	THE BIG PRIVATE OWNER
<p><i>Read out loud during your initial presentation.</i></p> <p><i>You must openly share and argument these ideas with your group during discussion.</i></p>	<p><b>Your description and task:</b></p>	<p>Hello everybody!</p> <p>My name is <i>(say your name)</i> and I own 20% of the forest on the Look-out hill. I am here to express my concerns regarding the recreational use of my forests – as you all know I am a serious businessman and I take forestry seriously. This is why I want to manage my forests as a good and economically efficient forest owner. I don't care about other forest users – this is my forest and others must adapt to my needs first! I reject the idea of multi-purpose use, as it can be potentially dangerous. This is why we expect from the Mayor and the Planner that they will:</p> <ul style="list-style-type: none"> <li>- <b>Keep other users away from my forests and allow me to do my business as I see fit!</b></li> </ul>
<p><i>You can lobby for these solutions and support them during discussion.</i></p>	<p><b>Hidden agenda:</b></p>	<p>You are a classical economy-oriented forest owner. You own roughly 20% of all forest, and you only want to manage your forest as a good and economically efficient forest owner. You see all other forest uses as disruption of your economical activities and are against any multi-purpose use in your forests. Feel free to complain about visitors disrupting your workers and walking into potentially dangerous situations.</p> <p><u>However, you are always interested in widening your forest area to the East – you know that forests there are better than yours and would be willing to buy, trade, or switch with other forest owners – but only if such an idea is proposed by other participants first! If this happens, you must insist that all your forests are managed under a special regime – allowing multi-purpose use only from May – September! This is why you must secretly lobby for any such solutions.</u></p>
<p><i>These are your secret instructions and you must not show them or tell about them to any other team members!</i></p>	<p><b>Secret instructions:</b></p>	<p><b>1) ASSEMBLING THE TASK FORCE:</b> <u>You respond to the invitation from the City Planner only if you are invited by a personal phone call (please, listen to the introduction of the City Planner).</u></p> <p><u>If you are not, then you turn your back to the group and just ignore them! You only start communicating with the rest of the group, if the Mayor or the City Planner comes to you and personally invites you to join the game.</u></p> <p><u>If this does not happen for 30 minutes, then you just turn around, knock on the table, disrupt their discussions, and introduce yourself.</u></p> <p><b>2) DURING THE GAME (all 60 minutes):</b> <u>You are not a constructive participant at all. You only care about your own interests and respond to any suggestions which don't address your problems by "I don't care, as long as you stay out of my forest!"</u> However, if you see an opportunity to get what you want, you get very constructive very fast.</p>

## THE PARENT

Instructions:	Role:	THE PARENT
<p><i>Read out loud during your initial presentation.</i></p> <p><i>You must openly share and argument these ideas with your group during discussion.</i></p>	<p><b>Your description and task:</b></p>	<p>Hello everybody!</p> <p>My name is (<i>say your name</i>) and I am a representative of all parents in the City of Danubia. I am here because our families do not feel safe on the Look-out hill anymore. We oppose cyclists driving like crazy on the walking paths. This is why we expect from the Mayor and the Planner that they will:</p> <ul style="list-style-type: none"> <li>- <b>Ensure safe movement of pedestrians on walking paths.</b></li> <li>- <b>Build a playground for younger children.</b></li> <li>- <b>Build “a classroom in the open” and educational/thematic trails for older children.</b></li> </ul> <p>Additionally, I want to say that we also support all ideas ensuring safety, good access, improved quality, and new services.</p>
<p><i>You can lobby for these solutions and support them during discussion.</i></p>	<p><b>Hidden agenda:</b></p>	<p>You are a working parent, with a busy lifestyle. Between football practice and piano lessons, you have almost no time for yourself. This is why spending some quiet time on the Look-out hill with your kids occupied on the playground sounds great!</p> <p>And you know what would be even better? If you could park your car (<u>parking</u>) and have a cup of coffee in a good coffee shop (<u>building site for services</u>) nearby a peaceful and safe playground.</p> <p>This is why <u>you must secretly lobby for any solutions leading you towards this agenda.</u></p>
<p><i>These are your secret instructions and you must not show them or tell about them to any other team members!</i></p>	<p><b>Secret instructions:</b></p>	<p><b>1) ASSEMBLING THE TASK FORCE:</b> <u>You respond to any kind of invitation from the City Planner to join the task force.</u></p> <p><b>2) DURING THE GAME (first 45 minutes):</b> You are a constructive participant, but you strictly defend your position – safety first!</p> <p><b>3) END OF THE GAME (last 15 minutes):</b> As you are a busy parent with many obligations, you decide that the meeting simply takes too much of your time and <u>15 minutes before the end of the game</u> (trainers will give a signal) <u>you have to stand up and leave the discussion.</u></p> <p>If someone asks you where are you going just say: <u>“I don’t have the time for this! I have to pick up my kids in school!”</u></p> <p>After this, you are not allowed to participate in the discussion anymore, but feel free to observe the reaction and solutions of your group.</p>

## THE CYCLIST

Instructions:	Role:	THE CYCLIST
<p><i>Read out loud during your initial presentation.</i></p> <p><i>You must openly share and argue these ideas with your group during discussion.</i></p>	<p><b>Your description and task:</b></p>	<p>Hello everybody!</p> <p>My name is <i>(say your name)</i> and I am a representative of the Danubian Cyclist Club. I am here to explain the difference between “normal cyclists” and “downhill cyclists”. The vast majority of us are “normal cyclists” and the Club already enforces strict rules on how to cycle on walking paths. Of course, there are also “downhill cyclists” amongst us, which have a different way of moving around the area – we are looking for steeper and more challenging terrains. But I also want to say that we are in conflict with some forest owners who are destroying our jump-ramps and prohibiting us to carry out our activities.</p> <p>We are aware of the conflicts between hikers, forest owners, and downhill cyclists, but we also have the right to use the Look-out hill. It is just as much ours as it is yours. This is why we expect from the Mayor and the Planner that they will:</p> <ul style="list-style-type: none"> <li>- <b>Separate existing trails into walking-only and multi-purpose trails.</b></li> <li>- <b>Assign a location for a downhill polygon on 3 ha (for safety it will be closed for other users).</b></li> <li>- <b>Develop and enforce rules for all urban forest users.</b></li> </ul>
<p><i>You can lobby for these solutions and support them during discussion.</i></p>	<p><b>Hidden agenda:</b></p>	<p>You are an innovative person and you quickly see the opportunity to promote Danubia as a new “downhill capital” of the Danube region. You dream of organizing international downhill events and races... However, you need proper infrastructure, so the downhill polygon should have easy access, large parking and a bar with local beer is almost a must. But for this, you need <u>a building site</u>.</p> <p>This is why <u>you must secretly lobby for any solutions leading you towards this agenda</u>.</p>
<p><i>These are your secret instructions and you must not show them or tell about them to any other team members!</i></p>	<p><b>Secret instructions:</b></p>	<p><b>1) ASSEMBLING THE TASK FORCE:</b> <u>You respond to any kind of invitation from the City Planner to join the task force.</u></p> <p><b>2) DURING THE GAME (all 60 minutes):</b> You are a constructive participant. However, it is your position that forest owners who are not willing to manage their forest in a way that supports multi-functional use should sell it. But to whom? You don't have the money to buy the land, but you are sure that your downhill friends are enthusiasts and would be willing to build the downhill polygon for free. This is why <u>you must pay attention to suggestions from other participants and find somebody who might be interested to support your idea and would join forces with you.</u></p>

## THE INVESTOR

Instructions:	Role:	THE INVESTOR
<p><i>Read out loud during your initial presentation.</i></p> <p><i>You must openly share and argument these ideas with your group during discussion.</i></p>	<p><b>Your description and task:</b></p>	<p>Hello everybody!</p> <p>My name is (<i>say your name</i>) and I am an investor. I will not apologize for being late, as this meeting was called up at the last minute. But I am here to cooperate with similar-minded people. I specialize in eco-friendly adrenalin tourism and I am looking for a location to set up a paintball polygon. I see Look-out hill as a perfect investment opportunity, which is why I expect from the Mayor and the Planner that they will:</p> <ul style="list-style-type: none"> <li>- <b>Assign a location for a paintball polygon on 5 ha of a forested slope (for safety it will be closed for other users).</b></li> </ul>
<p><i>You can lobby for these solutions and support them during discussion.</i></p>	<p><b>Hidden agenda:</b></p>	<p>You are a businessman, always on the lookout for the next investment opportunity and you are convinced that the paintball polygon is a great idea! However, you need proper infrastructure, so the paintball polygon should have easy access, large parking, and a picnic area. But for this, you need a building site. You must propose a site for the paintball polygon and defend it vigorously, regardless of all other arguments.</p> <p>But on the other hand, money can be made in many different ways... This is why you must also pay attention to suggestions from other participants and why you <u>must secretly lobby for any solutions leading you towards this agenda.</u></p>
<p><i>These are your secret instructions and you must not show them or tell about them to any other team members!</i></p>	<p><b>Secret instructions:</b></p>	<p><b>1) ASSEMBLING THE TASK FORCE:</b> You respond to any kind of invitation from the City Planner to join the task force. However, you are a very busy man and you <u>decide to start communicating with the others 10 minutes late.</u></p> <p><u>For the first 10 minutes turn your back to the group and ignore them!</u> When you decide to join the game, just knock on the table, disrupt their discussions, and introduce yourself.</p> <p><b>2) DURING THE GAME (all 60 minutes):</b> You are a constructive participant.</p> <p><u>If you recognize an interesting business opportunity for you, you can decide to drop your original idea (the paintball polygon) and decide to support another investment. However, you must wait at least 45 minutes (trainers will give a signal) before you offer this to the rest of the group.</u></p>