

1A. Deputy Head of the Municipality (representative of the Mayor) and assistants

The mayor and his team of experts have selected one slum for implementation of a pilot project. This slum has existed for 25 years and is on land that belongs to the municipality. They have prioritised three streets in that area where the upgrading will start. This will entail that street lighting will be provided; streets will be widened and paved, thereby stimulating mixed use along the streets. Also these streets will be connected and integrated with the neighbouring areas.

This will now be presented to the community and the different stakeholders are invited to reflect on the government proposal, and if necessary come up with alternatives.

It is the secret intention of the government to make pollution control rules stricter after the upgrading so that these workplaces will have to go. Therefore they first try to push the tanners, potters and coppersmiths to the area close to the industrial zone, to then later on push them outside Ambedkar Nagar to the industrial zone.

You are not in favour of more trees but instead more parking spaces that will stimulate commercial activities in the area, which can improve municipal revenues through taxation. You also want wider roads to improve traffic flow in and around Ambedkar Nagar.

The Deputy Head will chair all meetings and inform everyone of the results of negotiations. He will announce the final plan.

1B. Assistant to the Deputy Head of the Municipality- Extra hidden agenda point

Keep this secret from the rest of the team

You are a 'friend' of Mr Das; therefore you spy for him and try to manipulate decisions in favour of your friend. You need to discuss secretly with Mr Das in order to find out what his preferences are and then try to manipulate the other players in your team. In return you will receive some benefits (money) from Das.

2A. Owners that live in the area and have no shops or workshops

SECRET: Do not share with other groups

These are people that make a living somewhere else in the slum, other go outside as daily labourers. Also some are middle income groups that could not find affordable housing in the city, but they work outside, mainly government jobs.

You do not want any major changes as you want to avoid displacement and resettlement. But in case resettlement is unavoidable you want to be resettled in Ambedkar Nagar or very close to it. You also want to limit the green/open spaces as that would lead to displacement.

You have to set your priorities, discuss these with the other two groups of residents to agree on one proposal for the location of waste bins, roads and open/green spaces.

2B. Home-owners who also have small shops in their houses

SECRET: do not show to other group members

These are people that have mini-shops selling grocery, prepared food, cigarettes etc. in their house. They want to be connected to the upgraded main road and they also lobby for smaller roads to be paved and better connected to the main upgraded road.

Also they want street lightning to be installed throughout the area so that their business can go on till late at night and women can go out for shopping in the evening.

You have to set your priorities, discuss these with the other two groups of residents to agree on one proposal for the location of waste bins, roads and open/green spaces.

2C. Tenants that rent from structure owners inside and outside the area

SECRET: Do not share with other groups

This is the group that rents from structure owners who live inside Ambedkar Nagar, either on the same plot or elsewhere. They also rent from politicians who live outside the area but have houses in Ambedkar Nagar.

They have heard that the municipality is going to regularise tenure of residents. They do not want to be evicted by their landlords. But they also want to stake a claim if there is any resettlement and hope that they will gain tenure security once resettled.

You have to set your priorities, discuss these with the other two groups of residents to agree on one proposal for the location of waste bins, roads and open/green spaces.

3A. Representatives of the cooperatives of the coppersmiths, potters and tanners

Secret: Do not share with other groups

This group consists of the potters, coppersmiths and leather tanners. The owners live above their workplace and are spread a bit throughout the area, but mostly closer to the industrial area. Some of them have illegal water connections from the industrial area. The coppersmiths and potters sell their products in the informal market. They have been threatened with eviction two years ago because of noise and environmental pollution and even local residents do not want them in the area. They formed associations, which come together often to discuss strategy and negotiate better. They generate a lot of local employment.

You want to remain where you are but can agree to the government proposal with some conditions.

There are different groups of entrepreneurs. They are however invited by the municipality as a group and only can speak with one voice.

You have to prioritize and then discuss with the shop owners to come up with one proposal.

You all want more parking spaces instead of open/green space for trucks, vans, carts etc. to transport your goods and raw materials.

3B. Representatives of shop owners

Secret: Do not share with other groups

This group consists of owners of vegetable shops, teashops, snacks shops, butchers, tailors, barbers, mobile repair, video lending libraries etc. spread throughout Ambedkar Nagar. They mostly operate from their homes but also rent space from other plot owners.

You want to stop the expansion of Mr Das as he is taking over too much of your business. Mr. Das tries to lobby with you for the road coming down next to his shop connecting to the shopping mall.

Basically you want to limit the number of people that have to be displaced and resettled as the more density around your shop the better.

You want to remain where you are but you want to be connected to the main road and want part of the budget for improvement of smaller roads.

You secretly support the environment group as they want to stop the expansion of the shop of Mr Das.

There are different groups of entrepreneurs. They are however invited by the municipality as a group and only can speak with one voice.

You have to prioritize and then discuss with the tanners, coppersmiths and potters representatives to come up with one proposal.

You all want more parking spaces instead of open/green spaces as that will attract people from outside the slum also.

3C. Mr Das

Secret: Do not share with anyone

You are very big shop-owner. Your shop covers two plots. You had threatened your neighbour and bought him out so that he left, after which you expanded your shop.

Next to and opposite your house there are two unoccupied plots that you would like to convert into parking spaces for your customers.

Also you want the road in front of your shop to be widened and paved. This road will improve the connection to the shopping mall which will then also generate more customers for your shop.

You try to manipulate shop-owners to vote in favour of your plan as you tell them by this road the accessibility to their shops will also improve.

You are well connected with some politicians outside and the assistant to the deputy head of the municipality is your "friend", you bribe him to lobby for you plans.

4. Women's group

They want speed limits, more green and playgrounds for children.

They are worried that traffic will increase; they want to be involved in the selection of streets for widening so that through traffic can be avoided.

They want to ensure that proper lighting of all streets, public toilet blocks and open spaces is part of the upgrading plan, even if part of the road improvement budget has to be cut.

They are worried that eventually with improved roads and investments in housing, triggering increasing rent will lead to gentrification and the poor will be pushed away.

Those that have to move are afraid that their husbands will by deciding where to be relocated not take into account access to shops, facilities, schools etc., and will not negotiate enough for compensation.

5. Residents from the neighbouring area

Secret: Do not share with other groups

They are worried that improved linkages with the slum that will be upgraded will lead to more slum dwellers entering their neighbourhood. Also they are worried that because of improved linkages traffic will increase.

Shop-owners in the area are worried for increased competition with shops in the slum, especially after upgrading.

They want the leather tanners, copper smiths and potters to move to another area as it creates a lot of nuisance to them.

They want the construction of a wall between their neighbourhood and Ambedkar Nagar with a small entrance for the domestic helps. They approach the Municipal team separately to negotiate this.

6. Environmental group from within the area

This is a group of inhabitants that is concerned with the environment in the settlement. They want more trees to be planted, parks to be constructed and space for urban agriculture.

They want to get the workplaces of the potters, coppersmiths and leather tanners out because of air and noise pollution.

They want to obtain some land to be converted into a park, which is conflicting with the interest of Mr Das, who wants this land for the expansion of his shop and the creation of a parking space in front of his shop.

They want more trees to be planted in the upgraded streets.

7. Observers

You will not be involved in the actual negotiations. Your task will be to closely and critically observe and monitor the negotiation process itself.

Closely observe the following aspects:

During the preparations:

1. Especially focus on what has been discussed during the preparations in every team, and how the teams deal with it during the negotiations. You are not supposed to involve yourself actively in the preparations (because you know all roles).

During the negotiation:

2. The negotiators:
 - Are people clear in their formulation, or vague, do they listen to each other, do they react on questions?
 - How do people position themselves, how do they behave (notice verbal and non-verbal communication)?
 - Are they stubborn or flexible; do they make concessions, or do they force to a crisis, are they open to new ideas and creative in finding new solutions or are they narrow-fixed and repeating the same again and again?

3. The team of negotiators:

Does the team behave as a block or do they create confusion amongst themselves, or are there conflicting demands; are they well prepared; do they try to understand the position of the opponents?

4. The Mayor's representative

What is the role of the Mayor's representative; is (s)he neutral or taking positions; how does (s)he handle crisis?

After each round of negotiations, during the plenary sessions, the Mayor's representative will first present the status/end results of the negotiations. Then you are requested to report on your observations on the negotiation process itself.