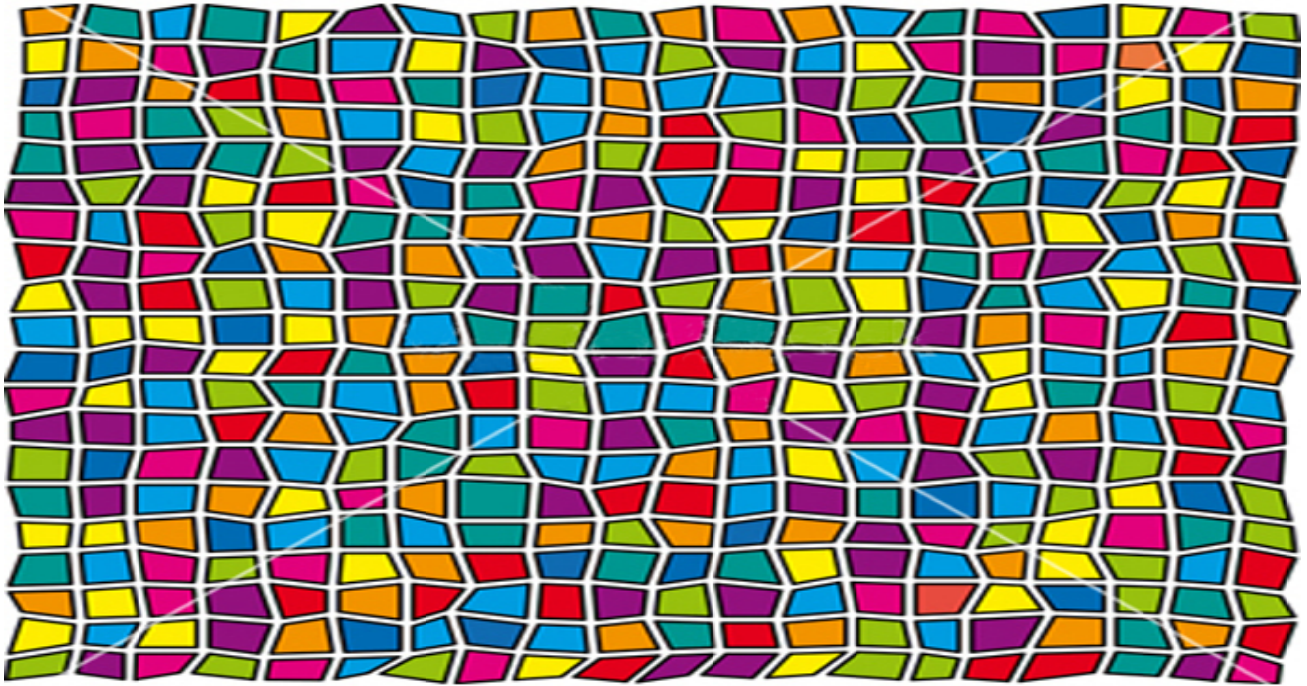


International Center on Conflict and Negotiation



Simulation Game

Handout for Training



Schweizerische Eidgenossenschaft
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Introduction

Recent events in Georgia show the challenging points of the integration process in the society. How this process will go on depends a lot on local community representatives, as well as CSO representatives, who put big effort in working on the issue. Different organizations are working on solutions, concentrating on human right questions and lobbying those rights on the institutional level. Many activities are dedicated to discussions of the possible solutions and formats: how should integration process be improved?

In order to start thinking about solutions on different levels, one should first of all answer the following questions: Why do we need integration? What are the problems that communities face during the process of integration on local as well as institutional level? How important are those problems? On which levels are solutions found?

Communities and personalities have concrete visions, and those visions are difficult to change, if one does not change the perspective, mostly society does not realize that problems are existing, therefore, it is difficult to start thinking about ways of solution. There is a need in society, to first of all open the topic, open the discussion, try to change perspective and look at the process of integration from different lens.

In order to react on this problem, ICCN in cooperation with CRISP e.V planned and implemented a project “Imagine the Change”, with the support of Swiss Embassy. The main aim of the project was to introduce Georgian CSO representatives from different regions tool of simulation games for fostering further use of the tool.

In frames of the project Organizers invited representatives from 13 NGOs on the Kick of Training of Trainers, where participants had a chance to get acquainted with simulation game and plan the follow up activities. In total, 6 follow up events were implemented in different parts of Georgia. At the Final meeting participants evaluated the activities, as well as the structure of simulation game itself.

Simulation Game presented below has been created and prepared for publishing in frames of the project.

a) Definition

A **simulation game** is

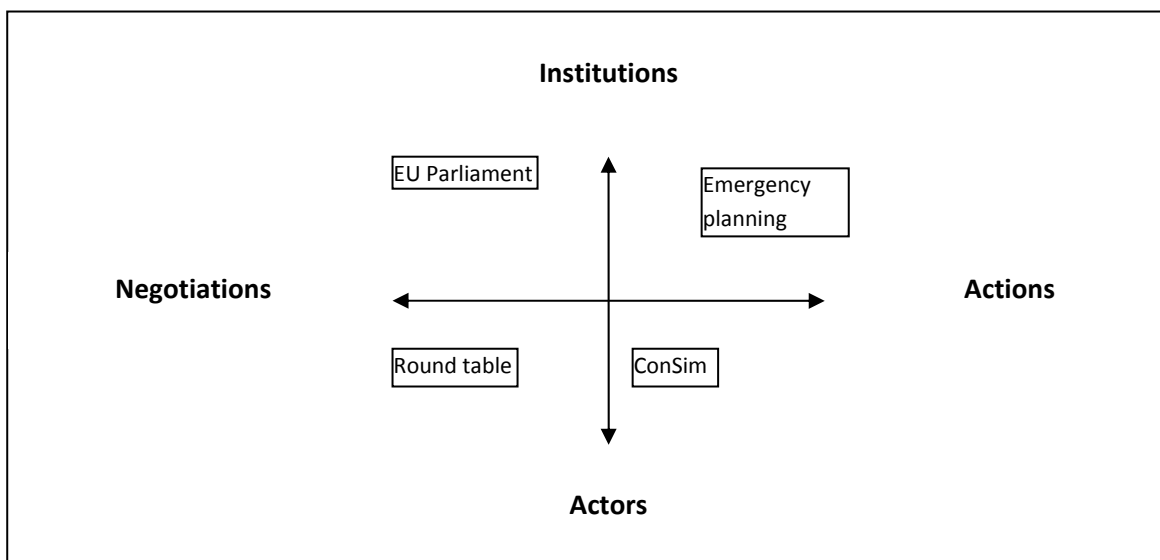
“a relative open political or economical [or social] problem situation which is educational-didactical simplified and demands any kind of a solution“

“a didactical method/activity, in which many participants separate in different groups and interact in given roles and different scenes“

The three elements of a simulation game:

1. Simulation = Model of reality → constructed and simplified; cannot be totally objective
2. Role play → participant becomes active and influence the development of the game dynamic
3. Rules → interaction between participants is organized

b) Variety of simulation games



Further possibilities:

- reality vs. fiction
- Different levels: local/national/international
- Formalisation: interaction very formalized vs. free negotiations

c) Learning goals

- Get easier in contact with unknown people/groups due to role-playing
- Reflecting personal opinions through the change of perspective
- Increase empathy
- Motivation/Understanding of topic/simulated reality (institutions/conflict)
- Understanding of actors

- Developing & testing new strategies in a safe environment
- Negotiating skills
- Team work
- Self-Awareness/self-reflection (how I act under pressure/how do I handle conflicts/how do I handle my role and my personal opinions?)

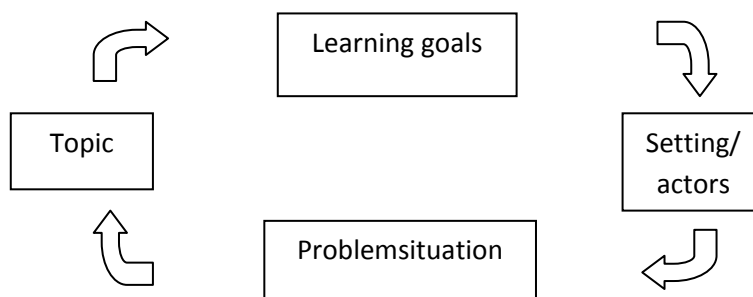
d) Checklist

1. **Overall topic/content** of the game or seminar: What is the main topic?
2. Definition of **learning goals**: What is the purpose of the game? What should the participants learn?
3. **Problem situation**
4. **Setting**: In which framework the participants should try to solve/handle the problem situation? What is the focus?

Example: Simulation game in a seminar on environmental protection

1. Learning goals: The participants should learn how prepare and present an argument
2. Overall topic: Environment Protection
3. Problem situation: In a small town a new industrial factory should be build. This would bring the town the deeply needed employment possibilities. However, to build the factory, some parts of a national park must be destroyed. Also, some groups fear massive pollution and health risk for the town's inhabitants.
4. Setting: The town council
 - a. Actors (groups)
 - b. Timeframe/schedule/rules
 - c. Final decision, voting

Of course, the design is a process in which each step influences again the other steps.



a. Game Structure

Based on the game scenario, the facilitator needs to draw out the game structure, how will the simulation practically take place? It is important to define the different time units for the participants for the sake of their strategic planning. For example, how long the conference will last, how much time they have for negotiations and so on. A possible structure could be:

- i. Planning phase
- ii. Working in small working-groups
- iii. Free negotiations 1
- iv. Lunch
- v. Free negotiations 2
- vi. Free negotiations 3
- vii. Final conference

Some simulations will require certain type of settings; thus, the facilitator should consider the following before the day of the simulation, as follows;

- *Formal versus informal*: To assist the participants in getting into the role, the setting should be adequate regarding the scenario given.

For example: Simulation on the Security Council – conference setting: organization of the tables, flags disposition on the tables, water bottles, name tags with the representing countries, etc.

- *Number of rooms (some or all actor groups could have their own, private room)*: This is especially recommended if you include a press team in your simulation

- *Enough space (outside)*: Especially for simulation games that include many informal negotiations, it is thus helpful for the participants to have enough physical space, to hold private and undisclosed conversations.

At the beginning of the simulation, it is important that the facilitator explains the rules and procedures in detail, so that every participant is fully aware of his/her tasks during the game. It is also crucial to make it as easy as possible for the participants to get into their roles, (the facilitator can always come up with new ways), as follows;

1- *Crossing a line*: after crossing the line, the participants become the characters (actors) of the simulation game. Thus, before they cross the line between the reality and the simulation, the participants should state their real name out loud, afterwards they can say: *Now I'm the president of Xland*, for instance.

2- Giving the participants *name-tags* with their actor's name as well as their position/function, helps the participants feel more comfortable in the acting role they are simulating. Furthermore, this also helps the other actors to easily notice their fellow actors.

Scenario

Polinaria

Main Goal: Find Optimal resolution for the existing situation

Facts: Polinaria is a village, located at the Polirian border region. Population's main income resource is agriculture. There is one public school, where lessons are held in Polirian language. There is a local newspaper, which is the main source for the population to get information.

History: Polinaria as a border region was always special because of diversity and Multinational population. Majority of citizens were Polirians and representatives of neighbor state Aliria. Unfortunately, political tensions caused a conflict between Aliria and Poliria 30 years ago. Polinarian families declined to live with Alirians and state asked for Alirian government to recall their citizens to their own territory. This has been followed with **riots** by Alirians, which ended with clashes and death. This process contributed hostility relationship toward Alirians in Polinaria and they declined all kind of relationship between each other. **But, nowadays relationship between two states are stable, citizens are free to cross the border, trade relations are also established.**

Polirian Socio Political system

Poliria is Unitarian state and as all administrative districts, Polinaria is under the rule of central government. Main decision making body of Polinaria is local municipality, which connects Polinaria with the other state bodies. Municipality transfers information about local problems and challenges to the state level for finding the solutions on local level.

Every man, who is 60 years old, can become a member of elderly council. Council holds meetings monthly, to discuss with local population what is happening in Polinaria, if there are any problems, challenges and how those problems can be solved on the local level. Issues and ideas discussed on the meeting, have quite big influence on the actions of the local community. Although they are informal decisions. Municipality is not responsible for taking into account those decisions, however, because of the reputation of elderly council, Chairman tries to cooperate with the council for a better relationship with the population.

Polirian population is a follower of Mandurizm (religion), which plays big role in their everyday life. Priest has a very good reputation among population, and very often his opinion influences general point of view of the community on different issues. Mandurizm followers do not accept close relationships with the representatives of other religions, also they think, that man is a head of the family, and the role of woman should be limited to being a housewife. The only profession that women can choose is being a teacher at school.

Description of the situation:

Family of Valverde has recently moved to Polinaria. Before this family has been living in the neighboring state of Poliria: small town of Aliria, Kalun. Family is represented by mother, EdaValverde, who's main income depends on selling homemade cakes, Father, Konrad Valverde, who tries to find a new job, as unemployment in Aliria is very high. They have a child: Alfred Valverde, who is finishing school and wants to continue his studies at the university. Family members know Polirian language, as old friend of Konrad, who is a businessperson (GorgVist) in Polinaria, offered him a job and they started to learn the language and soon decided to move to Polinaria. Beside, EdaValverde spent her childhood in Polinaria, and she was helping her family to learn the language. However, their language skills are not sufficient, which is a big challenge for the family. Especially, this causes problems for Alfred- as this is an obstacle in his educational process. Besides, this fact is challenging for family, as Polinarian population, coming out from the historical experience, does not like Alirians to come and live in their village. And is not ready for living together. Another challenge is religion: which is even bigger obstacle. Polinarian population can not except the representatives of other religion to live in their community.

Few families, living in Polinaria, are very skeptical about new inhabitants. Elenor Vasiliki, who is a teacher at local school, Does not like this fact because of her religious views.Elenor Teaches Polirian language and literature at school. She is very traditional and conservative personality. Also people, who are involved in the local business, don't trust family of Valverde. They think, that they are acting according to Alirian policy.

As mentioned above, Family of Valverde also has friends, who encouraged them to come to Polinaria. They support integration of the family in the local community. Decision makers, such as Dante Martis. Chairman of the municipality. And school director, Ales Barbaro, try to be more neutral. The opinion of elderly is very important for the local community.

For passing the national exams, one should also pass exam in Polinarian Language and Literature, which is not so easy for the student, who has just arrived to Poliria.

Family of Vists (friends of Valverde family) has the biggest shop in Polinaria. Gorgvist wants Konrad Valverde to become a manager of the shop. If this happens, family will have enough income, will stay in Polinaria **and secure** qualified education for Alfred. On the other hand, GorgVist has a dilemma: if the foreigner will become a manager of the shop, number of customers might lower, because of conservative visions. Gorg Vist is also ready, to support Eda Valverde to be consultant in the shop. However, this irritates other staff of the shop and community in general, as she is a foreigner and woman, woman cannot work in such places according to the rules of religion.

Konrad Valverde gets 60 years old soon. Therefore, he can become a member of elderly council. Of course, opinions among population are quite ambivalent: they do not want to break the rule on one hand, while on the other; they do not want to have a foreigner amongst elderly.

Schedule:

10:00-11:00 – Mapping: Creating links between the actors

11:00-11:30 - Stepping in to the roles

11:30 – 12:00 - First month: First interactions, working in interest groups and actions

12:00-12:15 - Community gathering

12:15 – 13:00 - Free negotiations and actions

13:00-14:00 - Break

14:00-14:15 - Community gathering

14:15 – 15:00 - Free negotiations and actions

15:00-15:15 - Community gathering: making a decision

15:15-15:30 - Final Actions

15:30-16:00 - Stepping out of the role

16:00-16:30 - Break

16:30-18:00 - Evaluation

Procedure:

For taking an action, you should fill in action form, which should include description of the action, concrete time and place, names of involved persons and their signatures. Action form should be handed in to supervisors, who will evaluate how realistic the action is, and if you have enough resources for it's implementation. After supervisor's confirmation, you can implement the action and inform press about it.

Action's should be planned in accordance to you goals and role profiles!

Actor:

Time:

Action Description:**Signature of Participants****Decision of facilitators**

Name: Alen Peri

Status: Salesman at Vists Shop

Personal Information:

It has been years since you are working at the shop with Gorg Visti. Right after finishing the school, Gorg has helped you to find a job. You are thankful for that, though you are afraid to lose your job because of new arrived family.

Aims:

On the one hand, you cannot leave the shop, though you don't want the management to be handed over to foreigners. Polinarian traditions are very important for you; therefore you cannot allow working with women. Despite of that, she is your competitor; her career development is totally against of Polinarian traditions. Besides, you think that such decision will decrease the number of customers at the shop and there won't be a need of two salesperson. You are trying to share your thoughts about possible economic difficulties with Gorg Visti.

Name: Ales Barbaro

Status: Headmaster of Polinarian Public School

Personal information:

It has been year that you are the Headmaster of Polinarian Public School. This position is live long achievement for you, the school is your name that is why you always try maximally to keep calm and have harmony in the school. You treat students as your own kids, despite of their origin. Religion has a huge place in your life. IndireBalatini is your childhood friend; this has stipulated your interest in religion and being close to religious representatives.

Goals:

Your aim is to keep the balance between conservative teacher and newly transferred student. But the law does not allow you to give Diploma if a student has fail in one subject. You are friends with teachers and their families. Also, you are friends with conservative teacher. However, you want to become friends with newly transferred students as well and help him in integration. As a person with administrative position you are friends with the governor, who happens to be you former student, and you try to gain his benevolence so that he takes care of the school. Because of religious views you oppose the employment of EdaValder in the shop, but this does not hinder you to have positive attitude towards her child.

Name: Alfred Valverde

Status: Valverde Family, Child

Personal Information:

Your are 16 years old youngster. In 2 years you will finish your Highs school and you wish to apply for university to study Political Science. Your dream is to become a Diplomat on international elvel. But deriving from the fact that you started learning Polirian language not so long ago, you are not fluent in Polirian, which is a barrier for you to achieve your goal, because in order to apply for university you must first finish school successfully and pass Polirian language and literature exam. When you are criticized, your reaction quite acute. Impulsive nature of yours is a barrier to develop good relationship with your teachers.

Goals:

Your main goal is to finish highschool and apply for the university, you devote most of your time to studying and to learn Polirian language.

You appreciate the culture of the village, but mentally you are more connected to Alirian culture which makes the integration process complicated. Also, your views on life are more liberal, than the views of followers of Mandurism.

You are easily provoked when someone is concerned with your culture; when you have time, you try to help your mother.

Name: Dante Martis

Status: Governor of Polinaria

Personal Information:

You have achieved success in a very young age and became the governor of Polinaria.

On the one hand, this fact makes society feel emphatically towards you and on the other hand, it causes the skepticism of conservators. You try to keep stable and balanced position. Though, you are interested by career development and promotion opportunities. You have experience in relations with Alirian state representatives and you believe that things that happened before must be left in the past.

Aims:

In fact, you are the only official person who connects the village with the state bodies. You provide information about ongoing processes in the region to state level and you are able to inform high level authorities about existing problems. In order to help the integration process, you aim to keep balance between the residents and the newcomers of the village. At the same time, you wish to avoid irritation of the conservatively minded people. You perceive the Council of Elders as Competitor and their power annoys you. Though you try to hide this attitude as it doesn't fit to your interest to irritate the council of elders.

Name: Eda Valverde

Status: Family of Valverds, Mother

Personal information:

Your mother originally comes from Polinaria, though in your early age, your family has moved to Aliria. You are a housewife and your main job is family business, in particular sailing cakes. You spend the most of your time on home business. You have an apple garden, which helps you to make and release cakes at a local shop for low price. Your business will go better, if Konrad will become a shop manager, but you wish to be employed at the same shop, as Gorg Vist suggested you saleswomen position and it's financially attractive for you.

Aims:

Your main aim is to give proper education to your daughter. You speak Polirian language best, as you are half Polinarian and you taught this language to your daughter and husband. Your aim is the economical welfare of your family and to provide good education for your daughter, so you are ready to do everything for that. You want to be involved in the Social life of Polinaria more actively. You are also ready to start working at the shop, despite of the society opinion and religious beliefs in Polinaria. Your values differ from the existed religious beliefs in the village. You are especially against the lack of women's role in society; therefore, you want to speak out for these issues, to talk openly with the residents and give an example to local women by your activeness.

Name: Ela Vasiliki

Status: Schoolgirl, daughter of Elenor Vasiliki

Personal Information

You are a classmate of Alfred Vasiliki. Despite the fact that you have been raised at traditional family and your mother was strongly against your friendship with foreigners, you are the best friend of Alfred and you often help him to do homeworks. Your views differ from traditional Polinarian beliefs, that's why you often have conflict with your parents.

Aims:

You aim to become a successful woman. To receive education and to create successful career, which is impossible due to your family traditions. Your parents never recognize such a lifestyle. Though, you are ready to fight for your future, even it will cost you family rejection. You are protecting the rights of new arrived family and you believe that Eda Valverde is an exemplary woman, as she stands against family tradition and public resistance, for her family and personal development.

Name: Elenor Vasiliki

Status: Teacher of Polinarian Language and Literature at Polinarian School

Personal Information:

You are a Teacher of Polinarian Language and Literature at Polinarian Public School. You have already taught several generations, including the governor of Polinaria.

You were growing up in a conservative family, which has clearly reflected on your views: You do not like new settlers in your village and you try to exclude/reject them. You are very strict with those students who do not know Polirian language well and are not familiar with Polinarian culture. You are a religious person and you completely oppose Eda Valverde's employment, because for you the employment of woman in places like shop is absolutely unacceptable. On the other hand you think that for your daughter, who is more liberal compared to you, this kind of action will be a bad example. For you communication with Alirians is a source of negative emotions also because of previous conflicts. You consider them a nation who cannot be trusted.

Goals:

Your aim is to make your students love Polirian language, literature and culture. For you it is very important the origin of your students and you will maximally oppose the integration of newly arrived families in society. You try to use your personal connection with the governor, so that he stands against the integration of this family in Polinaria. Also, you try to convince the headmaster of the school, that Alfred Vakverdi should be expelled from the school because of low attendance. Your goal is that your child becomes successful teacher and follows Polinarian tradition till the end.

Name: Gorg Visti

Status: Family friend of Valverds, owner of the shop

Personal information:

You are the most successful local entrepreneur in the village and you have got a quite big shop, your service is used by the whole residents. When you was young, you had a friend from Kalun, and you have recently suggested him to move to Polinaria and work at your shop. You were raised at a very liberal family; therefore communications with foreigners and welcoming different people is not a problem for you.

Aims:

Your job as an entrepreneur is to keep the customer satisfaction, but at the same time you want to help your friend Konrad. If you will pass the store management to him and his wife will become the saleswoman, their family income will increase. On the other hand you have concerns that, this will decrease the number of your customers as the conservative part of the society will not appreciate such decision. Residents might refuse to buy something from the shop where women are working, but at the same time you want society to become more open, so you are ready to go on this risk.

Name: Ilia Perman

Status: Newspaper Polinarian Times, editor

Personal Information:

You are the editor of the newspaper **Polinarian Times**. You have been the founder and inspirer of the newspaper years ago and the newspaper is the main source of the information today in Polinaria. You have the great trust from the residents and you try not to betray the interests of the Polinarians. You actively publish educational information about culture and traditions of the country and actively attend the religious gatherings. You constantly spread the news about honorable citizen's councils and the state decisions.

Aims:

Editor is supposed to introduce village news to the residents. The reporter helps him to gather necessary information. Editor is in charge of sorting events chronologically and introducing them to society and You will be working on online newspaper. You aim to keep the trust of the residents.

Name: Indre Balatini

Status: Highest clerical person – The leader of Mandurism followers in Polinaria

Personal Information:

You grew up in traditional Polinarian family. The religious education which you got in the city helped you to become clerical leader of Polinaria. For you religious values stand above all. You wish that each Polinarian becomes an active member of your church and puts religious vales on the first place.

Goals:

You actively try to use the local contacts, in order to influence current processes in Polinaria. The headmaster of the school in Polinaria is your friend. Being close to him helps you to have an influence on the views of new generation. You do not like the spreading of new settlers in Polinaria. Your aim is to make them accept the values of Mandurism, otherwise they have to leave Polinaria. Also, it is unacceptable for you the employment of women. If this happens, in the future this type of actions could continue, which will weaken religion and your influence on the society as of a church representative.

Name: Konrad Valverde

Status: Valverde Family, Father

Personal Information:

Konrad valverde has a wife and one child, unfortunately he did not manage the realization of his capabilities in his home country. Economic problems forced him to start finding a job in Poliria. During his youth years in one of the international youth camps he met GorgVist, a Polinarian youngster, who now after years has a successful business in his city. After finding out about Konrad's problems, Gorg offered him a help. The family of Valverde arrived in town, because the family of Vists promised help. On one hand Konrad could be given the management position in the shop, on the other hand her wife Eda could be offered vendor's position.

Goals:

Your main aim is to give your children education. Your older child, Alfred, is finishing high school this year and wants to apply for university. Father will do anything to support with this issue. You are not fluent in Polirian language, but you try to improve it. You actively defend your rights in Polinaria and want to become society's member with equal rights. Soon you will turn 60. According to Polinarian rules you should become a member of Honorary Citizens' Council, but the majority of Ploinarians are against you integration in the council.

Name: Ludo Borg

Status: Honorary Citizens Council of Polinaria

Personal information

You are the elder person at the Honorary Citizens Council of Polinaria, and you have the greatest respect in Polinaria. Your views always have influence on ongoing processes in the country. You wish that Polinaria keeps its traditions and you believe that it will be impossible if other nations will also live there. At the same time, you think that controversy between Polinaria and Aliria must not be forgotten. You look people from Aliria as your enemies and try to isolate from them as much as possible.

Aims:

You aim to keep homogeneity of polinaria and keep away especially Aliries, therefore you try to use your influence, though you keep control to refrain yourself from acute speeches. You try to act in a diplomatic way, to use all the sources for influence and achieve the desired goal: Valverds either have to receive all the rules of Polinaria or they must leave the country forever.

Name: Luisa Valverde

Status: Valverde Family, Teenage daughter

Personal Information:

You are 15. You draw exceptionally. Your dream is to become an artist and work in contemporary art scene. Your knowledge of art world is beyond for your age. For you art is a form of expression, which is totally ignored by the society where you live in. Being a girl it is incredibly difficult for you to pursue your dream and express yourself. You are also skilled in graffiti making. You speak some Polirian. You are free about your religious views, which is Oduism.

Goals:

Your dream is to participate in International Art Project abroad. The competition requests are to create an art piece in the street in your city, which will address problematic topic of the current situation in the society where you live in. You want to use your graffiti skills to participate in this project, but since society where you live in is very conservative your hands are locked and you are having trouble to realize your plans. Your goal is to create an art piece in the street which will be on "hot" issue addressing your society, which you know, will create a lot of discussion in your town.

Name: LumierKont

Status: Reporter at newspaper “Polinarian Times”

Personal Information:

You work as a reporter at the online newspaper “Polinatiran Tims”. Your task is to collect all the necessary information, photo material and give it to editor for distribution. Your mission is to get the most interesting information, to attend main events and meetings. It is important delivering the news to the public on time.

Goals:

Reporter is responsible for finding news, preparing them and passing them to announcer. She/he attends meetings. You think that in Polinaria news should be filtrated more, you do not support the path of the editor, which is making active propaganda of traditions and religious values via media.

You have much more free views, which provoke your protest. You try to give balanced information to the editor, but it often happens so that information after the check is being changed and public is getting edited information according to the editor. You think that the editor of the newspaper should be young, your type free thinker person, but will your risk to oppose the editor of the newspaper and become is competitor – this depend on your readiness.

Name: Mateo Lenti

Status: Secretary – Public School, NGO founder

Personal information:

You are the secretary of Headmaster of Polinarian Public School. You are following a religion which is different from Mandurism. But nobody knows about it. Oduism religion preaches freedom of thought, love, acceptance of all, and it concentrates a lot on meditation. It is your wish to express yourself but you never dare. A lot of times followers of Oduism are made fun of, but since you hide it you can never openly stand for Oduism. You have founded NGO, where your recruit volunteers, for you as well this is your voluntary work, but you put all your passion in it, as equal society and protection of human rights is one of the biggest interests for you.

Goals:

You want to express your religious views freely. You want to collect a petition and address the governor of Polinaria to give Oduism religion followers right to express them. Also you want to be protected from violence that comes from religious extremists. You relate Valverde family positively, because there are open-minded people. You receive main funding from religious organization, who believes in oduism and is located in Aliria. You want to organize big demonstration in support of free religion and equality in your town.

Name: VeniPento

Status: Nephew of the Highest clerical person, Working as a policeman

Personal Information:

You are the nephew of Indre Balatini. Your uncle's strong religious position gives you more or less freedom to behave as you want. Since he is respected by religious followers, your actions are not viewed as drastic and religious followers try to justify your actions by your deep religious views. Your actions include: aggressiveness towards foreigners, other religion followers, not respecting older people. Besides, you are a policeman.

Goals:

Your aim is to help your uncle to keep strong religious status. If he loses his strong status then you will also be punished for your aggressive behavior. You are doing all you can to support him and to make sure no one touches Mandurism religion values. Even if for doing this you have to use methods that no religion would approve. You have just started to work in local police office in the Polinaria and you want to be promoted.

After the game is over, it is very important to give chance to participants, to step out of the role, in same manner they have stepped in to the role. Afterwards, the simulation game is usually evaluated on different levels, such as: Personal/emotional, Process of simulation Game, and Simulation game as a tool.

Golden rule: Facilitators should interfere as less as possible and as much as needed.

In other words, the facilitator mostly motivates the players for an active and self-directed participation. As most of the participants are used to play a much passive role, the facilitator should accentuate this alternative learning atmosphere.

In general, the facilitator should not be judgmental on any questions raised: there are no ridiculous questions, only ridiculous answers. Of course the facilitator does not have to answer all questions, but try to elicit the answers from the participants.

Also, supporting and accepting alternative problem solving ideas is essential and not pushing for the facilitator's own ideas/solutions. Especially when the facilitator has to deal with **a group bigger than 20 participants, (s)he should consider involving more facilitators.** The number of team members varies according to the number of participants and the simulation's scenario.

The facilitator should be aware that the simulation is a learning process that needs supervision. Thus, (s)he should closely monitor the participants and assess progress, when necessary, and may also need to provide feedback. To assess learning, the facilitator must observe the participants, and analyze their decisions and results. This will assist the facilitator in understanding the progress of the participants and get involved if a problem occurs. For example, if the participants are having a hard time reaching a decision, the facilitator may start

to ask questions to stimulate the participants' decision making process. Again, the facilitator's role is to help the participants reach the decision not to give away answers. Also, another instance can be that at the beginning of the simulation, participants can be confused or discouraged. Here, it is the facilitator's duty to encourage the participants by praising them.

Another possible case is that participants could be ignorant of the issue or problem at hand; here the facilitator must play the role of the supervisor or leader by asking questions to challenge the participants.