



**ATL BOARD GAME
INSTRUCTIONS AND ANSWERS BOOK**



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Objectives of the game

The ATL board game is an educational game in Peer Support. It is a collaborative, not competitive game, where players need to cooperate to collect the pieces of a house-shaped puzzle by answering questions and carry out different activities. The game should be played by 4-6 persons at a time under the guidance of a facilitator – a professional working with homeless people and familiar with the peer support methodology or an expert by experience, a person with a lived experience of homelessness, familiar with the peer support methodology and with the game. The role of the facilitator will be to support participants to play the game.

Ideally, the players of the game should be people with a lived experience of homelessness who participated in the ATL training programme to become Journey Certified Supporters (JCS) and support peers in their recovery path and social rehabilitation.

By playing this serious game, potential JCS can better understand their role as peer supporter, develop communication and language skills, act out and make sense of real-life situations, learn and explore possibilities to solve problems in a safe environment, develop social skills, empathize by taking the role of specific characters (i.e. in role play), express opinions and ideas in a relaxed environment.

Estimated duration: 1 hour - 1 hour and 30 minutes

Elements of the game

The game is composed by the following elements, that can be downloaded in six languages (English, Spanish, Italian, Greek, Polish and Finnish) on the website of the project www.atl-project.eu.

MANUAL: This manual contains the instructions to play and suggested answers/considerations. It is important to consider that these answers, in most of the cases, are only suggestions. Many of the proposed questions and activities do not have a single correct answer or solution. For this reason, it was decided to introduce the figure of the decision maker into the game, which will be explained later.

BOARD: A printable numbered board in shape of an empty house to use as a basis for the puzzle.

PUZZLE: A printable board in shape of a furnished house that should be cut into pieces following the marked lines. There are two versions of the puzzle, one made by triangles, which can be printed on a tick paper and easily hand-cut with scissors or a cutter and another one in which the pieces are shaped like a classic jigsaw puzzle. In this last case,

if printed on a tick paper, hand cutting can be more complicated and professional cutting a bit more expensive. Depending on the budget available, the tangible elements of the game can be produced in a more or less professional manner. The house is composed by 16 pieces. They should be numbered on the back as indicated on the board in order to facilitate their placement.

CARDS: Four categories of cards to realize individual or group activities. The cards are numbered to facilitate the search for answers in this book. The four categories are the following ones:

- **Knowledge cards (48)**

The aim of these card is to assess the assimilation of the contents delivered during the Journey Certified Supported Training programme, normally carried out before using this game. The players will find different types of cards: 1. fill the gap, 2. multiple choice, 3. true/false questions, 4. open questions. The player will get a point if the answer is correct. The answer can be checked on this book. In comparison to other cards – where different answers can be corrected, as previously mentioned – the knowledge cards test the JCS’s assimilation of some specific training contents so the answers provided in this book are the correct ones. The answers to these questions also show the number of the unit from which the question was drawn. For other cards this is not possible because solving a challenge or doing a role play require a deeper and more general assimilation of the contents of the entire training programme, rather than referring to a specific unit.

Example:

Card text

What are the conditions for successful cooperation between professionals and peer supporters? Mention a few of them.

Answer

- *Trust*
- *Genuine desire to work together towards common objectives*
- *Support and learn from each other*
- *A common understanding of the goals, contents and methods of the work (Unit 10)*

The answer will be considered correct even if the player does not mention all the conditions because the card say “mention a few of them”.

- **Challenge/problem solving cards (48)**

These cards present short situations/problems that need to be solved. The player who pick this card will answer by saying what a peer supporter might do in that situation to support the peer. A point will be given if the decision maker considers the given solution a feasible one.

Example:

Card text

Petros is 23 and is sleeping roughly. You are his peer supporter but he is avoiding you. Every time you are around, he is leaving. He is losing weight and he is refusing any support that could be provided. Every time he looks worse. Now you are worried about him. While on the street he has never taken a shower or changed his clothes. He is totally isolated. What do you do?

Suggested answer

If someone is defined as a threat to himself or others there is a need for involuntary hospitalisation. Ask your team for assistance in defining whether this is the case. If admitted, try to establish a relationship by visiting the hospital regularly. Try to identify a human network linked to him among other homeless people in the area and use them as mediators if he still tries to avoid you.

- **Role play cards (24)**

These cards present a situation where 2 or 3 characters are involved, shortly specifying the context and the problem. The player who draws the card has to role play the situation in approximately 3-5 minutes with one or two other players, depending on the number of characters underlined in bold in each card. The player who draws the card will take the role of the peer supporter, who is included in every card. All the players involved in the game will try to offer an outcome to the situation. A point will be given for carrying out the role play. In this book, the players will find some considerations to read after carrying out the role play for them to reflect.

Example:

Card text

***A furious neighbour** is entering the office of your team reference to complain about **Chrissa's** apartment and the pigeons with **you, her peer supporter** and **Dimitris, a member of your reference team**. You have agreed with Chrissa and your team a plan. However, you did not manage to put it in action.*

Considerations

The peer supporter is the key person, who knows the situation, as well as Chrissa, the neighbours and the plan. Sometimes things need more time, so it might be important to ask for it, guaranteeing that it will work in the end. If something did not work, there might be reasons for it, such as mental health issues. The peer supporter can try to sensitise the neighbour telling that Chrissa may have a lot more to offer to the community than noisy pigeons and delayed plans. With the team, aspects of the plan might be reconsidered and adjusted. Before leaving, the neighbour should have realised that the issue is addressed.

- **Statement cards (36)**

These cards present short statements regarding to which the players must give their opinion. The main aim of these cards is to foster reflection and generate a debate about important topics for future JCS, such as peer support and the role of the peer supporter, self-care of the peer supporters, stigmatizing beliefs around homelessness. Points will be given by the decision maker of the turn based on the argumentation provided by the player.

Example:

Card text

Homelessness is an accumulation of personal wrong choices.

Suggested answer

Homelessness is an extreme form of poverty and poverty is resulted by the existing inequalities in the income distribution. More specific examples are linked with policies that lead to:

- *Lack of affordable accommodation*
- *Low wages*
- *Irregular work*
- *Precarious welfare policies or lack of them*
- *Lack of adequate safety net of people experiencing poverty and housing exclusion.*

People may cope with the same problem in different ways.

DECISION MAKER CHIP: This chip will pass from one participant to another in a circle, with each turn. The person who holds it will check the correct/suggested answer in this manual (for the knowledge and statement cards) and decides if the activity has been carried out satisfactorily (for the challenge and role play cards) by reading the suggested answers and considerations.

SPINNER: A printable circle with coloured segments which should be used to create a spinner. The circle should be printed or glued on a cardboard and a spinner arrow should be placed in the middle. The arrow can be bought on the Internet or in a toy shop. It is also possible to make a homemade game spinner, there are tutorials on YouTube that show how to do it. Click [here](#) to see an example. Each colour of the circle corresponds to one card category. The segment of the circle corresponding to the Role Play cards is just one to reduce the probability of this category to be selected often and to make the game more agile. In fact, this activity requires more time to be implemented.

As an alternative, a normal dice can be used to play the game but, in this case, it will be necessary to assign a category of cards to each number. For example: 1 - role play cards; 2 and 3 - statement cards; 4 and 5 knowledge cards; 6 – challenge card.

Preparation for the game

Print and cut out the board, the puzzle, the circle, the activity cards and the decision maker chip (it is recommended to laminate all the elements). Get a numeric die if you decide to use it instead of the spinner.

Divide the cards by category, shuffle them and place the 4 piles next to the board.

Put the 16 pieces of the puzzle in a box. Each time the decision maker will check on this manual that a player gave a correct answer or decides that the activity was carried out satisfactorily the group will get a point and receive one piece of the puzzle which will be put in the right place on the empty house board. The game will finish when the puzzle is completed.

Before the start, the facilitator explains to the participants the characteristics of each activity card. The facilitator might choose to make a practical demonstration.

It is recommended that the facilitator explain to the participants that the objective of the game is to reflect in a group about the peer support methodology and its application with homeless people. It is important that the participants understand that there is no right or wrong way to carry out some activities or a sole correct answer to be given. The decision maker role should be explained as well, in order to make players aware of the responsibilities of the person holding this chip.

Development of the game

1. Each player rolls a die. The player that gets the highest score has the first turn. The turns go on clockwise.

2. In the same way, a decision maker for the first turn is selected. The turns go on clockwise also in this case.
3. The player spins the arrow and according to the colour obtained picks a card.
4. The player reads the question/activity indicated therein and carries it out, in some cases with the support of other players.
5. The decision maker of each turn checks on this manual if the answer provided by the player is correct or decide if the activity has been carried out satisfactorily. As this is a collaborative game, decision makers may tend to accept all answers as correct in order to advance in the game, so it is good to ask them to justify their decision and remind them that there is no pressure to conclude the game and that the main objective is to reflect together on the figure of the peer supporter.
6. For every correct answer / good implementation of an activity the player will get 1 point, that is 1 piece of the furnished house which will be put in the right place on the empty house board.
7. The game finishes when the puzzle is completed.

KNOWLEDGE CARDS – Answers

1. Advising is providing ready-made solutions. The point of peer support is for the supported peer to come to his own solutions. Conversation and other person's related experience should only serve as a helpful, motivating input. (Unit 9)
2. We can show it by inviting the other to sit with us on the same level, by eye contact, facial expressions, tone of voice, open body's attitude, nice gestures and noises, keeping proper distance. (Unit 9)
3. 2. Instructing
3. telling the interlocutor not to worry
5. assigning mentally the interlocutor to a category (Unit 9)
4. False. The complete motto is: "I am OK - I have the right to be myself. You are OK - you have the right to be yourself." Assertiveness is about asserting one's rights and dignity while at the same time respecting rights and dignity of the other. (Unit 9)
5. Think about your needs and the possibilities of satisfying them.
Try to keep distance from yourself, your emotions and situations in life.
Try to see the funny side of things;
Try to joke and be friendly with people. (Unit 11)
6. False. It is not about equal attention, but balancing attention properly. On the one hand, we have the right to our preferences, on the other hand, our own organism and psyche, the world and people around have their legitimate claims on us too. All must be acknowledged and balanced in a way that is most fulfilling for a person as a whole. (Unit 11)
7. False. Being present means openness not only to our own affairs, but also to other people's and the world around us in general. Excessive focus on our own affairs may result in being separated from the rest of reality thus becoming a denial of mindfulness. (Unit 11)
8. This is only a part of well-being. The other part is to responsibly participate in the world through meaningful activities, relationships etc. which of necessity require effort and standing up to various demands. Only both parts make us feel fully alive. (Unit 11)
9. According to the ETHOS typology developed by FEANTSA homeless is someone who:

- Sleeps roughly or in emergency shelters (roofless)
 - Lives in a homeless shelter (houseless)
 - Lives in insecure housing condition (at risk of eviction, domestic violence, threatened with severe exclusion due to insecure tenancies)
 - Lives in inadequate housing condition (in overcrowded apartment, or without electricity or running water, on illegal campsites, in unfit housing) (Unit 3)
10. Network to support the re-establishment of social connections with family or friends, or even create new ones in the community.
- Network to access health, housing, education, benefits, employment: such a network requires an understanding of how things work in the specific sectors, so to access fundamental goods and services.
- Network to advocate for policy change at different levels. From grassroots service provision to policy making, peer supporters can, better than anyone, describe what works well in a recovery journey in real life conditions. (Unit 12)
11. Connect with people with whom you share a common understanding and perception on what needs to change; Identify people and organizations who can support the idea and help you make the practical arrangements (e.g., NGOs, City counsellors, political parties, volunteers, lawyers); Identify the resources you may need to make it happen; Detect risk factors and issues that could act as obstacles, undermining effective networking; Adapt the form and the operational structure of your network according to the resources available; Cooperate with professionals to gain the capacity you need. (Unit 12)
12. The discussion on EU level has started; the member states have recently launched the European Platform on Homelessness, the first ever attempt to design, develop and implement a common policy on homelessness in the European Union. (Unit 3)
13. 1. Trust
2. Respecting
3. Unique
4. insult or stigmatize (Unit 3)
14. Homelessness is affecting the lives of hundreds of thousands of people. It is estimated that almost 700.000 people all over Europe are living rough or in emergency shelters, while more than 4 million are considered as homeless. (Unit 3)

15. Advocate for policy change since peer supporters can, better than anyone, describe what works well in a recovery journey.
Advance peer support and the peer support workforce in each country.
Connect with other peer supporters and support each other.
Grow the members' knowledge and skills for peer support.
Promote the value and uptake of peer support and peer support workers.
Act as a hub of expertise and support workforce development. (Unit 12)
16. Universal Declaration of Human Rights (mostly article 25);
European Social Charter (mostly on article 31);
UN Homelessness and Human Rights;
Lisbon Declaration on the European Platform on Combatting Homelessness.
(Unit 3)
17. A traumatic crisis is a sudden, surprising, and unusually powerful event that would cause suffering to anyone. (Unit 5)
18. The second type trauma is complex trauma which may have been experienced during childhood or early stages of development. Type 2 trauma also develops from repetitive and long-lasting trauma experiences. (Unit 5)
19. Symptoms can be, for example, attention deficits, absent-mindedness, blackouts, addictions, panic attacks, eating disorders, physical pain and numbness, difficulties in trust, hallucinations, depression and fatigue. (Unit 5)
20. Traumatizing experiences can be an important factor in many people's pathway to homelessness. Trauma can happen when you are homeless, for example by being a victim of an attack, sexual assault or any other violent event. People can also be re-traumatized by services that leave them feeling powerless and controlled; Homelessness itself can be a traumatic event. (Unit 5)
21. False. Professionals do not expect "full recovery" but hope that the peer's life situation is stable enough to enable them to function as a peer supporter. (Unit 10)
22. False. Work tasks shall always be assigned together, following a reasoned thinking, and taking into account the wishes and the strengths of the peer supporter. (Unit 10)
23. Trust.
Genuine desire to work together towards common objectives.

- Support and learn from each other.
A common understanding of the goals, contents and methods of the work. (Unit 10)
24. Getting used to working life.
How to regulate own privacy.
Professionals might have doubts about peers working with clients.
Difficulty to understanding the language of professionals (technicalities, professional slang).
Past difficulties may come to mind; The peer supporter may meet people who they don't want to be part of their life anymore.
Not getting enough support from a professional of reference/ the organization.
(Unit 10)
25. "Being with" (Unit 1)
26. False. It is possible to learn and grow from challenges and setbacks. (Unit 1)
27. False. According to the rule of equity: "The peer supporters do not express or exercise power over those they support." (Unit 1)
28. 2.important (Unit 1)
29. 3. simply share our personal experience and listen. (Unit 6)
30. True. What peer supporters chose to talk about doesn't have to be connected with their experience of homelessness. They are the ones in control of the situation and the story, and are free to decide what aspects of it they want to share at each point. (Unit 6)
31. False. Your recovery story and what helped you may help others as well but may not be helpful for everyone. (Unit 6)
32. False. Peer supporters need to keep their story balanced and authentic and procure to avoid both exaggerate positivity and exaggerate negativity. Indeed, authenticity is what holds the most emotions and healing power. (Unit 6)
33. Someone whose behaviours, attitudes and values serve as an example for another person to follow. (Unit 2)

34. Peer supporters have access to sensitive information about the peers' lives, and the relationship between the peer and the peer supporter involves openness and intimacy. It is very important to keep the privacy of the peer and to maintain the relationship of trust. (Unit 2)
35. One of the key roles of a peer supporter is to guide the peer in their recovery journey from difficult life circumstances by sharing own lived experience and acquired skills. (Unit 2)
36. Respect the individual needs of your peer.
Respect your peer's own unique journey towards recovery.
Promote the empowerment of your peer to take an active role in their recovery journey.
Be collaborative with stakeholders and connect your peer with service providers.
(Unit 2)
37. Restorative Justice is based on the values of dialogue, compassion, understanding and reconciliation. Restorative Justice theory dictates that all involved parties have an equal right to fairness, dignity, respect, and to be heard.
(Unit 8)
38. Mediation is a Restorative Justice practice that aims to establish a dialogue and cooperation between groups or individuals that are in conflict in order to achieve reconciliation. (Unit 8)
39. 1. What happened?
2. Who has been impacted?
3. Who else has a stake in this conflict? (i.e., the wider community)
4. Which were the motivations?
5. What can we do to make it better? (Unit 8)
40. 1. Listen.
2. Define the key areas of the conflict.
3. Focus on resolution, instead of blame.
4. Create options for agreement.
5. Draw up a physical agreement. (Unit 8)
41. 2. Data shows that prevalence of common mental health problems is over twice as high among the homeless population compared to general population (Unit 4)

42. Post-Traumatic Stress Disorder (PTSD) can occur in people who have experienced or witnessed a traumatic event such as a natural disaster, a serious accident, a terrorist act, sexual assault, war/combat or something similar. (Unit 4)
43. True. Recovery may cover five stages and awareness is one of them.
1. Moratorium – A period of retreat marked by a profound sense of loss and hopelessness.
 2. Awareness – Realizing that all is not lost and that a full life is attainable.
 3. Planning – Assessing strengths and shortcomings in terms of recovery and beginning to work on improving recovery abilities.
 4. Rebuilding – Actively working toward a positive identity, setting meaningful goals, and taking control of one's life.
 5. Growth – A good quality of life includes feelings of well-being, control and autonomy, a positive self-perception, a sense of belonging, participation in pleasurable and meaningful activities, and an optimistic outlook on the future. (Unit 4)
44. Depressive disorders, often known as clinical depression, are characterized by a persistent sense of hopelessness and despair. It may become difficult to keep up with normal daily life activities (to eat, sleep, work, and enjoy friends and hobbies) as a result of this. (Unit 4)
45. Empowerment is a social process that helps people gain control over their lives. It is a process that promotes power (i.e. the ability to act) in people, to be used in their lives, in their communities and in their society, by acting on issues that they define as important to their lives. (Unit 7)
46. The helper type relationship takes away responsibility from the clients, reducing their self-efficacy and the amount of control they have on their lives. An empowering relationship implies equipping peers with the tools needed to recovery, allowing them to overcome their fears thus gaining confidence in their abilities to face changes and embrace a different way of dealing with their problems. (Unit 7)
47. Victims: they frequently feel betrayed, imprisoned, powerless, and despairing. They believe they are at the mercy of the universe. They refuse to accept responsibility for their unfavourable circumstances and believe they lack the capacity to change their condition. Victims believe they are helpless or inept, and they place responsibility on the persecutors (can be other people or a particular situation). They are continuously looking for rescuers to help them solve their problems. If the victims remain in their 'dejected' condition, they will be unable

to make decisions, solve issues, change their present status, or feel any sense of satisfaction or accomplishment.

Rescuers: they always interceding on sake of the victims and attempt to spare them from the harms. They feel blameworthy of standing by while individuals drown. Rescuers have the great purpose of saving others and consider it essential. They come up short to figure it out that by providing short-term fixes to victims, they keep them subordinate and disregard their real needs. This may be the reason why rescuers often feel tired, overburdened and unable to respond adequately as they are always engaged in the emergency of rescuing victims.

Persecutors: they are severe, forceful, and establish rules and limits. They tend to believe that they must win at any cost. Without offering proper direction, support, or a solution to the situation, persecutors blame the victims and condemn the behavior of rescuers. They are critical and adept at spotting flaws, and they maintain order and rigidity in their management. They oppress the victims and may be a bully at times.

(Unit 7)

48. Use personal recovery experience as a tool.

Attend in identifying and supporting the peer in crisis.

Facilitate self-direction and goal setting.

Communicate effectively with other treatment providers.

Make an environment of respect with peers.

Encourage peers to construct and follow their own recovery and wellness plans.

(Unit 7)

CHALLENGE CARDS – Suggested answers

1. The resistance has two sides to it. On the one hand there may be intolerance and prejudice. On the other - legitimate privacy issue as sleeping room is a space where people should feel at ease while changing clothes etc. It is necessary to tackle both sides of the question in dialogue with the resisting persons. First try to address intolerance, second acknowledge legitimate concerns. Then you can try to initiate and moderate frank discussion between the parties involved, that is the newcomer and inhabitants, and try to reach agreement on practical points. Creating some mutual protection by distancing the beds of involved persons, putting up some physical barrier (wardrobe, blanket), separate time in bathrooms, etc. can mitigate the problem.

2. Persuasion has probably been tried already. You can now try to mediate a confrontation between Christopher and other inhabitants stating their interest as a group. The exchange should be followed by a strong suggestion addressed at Christopher to wash regularly and regularly clean the clothes. You can act now as a buffer between the group and Christopher – on the one hand reminding Christopher of his responsibilities and arranging things related to washing clothes, for example, and on the other, after understanding the reason of Christopher’s lack of hygiene, ask the other users to be more tolerant and patient if necessary.
3. Firstly, it may be necessary to establish a deeper relationship with Ursula. Only feeling safe and listened to can make her consider opening up. You can help her to re-establish her relationship with the children. First consider together with her what steps to take, what means of communication to use, whether the first approach should be made by you, rather than by her. Consider sending a postcard, an email, a text message again and again expressing only interest and not demanding a reaction.
4. A deeper contact with John is needed, to explore the reasons for his refusal and the ties he has developed in the shelter. Could some of these ties be maintained or replaced in some way? It is a question of mediating between the external exigency (state of health) and the internal barriers. There are ways to mitigate a painful transfer: promising to visit John when he arrives at the nursing home, going with him to visit the nursing home even several times to get him acquainted with the place and perhaps with some people, postponing the transfer to give him time. A possible refusal - i.e. not going to the nursing home after all – should not be discarded, as long as John can remain functional in the shelter.
5. This is difficult to resolve. Unless Stanislas poses a danger to himself or others, then he is the only one who can decide whether to take medication or visit the doctor. It is best to proceed according to the recovery approach: focus on his strong and functional side and help him develop it. This may mean finding out what he is good at, what he likes to do and creating a niche for him where he can function in his own way and feel useful. His resistance may have to do with negative experiences with psychiatric care. In that case, it might be helpful to find him a friendly contact. All this involves, of course, the development of a meaningful relationship between you and him.
6. Joana has to cooperate with the centre to get what she so urgently needs: some financial support and any prospect of long-term accommodation. As a peer supporter, you can explore the situation: find out what abuse took place and

how Joana contributed to the situation. You can refer the problem to the social worker at the shelter (who has a working relationship with the centre) to try to find a way that Joana's issues can be taken forward with the least risk of further frustration. You can accompany Joana to the centre to be at her side during the necessary meetings.

7. Perhaps a woman might be more suitable as a peer supporter in this case, to create a deep relationship with Marietta. When small steps, small conversations, small niceties are achieved, perhaps a dialogue can be established between the peer supporter and Marietta about the quality of her relationships with men. It would be useful to get her to reflect on questions such as: Is another pregnancy good for me? Can it be avoided? How? Perhaps the peer supporter could also contact her partner.
8. If you have some positive experience with debt management you may give Peter some guidance and encourage him to negotiate with the debt collector. Your main task would be to influence Peter's mindset, moving from avoidance tactics to solution strategies.
9. A peer supporter may try to acknowledge the change and ask Katerina whether she can do the same. You can ask her if she would like to discuss about it and what she believes could help her. Depending on the extent to which this problem is affecting her effort to recover and the agreed recovery plan, she may benefit from a psychiatric assessment. In any case, a discussion with a supervisor or the other members of the team for further ideas or assistance is necessary.
10. The possibility to connect with a specialized centre can be explored as well as the possibility to follow up if he returns to the street in order to keep encouraging his recovery. The local refugee association can be contacted to ask for a cultural mediator of the same nationality to organize a restorative justice session with the staff and the residents of the shelter.
11. You may visit him to understand the reason of no show up. Alternatives can be discussed with him, trying to understand whether he acknowledges the importance of the medication and if there are any obstacles to adequate follow-up (lack of means, interruption of treatment due to depression, others). Afterward, the agreed plan should be discussed with your reference team as well as a plan to follow up on what was agreed.
12. After introducing yourself and the organization you collaborate with, you should try to get information about her circumstances and then ask her to identify which are her priorities. After agree on the priorities and steps to take, you should

encourage and support her to act accordingly. It might be necessary to refer to hospital for assessment, to social services to get further support and potential short-term accommodation. Establish regular follow-up and contact your referral team for further assistance if needed.

13. If someone is defined as a threat to himself or others there is a need for involuntary hospitalization. Ask your team for assistance in defining whether this is the case. If admitted, try to establish a relationship by visiting the hospital regularly. Try to identify a human network linked to him among other homeless people in the area and use them as mediators if he still tries to avoid you.
14. First of all, you should try to understand the reasons she is refusing to go to the hospital and ensure that she is aware of the risks of the infection. Take into consideration the need to take care of the dog as well. You may inform and discuss thoroughly the available options with your reference team. This is urgent, a bad infection can lead to serious consequences such as sepsis. Moreover, you may ask the local medical system to visit her at her place.
15. Anna should be accompanied to the medical services and then it is necessary to identify a protection shelter. If it is not possible to discuss for available options with your reference team, you can try to ask help from the organized transgender community.
16. You need to understand the importance of the dovecote for her life, try to discuss a plan with her, as well as alternative options. Also, discuss a plan with your team, asking for help. One idea is to ask for a restorative justice meeting between Chrisea and her neighbors. Put her in touch with the local dove owner's association to host her doves.
17. As a peer supporter, you could discuss with Maria and tell her that she has right to her money and her identity card. With the help of a social worker, Maria could apply for a new identity card. You could also talk with Maria about the main characteristics of good and bad relationships, emphasizing that good relationship does not involve controlling others.
18. You could encourage Ari to contact the landlord and make a payment plan for the debt. You could also go together with Ari to meet a social worker and support him to be sure that he is receiving all the benefits to what he is entitled. Another important task as a peer supporter would be to bring hope and tell Ari that there is a way out of the situation.

19. As a peer supporter you could help Mohammed appeal the decision. You could find out what kind of services is available for him and visit services with him. He needs to be explained how the service system works in this country and possible find a social worker or a mediator who speaks his language.
20. With Elina's permission, the social worker could be contacted again. Elina could also be helped to reapply for social benefits. You could talk to Elina and bring hope to a difficult situation. Elina could also be told about other places where she can get free meals and other help.
21. You and Peter could go and see a social worker and make a plan about who will look after Peter's financial issues if he is unable to do so. It would be good to find out if he is eligible for elderly services and supported housing if independent living is not possible. You and Peter could look into low-threshold services where it is possible to get a free meal.
22. You could help this couple in a difficult situation and help them find out where they can get help. A peer supporter could tell the couple where there are shelters and day centers where they can get help. If necessary, the peer supporter could also accompany the couple to services.
23. You can support Teresa to contact a child protection worker to clarify the situation and give her the possibility to see her children. If she really has a drug addiction problem, you can encourage Teresa to find the right support to stop using drugs and, if necessary, accompany her to see her children.
24. As a peer supporter, you can suggest him to deal with this issue together. You can also call the social services and ask them to explain the decision to Mark. Your main aim as a peer supporter would be to listen to Mark's concerns and reassure him that you will support him to find a way out of this situation.
25. Juan can try to go over some family events from the past or try to open again the communication with them. Another option that you can propose him is to investigate if it is possible to apply for a birth certificate from abroad through the consulate.
26. It might be important to ask Alan questions to evaluate if there is a correct system for the employees to carry boxes from the storage to the shelves. If there is none, Alan might be invited to talk to his superior about a possibility to implement some mechanical support to ease this task. You can also explore together the different functions that staff carry out at the store to evaluate if

there could be a chance for Alan to change the position within the shop: as a cashier, as a cleaner, etc.

27. As a peer supporter, you can suggest Mark to contact a center dealing with drugs addiction issues and look for a medical support. He could also try contacting his family, if he can, in order to find a safe shelter. Finally, he could make his situation better by looking for another job to get him out of this illegal situation. In all cases, it is recommended that he tells the truth to the persons he trusts the most.
28. You might suggest Elina to speak openly about this personal topic to her responsible and/or colleagues, since this might make her feel better. Another option would be to suggest her to ignore them and focus on her work... Gossips are a frequent issue in the workplace unfortunately. If this situation does not make her feel good, you can support her to find another job with a more open-minded working environment.
29. Since the interview can take place in the centre, Daniel does not need to wear a suit in that occasion. If employed, anyway, the hotel will give him the proper clothes. He should be encouraged to overcome his repulse against “people with suits” and he should understand that in some workplaces dress codes are important but they do not define who you are.
30. f Alejandro’s alcohol problems keep interfering with the work at the shop, as a peer supporter you might propose him to consider to get some (more) medical help. He can also be employed part-time or help in another position of the shop while recovering from this addiction.
31. Becoming angry and arguing with the boss or other colleagues is not a solution. You should make him understand that it is important to stay calm and that being late one time is not a reason at all to fire an employee. Explain the situation to the boss is necessary to make him understand the situation.
32. You might recommend him to avoid mentioning those problem and to try to reflect a positive image of himself, focusing on his strengths and motivations. Carlos needs to show interest into the restaurant and to accentuate his past experiences that are related to the position of waiter.
33. As a peer supporter, you could propose to talk with some shelter residents that might support James and made him feel more integrated. Moreover, you could consider looking into integration or language courses for James, since this would surely give him more chance to get to know other residents and increase his

network. You can also introduce him any local migrant association to volunteer with.

34. You could support Emma by giving her information on local and community services that are available to her in that town. Moreover, together you could look into community activities that Emma could take part of in order to get to know her neighbors and feel more integrated.
35. This situation is involving a case of abuse by an intimate partner. The abuse might have been ongoing, maybe being the first time that it manifests through physical violence, or it might have been the first time that an abusive behavior occurs. However, as a peer supporter you might consider these needs:
 1. Immediate response: Zeynep needs an alternative accommodation, possibly in a shelter for victims of abuse.
 2. Long term response: there is a need to address the issues in the relationship and identifying potential abusive behaviors. If a relationship of abuse is identified, consider linking Zeynep to mental health support, as well as programmes assisting victims of abuse.
36. This is a case of family breakdown because of sexual orientation discrimination. You could consider linking Thomas with services specialized for Queer minorities in order for Thomas to feel more connected with an accepting community. Moreover, since Thomas is interested in reconnecting with his family, you could suggest holding a Restorative “Family Conference” with professional mediators in order to attempt to reconcile their relationship.
37. Integrating into a new community and getting used to the environment can be challenging, however it is not acceptable for people to act disrespectfully towards each other. You can try to support Paige and made understand what she can do in order to prevent getting evicted. This could include proposing a restorative “Group Conference” with Paige, the affected neighbour, potentially a Social Services representative and other members of the community, as an attempt to resolve the conflictive behaviour and reach a reconciliation.
38. Attempting to reconnect with family members or friends can be a good sign of recovery. However, it can also be a big step to take, especially if the person has lost contact for a prolonged period of time. You can discuss Noah’s fears with him and support him through the process. An option that might help Noah feel more confident could be discussing in advance the steps to take, such as starting by contacting one person in particular and planning what Noah wants to say in the conversation.

39. A peer supporter could help Charlotte set certain boundaries in the relationship as well as identifying toxic relationship traits in order for her to keep her stability and ensure that her needs are met even while also caring for someone else.
40. You could help Maya and Liam find nearby sites where they can be provided with free contraceptives, as well as engage them in conversations on safer sexual relations, for example by handing leaflets with information. In this case, it is really important for the peer supporter to respect the confidentiality and privacy of the couple.
41. You might accompany her to the police station to make a complaint and ask the policeman to activate the social services. In this way, it might be possible for her to find a solution for the overnight and eventually receive a temporary residence card to have the right to be hosted in the shelter until the new documents are issued.
42. You can suggest Thomas can go to his parish to get in touch with some volunteers organisation in order to find a temporary solution for his housing. In addition, he can go to the addiction services of the municipality to start a recovery process and if needed you can accompany him to support him during this process.
43. This is certainly good news for him, but he will need support to manage all the administrative paperwork. As a peer supporter you can orient him to refer to a “housing first” organisation to receive some services and to be trained on the house keeping.
44. Being addressed to some social initiatives in her new neighborhood might be beneficial for her integration in the community and to promote a positive use of her free time, so you should try to understand her interests and promote her engagement in related activities.
45. You might suggest to refer to the housing manager that will be able to ask for a cultural mediator and explore the different meaning of their behaviors according with their values. You might need to make Mustapha understand that the situation is manageable if both of them are willing to find compromises and be more respectful towards each other.
46. With your support, she may refer to several agencies: emergency room, parish, proximity services (canteen, day center, shower services, etc.) to receive the proper help from the social system. It might be important to make her feel better, making her understand that it is possible to find a way out of this situation.

47. You can encourage him to go to a shelter in order to find a temporary solution for his housing. There, with your team, a plan of recovery might be created to give him the proper support and make him able to manage his mental illness in the best possible way.
48. You might encourage her to refer to agencies in her territory as shelter, canteen, day centre, shower services to receive the proper help from the social system. It may be relevant to make Noemi understand that there is a way out of this situation.

ROLE PLAY CARDS – Considerations

1. The peer supporter can try to understand both Wojtek's anger and Emilia's attitude. Emilia's situation is not easy, but it is not correct for her to take out her frustration on the people around her. Wojtek, on the other hand, should show more understanding. After showing the shelter to Emilia, the peer supporter can try to figure out what would make her feel better and invite both her and the shelter's receptionist to talk in order to fix the situation.
2. The peer supporter might know from previous experiences how moving to "friends" ends, that's why he/she can vividly remind Jan of the experience of falling back, and of the struggle to return from the "dark valley". The additional risk concerning diabetes can also be pointed out, as well as the possible reasons behind the "friendship" of the old comrades, such as the possibility to use Jan's money to pay for drinks. Jan may be encouraged to reflect on what problems drinking ever solved?
3. Silvia is in denial; Dora has had enough. The peer supporter may try to persuade Silvia about the rights of others, and Dora about mental condition of Silvia. Perhaps discuss the matter with other room residents. Someone may come with a way of mitigating the problem. In absence of progress the matter should be referred to shelter's staff to look for professional help and/or separate quarters for Silvia.
4. Tomas's mother needs to understand that rules, especially rules protecting inhabitants from violence have to be upheld. She needs to understand too that she is no longer responsible for her son, and that it is high time to leave him alone to face consequences of his actions. On the other hand, the peer supporter can try to explore what provoked Tomas' violent behaviour. Perhaps it is not only him who is to be reminded that violence is not tolerated.

5. The peer supporter can try to contact the shelter administration to ask them to send the certificate to the clerk via e-mail and try to convince the clerk to accept it this way. It might be important to let first Katerina make her effort and intervene if necessary. The Head of the Office can be reached too if necessary, in order to identify the most effective solution.
6. The peer supporter can explain to Christos that nothing will happen against his will, however being safe for a couple of days may be the best for him. It can be relevant also discuss with the street team on his specific needs; being the person who knows the case, the peer supporter can mediate. In spite of Christos' choice, the peer supporter can make sure he will stay warm and safe.
7. The peer supporter may dialogue with the nurse relating to her situation, but explaining them that there is no easy way to move a wounded person, that is why you have accessed a hospital. Her situation should be prioritised, making sure that she is treated for her leg injury.
8. The peer supporter is the key person, who knows the situation, as well as Chrissa, the neighbours and the plan. Sometimes things need more time, so it might be important to ask for it, guaranteeing that it will work in the end. If something did not work, there might be reasons for it, such as mental health issues. The peer supporter can try to sensitize the neighbour telling that Chrissa may have a lot more to offer to the community than noisy pigeons and delayed plans. With the team, aspects of the plan might be reconsidered and adjusted. Before leaving, the neighbour should have realized that the issue is addressed.
9. An important role of the peer supporter is to build trust in Anna and let her know that she can get help for her situation. With Anna's permission the peer supporter can make an appointment with the social worker and go along to the meeting to support her. At the meeting, Anna, with the support of the peer, can ask the social worker what help is available for her and what benefits she can get if she is not studying. The peer supporter can refer Anna to mental health and substance abuse services.
10. The peer supporter can tell his own story to brings hope for Matt. Together they make a plan to pay all bills. With the help of a peer supporter, Matt can call the landlord to present the plan to him and let him know that he is working hard to implement it.
11. The peer supporter can mediate the dialogue between Tim and the social worker to be sure that Tim understand the plan to get into rehabilitation and supported

housing after spending these 4 months in prison. The peer supporter can talk more with Tim to have a broader view of his situation and be able to support him to express himself during the meeting with the social worker.

12. The peer supporter can help Amanda to make applications at the day centre. Together, they can think about how Amanda can apply for benefits in the future, and what tools she can use or where she can find support to carry out these types of procedures.
13. The peer supporter can tell Pedro that it is important to keep up a straight posture that will transmit readiness and confidence. Wearing proper clothes might be also beneficial to make a good impression. The peer supporter might ask Pedro to have a look together at his wardrobe and decide if he has suitable garments. If he does not, other option can be considered e.g. borrowing them from an acquaintance, asking an NGO about availability of smart clothes, buying them at a second-hand store, etc.
14. The peer supporter can suggest Lina other websites where she can find job opportunities, let her know about hidden network (tell friends and family that she looks for a job, for example) and advise her to take her CV to the employment agency or to stores in her neighbourhood. Ben, on the other hand, might help Lina by reviewing and supporting her in the improvement of her CV.
15. The peer supporter might inform David that the employer knows that he is a former homeless and that is important to meet all together in order for him to know that a supportive network does exist. Martin can be encouraged to speak about these problems with his boss without being afraid and maintaining a respectful attitude. To support David, the peer supporter can propose him to rehearse the conversation with the boss together.
16. The peer supporter can suggest Esteban to use a relaxation exercise before the interview. In addition, Esteban can be encouraged to rehearse the job interview, focusing on the fact that being a waiter would be a great opportunity for him and emphasizing it during the interview.
17. This situation would include a negotiation between Paige and Grace, the social worker in order to determine whether she will be able to see her child in the upcoming future. The role of the peer supporter would be of a mediator in this situation, with the intention of ensuring that Paige can best explain her need to see the child, even during short periodic visits.

18. This role play could potentially lead to an informal restorative mediation session where each party exposes their point of view, as well as express what they need from each other in order to make coexistence easier for all parties. The peer supporter might encourage Juan and the neighbour to undertake this process.
19. In this case, the peer supporter can point out the need to address Ethan's mental health issues and drug addiction with the support of specialized services. Coexistence in the shelter can also be addressed and lastly, as proposal to keep him in the shelter, restorative circles can be organized in order to open a dialogue within the shelter residents and Ethan, giving to all people the chance to express their opinion and how they feel, with the intention to reach a reconciliation and improve coexistence.
20. In this situation it is important to understand Maria's point of view, giving her the chance to explain why she feels unsafe. Together with the peer, it is possible to identify why does Maria feel so unsafe in the room and what can be done to solve such issue. The peer supporter and Lucas can also explore the possibility to consult specialists to understand the nature of her insecurities and fears if needed.
21. The peer supporter is the person closer to John who can explain to Mark the reason why he does not want to come back to the shelter. If these reasons are unknown also for the peer supporter, he/she can talk with the peer to try to understand them. A possible alternative to support John, respecting his decision to avoid coming back to the shelter, can be to explore the possibility that he accesses a Housing First program or to mediate the interaction with the agencies/landlords, giving some guarantee of John's reliability.
22. During this meeting, the peer supporter can encourage both Robert and Mathias to express their opinions and point of views. It may take some time to repair the situation, so the peer supporter can suggest to have some periodic meetings with the staff and Robert, to make Robert more aware of the expectations of the organization and the staff more comprehensive of Robert difficulties to accomplish them.
23. There are various reasons why the couple might be concerned. They may be worried about the future behaviour of Andrew; they may be scared by drug addicted people and think that Andrew or his friends could enter in their house to stole their money, for example. The peer supporter can encourage Andrew to talk to them about his situation and the efforts he will make to ensure his new life project is a successful one. Their fears are understandable, but one should not generalize and think that all people with a difficult past have the intention to

commit crimes and harm the people around them. Andrew should be encouraged to meet the couple and inform them that he is into a recovery process accompanied by an organization that will care and help him to succeed and that the support of neighbours and the community will surely be a key element for his rehabilitation.

24. Starting from the own experience, the peer supporter can meet Fiona and encourage her to visit a protected house, informing her about its functioning and the advantages of a protected pregnancy. The peer supporter can also ask Fiona how she imagines her future with her child highlighting her positive overviews and making her understand that she has the right to be supported.

STATEMENT CARDS - Suggested answers

1. Homelessness is a complex phenomenon that affects the lives of at least 700.000 people in the European Union. There is a great stigma attached to this extreme form of poverty, complementarily attached to other disadvantages such as mental health challenges or an addiction. Is it a personal responsibility? Is it a governments' responsibility? Many believe it is a personal issue and place the responsibility with the individual themselves. However, since all the core EU or UN texts plus the majority of the Member States' Constitutional Charts protect Housing and since persons are denied some of their most basic human rights while their health and life are at danger, no one shall consider it a personal issue.
2. Yes, since peer supporters have an important role to play, to bridge possible gaps between the homeless and the community. They need to establish a vital relationship with the supported persons, act as a model for them, inspire hope and will for motivation. The basic predispositions for a person to become a peer supporter is: the lived experience, being into a recovery stage or recovered already and willing to share his/her experience to inspire hope to others
3. The peer relationship is more direct than the relationship between the assistance worker and his client. It is a 1 to 1 relationship; it is less formalized. However, although there is nothing to prevent it from becoming more and more friendly, ultimately it is up to the parties to determine the degree of familiarity. There is no reason for a relationship to cross borders against the will of either party. The parties can choose from a whole range of possibilities - from relationships with separate roles clearly marked, to a friendly relationship. The relationship will undoubtedly also evolve over time.

4. Yes. However, it varies, depending on the status of the peer supporter into the organization, e.g., working on a professional or a voluntary basis. However, the important is the extent of the actual collaboration within the team and the ability for a proper peer supporter's balance between the two roles: the member of the group of professionals and the person that brings the client's view. Clear rules need to be set on the level of knowledge and decision-making processes of the team, as well as to the transfer of knowledge regarding the supported persons, however, the goal is unique: mutual respect, adherence to common agreements and working together for the benefit of the person supported.
5. Yes. Self-esteem plummets and life is filled with shame, loneliness, emptiness, helplessness, and hopelessness. Feelings of danger, stress and fatigue are developed, and homelessness becomes a seal for those all. Homelessness is not a simple traumatic experience; it is the worst form of extreme poverty and abandonment.
6. The percentage of people with mental health issues among homeless is considerable. They also need to be assisted; and peer support is also effective in such cases. Peer support means a personal relationship; it also means interaction and activities and the help that persons may give one another. It suits to all, including the people with mental health issues.
7. Homelessness is an extreme form of poverty and poverty is resulted by the existing inequalities in the income distribution. More specific examples are linked with policies that lead to
 - Lack of affordable accommodation
 - Low wages
 - Irregular work
 - Precarious welfare policies or lack of them
 - Lack of adequate safety net of people experiencing poverty and housing exclusion
 - People may cope with the same problem in different ways.
8. Being illiterate is a disadvantage and limits the available working areas, however, it is possible to manage this challenge as well as other problems. As it was possible to see in the Chloe's case scenario, living into a supportive environment, being ready to do whatever it takes to move forward, and being consistent in what is considered important are key factors.
9. Nobody can compare the degrees of discrimination. A sufficient number of legal and political texts highlight the rights of the homeless and demand that they are respected; this means that discrimination and violation of the rights of the homeless exist. All homeless people, current or former, carry a personal record

of discrimination, through which they have had to survive and begin or continue their personal journey to recovery.

10. Partly true. Networking derives from the necessity to find answers to questions raised when coping with different situations. Homeless people are frequently affected by lack of social networks. A peer support network can contribute in keeping ahead any emerging issues, use their experience in coping with them and offering pathways to start a journey to recovery.
11. Lack of regular migration routes forces people escaping from extreme poverty, lack of future or inequalities to seek for a better life abroad. It is a painful, dangerous, expensive and long-lasting journey. As it was possible to see in the Anwar's case scenario, lying can be an unintentional but sometimes necessary tool to somehow survive such serious situations.
12. A network is a group of individuals, organizations or agencies sharing a common will and purpose, acting both on a formal or informal way; family or friends may act as a network, for example. An informal supportive environment may also be powerful and effective. Formal networks are usually legally recognized while informal not, but both need to attend their internal rules. The purpose is always the key for the effectiveness.
13. There is nothing to be ashamed of when applying for social benefits. Many people need financial support at some point in their lives. That's what benefits are for.
14. Paying the rent first is the best way to prevent homelessness. Finding a new home is also easier if any debts are not linked to rent payments.
15. Everyone has the same right to a home of their own. Housing is a human right, because it is fundamental to many other aspects of life, including physical and mental health, quality of life, access to education, economic performance, etc. Because of this role, providing safe, stable and affordable housing to everyone is a necessity for the achievement of many other human rights.
16. The right to be recognized as a person before the law is enshrined in many human rights treaties. A homeless person needs an identity document in order to manage their daily issues.
17. Debts can sometimes be the result of not being in control of the own life situation. The main cause of debts is to spend more than what one earns. The solution seems simple: if you don't have money for something, don't buy it.

However, life is much more complicated than that. Some of the most common reasons why people get into debt are: unemployment, illness or other sudden life events.

18. It is good to take care of one's own affairs and it is not always possible to do things for someone else. However, there are problems associated with homelessness that can make it difficult to manage one's own problems. The social security system is often complex and everyone is entitled to help and guidance.
19. Maintaining a job is not always easy. It depends on the team you are working with, the working conditions, your personal situation, etc. Common workplace issues that employees face include: interpersonal conflicts, communication problems, bullying, discrimination, low motivation and job satisfaction, performance issues. Despite wanting to keep a job, sometimes not everything depends on the person's own willingness.
20. This is something to be used as an opportunity to learn how to reach our goals and to accept that there is competition, regardless of our background and education. A big challenge when looking for jobs is not having the right skill set, anyway there are resources available to help people learn applicable skills and find jobs.
21. Some situations might be very difficult. However, through patience and perseverance, it is possible to overcome most obstacles. In this circumstance, it is essential to focus on the job search as something that can help to rebalance other aspects of one's life.
22. Being homeless is a possible consequence of not finding a job. However, some other factors make it more likely to happen: lack of affordable housing, lack of affordable healthcare, poverty, lack of mental health and addiction treatment services, inequalities, domestic violence, family conflicts, etc.
23. True, these factors facilitate such processes, but they never make them obvious or impossible.
24. People often associate homelessness with misery or despair. This is the reason why employers decide to choose other candidates. However, many employers are willing to hire people who show a positive attitude and motivation, despite personal problems.

25. The role of the peer supporter is not to impose a path to recovery, nor to force the peer to take certain steps. It is the peer who should achieve what is best for him/herself, and the peer supporter should be there to help him/her along this path. However, repairing broken relationships tends to be an issue to be addressed.
26. It is important that peer supporters are in an advanced stage of recovery, sustained over time, or perhaps even fully recovered. Peer supporters will be exposed to challenging situations and need to be in a stable situation to deal with these challenges. However, it is not absolutely necessary for them to be fully recovered, especially as recovery can be a very long process. Peer supporters can help others and progress in their own recovery at the same time.
27. While reconciliation is an important part of Restorative Justice, and interventions attempt to achieve reconciliation, the intervention may not always end up that way. In some cases, the intervention is already successful if the parties have been able to express their feelings or have some of their concerns addressed.
28. Although some homeless people have turbulent relationships with their families, this is not always the case. Moreover, repairing broken family relationships tends to be very complex, involving deeply rooted problems. Therefore, it is not always a choice not to receive help from family members; in some cases, family members do not want to provide help.
29. Abusive relationships in the context of homeless are common. Women tend to feel safer in the streets with the protection of a man, which usually takes the figure of a sentimental partner. However, if these relationships deteriorate into abusive ones, the women could be conditioned in their possibilities to access services or receive aid.
30. Broken or negative relationships in a person's life can lead to trauma or detachment, which in some cases leads to homelessness. However, homelessness is a very complex phenomenon and there are many factors that play a role in bringing a person to this state.
31. Many of the solutions and supports for homeless people focus on emergency services, such as shelters and food banks. For individuals who are trying to escape a cycle of poverty and homelessness, emergency services alone are not enough. There is a need to focus on the larger systemic factors, including the lack of affordable housing and the criminalisation of homelessness that prevent people from obtaining permanent and adequate housing.

32. Although the peer supporters' working tool is their own experience, they do not have to reveal everything about their lives to their professionals they work with.
33. Before becoming a peer supporter in a formalised and professionalised context, the person has to undergo specific training in order to acquire basic knowledge about peer support methodology and to further develop the skills needed to implement peer support interventions.
34. In a peer relationship it is important to maintain an empowering attitude. Peer supporter has not to substitute the person in solving his problems, he should help him to empower his competencies and skills to gain control on his life acting on issues that they define as important for him.
35. Power refers to the amount of control a person has over what others do, and this can be extremely useful if used correctly by peer supporters to help others achieve positive outcomes. Peer supporters should use their power to help others make the right choice, allowing them to be responsible for their own changes and outcome. Review the difference between the Drama Triangle and the Empowerment Triangle.
36. Given the importance of establishing a reciprocal and positive relationship with the peers, it is vital that peer supporters bear in mind that it is more beneficial to lean towards an empathetic rather than a sympathetic approach. Maintaining boundaries means keeping the right distance to make the peers in recovery feel understood and supported, without falling into the temptation to immediately provide whatever they may ask for, which would lead to a helper-type relationship.