



# A Climate of Instability

*A roleplaying game exploring stabilization in climate exacerbated scenarios*

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Environmental Security  
Research Group



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## OVERVIEW

### Objectives of the Game

The following roleplaying activity is designed to provide insight into the challenges of achieving stabilization within climate-exacerbated scenarios. The scenario places players within a province in a fictional state at risk of environmental disaster and conflict as a result of stresses from climate change. The game asks players to imagine that they are making strategic decisions over a period of 25 years. These decisions are made over the course of 5 rounds. At the start of each round, players are asked to make their decisions. At the end of each round, they are shown the climate impacts that occur in the 5 years that have followed their decisions.

Although the game is based upon a specific 'stabilization' scenario, it seeks to provide players with insight into two broader challenges faced by contemporary security, diplomacy and development stakeholders:

- (A) Accounting for likely 'short-term' and 'mid-term' climate impacts within strategy-making;
- (B) Understanding how competing or common interests of inter-sectoral stakeholders can impact upon decision-making and outcomes in operational environments.

### Copyright and Contributions

This roleplaying scenario is based on a stabilization scenario created by Dr. Richard Milburn (2022). It was developed from a mixture of scholarly research and practitioner lessons derived from 'Operation Corded', a British military anti-poaching operation in Malawi and Zambia that was designed to help tackle illegal wildlife trade in sub-Saharan Africa. The development process involved contributions from a range of UK governmental and non-governmental advisors (including UK MoD, FCDO, Defra, and King's College London).

The game was created as part of a wider project of collaboration between Tunza Games Ltd. and the Environmental Security Research Group (ESRG) of King's College London. This project was funded initially by the King's COP26 Engagement Grant. Further development of the game was supported by seed funding from the Circle U. European University Alliance, as part of a new research project entitled "GAMEngage: Gamification for stakeholder engagement".

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### Additional Opportunities

If you have any questions regarding the game design or the instructions provided, or if you would like to discuss the possibility to collaborate on developing similar roleplaying scenarios, please reach out [environmental-security@kcl.ac.uk](mailto:environmental-security@kcl.ac.uk)



## INSTRUCTIONS FOR FACILITATORS

### In Person and Online Delivery

The game can be played either (a) in-person or (b) online with the use of videoconferencing software. The videoconferencing software, however, must have the ability to divide players into separate ‘breakout rooms’ for each round of the game.

### Phases of the Game

Phase	Task	Timing
1	Preparatory work (printing, read facilitator instructions, etc)	1-2 days in advance
2	Set up room, distribute player handouts and action pieces, and allocate players to teams	10 minutes
3	Introduce the game and its objectives (and answer any questions)	20 minutes
4	Let players choose and read their ‘stakeholder roles’	10 minutes
5	Play the game for the first time, in the following manner: <ul style="list-style-type: none"> <li>• 5 minutes – The players place their different ‘activities’ on the map.</li> <li>• 2-3 minutes – At the end of this round, they receive 3x ‘Event Cards’ which affect the actions they have played. Each team then adjusts the pieces on their map to account for the Event Cards.</li> <li>• Repeat these two actions for four (4) more rounds.</li> </ul>	45 minutes
6	Wrap up the game, including any relevant discussions or questions	No fixed time
7	(If time permits) Replay the game, using the different format options available	15-30 minutes

***The following pages provide detailed instructions on what the facilitator needs to do during each of the seven phrases of the game, from ‘preparation’ through to ‘wrap up’. Facilitators can use these pages as a step-by-step instructions manual, which they can refer to for each step of implementing this game.***

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## PHASE 1: PREPARATORY WORK (PRINTING, READ FACILITATOR INSTRUCTIONS, ETC)

### Printing off documents (for face-to-face gameplay)

Please print off one copy of the 'Player Handout' for each team (e.g. intelligence briefing, available actions, game set up, gameplay reference sheet, map and stakeholder roles). You may also need to do the following:

- If you intend to play the game more than once within a session then you may wish to print and cut out 'Event Cards' for each team (Appendix 1)
- If you do not have any physical objects for the board game pieces (e.g. tiddlywinks or wooden blocks) then you can print and cut out paper pieces instead (Appendix 2). You should provide each team one set of pieces.

### Providing electronic documents (for remote / videoconferencing gameplay)

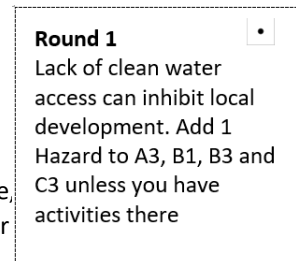
If you wish to play the game online, then please provide attendees with:

- An electronic copy of the 'Player Handout' in advance of the session.
- An 'Microsoft Word' version of the map that can be edited online (one for each team). Specifically, one participant can project their screen to their group with a copy of the map. They can then copy and paste the 'symbol' for each action onto the map when they play that action.

### Editing the Event Cards

Appendix 1 contains a selection of 'Event Cards' that the facilitator can choose from at the end of each round, in order to generate the 'hazards' that players must then respond to in the following round. Some facilitators may wish to emphasise certain environmental threats more than others, depending on the goal of the session (e.g. plastic pollution, unsustainable farming methods, global heating). To achieve this, facilitators are welcome to edit the 'descriptions' of the event cards. However, you should not edit the 'impacts' of the event cards. For example, consider the sample 'event card' on the right:

- You may edit the description: "Lack of clean water access can inhibit local development".
- But you should not edit the impact: "Add 1 Hazard to A3, B1, B3 and C3 unless you have activities there".
- You should also try to align your 'description' with the 'impact' itself. For example, A3, B1, B3 and C3 are areas of the map that do not have access to a natural water source. However, they do have residential populations and industrial resources. As such, if you change the 'description', you should ideally account for these contexts.



*NB. Why can't you edit the 'impacts' of the event cards? Doing so could make the game more realistic, by highlighting the non-linear nature of environmental impacts. However, it can also make the game far more difficult to win. This can make the experience less engaging for participants which, in turn, reduces its effectiveness as a learning tool. Thus, a balance has been struck between 'realism' and 'motivation'.*



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## PHASE 2: SET UP ROOM, DISTRIBUTE PLAYER HANDOUTS AND ACTION PIECES, AND ALLOCATE PLAYERS TO TEAMS

### Room Set Up

There is no specific way in which you ‘must’ set up the room. However, please bear in mind the following:

- For online games, you need the ability to separate different teams into different ‘breakout rooms’. You can then (a) move them into their ‘breakout rooms’ for each round so they can decide what actions to play, and then (b) bring them back into the main room at the end of each round to announce the end of round ‘events’.
- For in-person games, each team should have a table capable of sitting 4-8 people with an A4 sized map in the centre of the table. The table should also have enough space for the game pieces and the player handout (e.g. intelligence briefing, stakeholder roles, etc).

### Distribute Player Handouts

Each team should have:

- A copy of the ‘player handout’ (including the map and stakeholder roles)
- The following ‘action pieces’ to be used on the map:
 

10x	Sustainable Development	⋮	10x	Industrial Development
10x	Disaster Risk Reduction	⋮	2x	Disaster Relief actions
10x	Peacekeeper Deployment	⋮	15x	Hazard pieces

If you do not have physical objects that you can use for ‘action pieces’ (e.g. tiddlywinks, buttons, etc), then you can print off action pieces for each team using the template in Appendix 2.

- (OPTIONAL) If you are playing for a ‘second’ or ‘nth’ time, you may also wish to print off 1 x set of Event Cards for each team. They can then choose these events at random at the end of each round, rather than forcing the facilitator to ‘announce’ a pre-selected set of events. A set of Event Cards are available in Appendix 1.

### Allocate the Players into Teams

Ideally, a team should consist of 4 players. However, teams can consist of anywhere between 3-8 players. How you choose to divide the players into different teams depends on the outcome you wish to achieve. For example:

- If you are running the game for people from different sectors or organisations, you may wish to mix the teams so that each team contains officials from different sectors.
- If you are running the game for people from a single organisation, team or seminar group, you may wish to mix the teams based on each individual’s expertise, role or personality (e.g. mixing people with different levels of competitiveness, or allocating people to a specific stakeholder role based on their real life expertise).



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## PHASE 3: INTRODUCE THE GAME AND ITS OBJECTIVES (Instructions below can be read verbatim to participants)

The following roleplaying activity is designed to give you an insight into the ways in which environmental shifts may generate instability in different towns, cities and provinces, as well as the challenges faced in providing stability in these scenarios. It is based upon direct experiences of stabilization practitioners.

*What is the goal of the game? [Slide 2]*

In your player handout there is an 'intelligence briefing'. This has detailed information on the province that you are being asked to stabilize. This includes the threats that this province faces and the resources it has available. You can refer to this briefing throughout the game. Yet, in summary:

- The game is asking you to imagine that you are based in a central province of a fictional country. This province is at risk of conflict and human insecurity due to environmental shifts and other factors. The province also has a range of important natural resources and industrial opportunities.
- You are part of a group of different stakeholders, who are responsible for deciding where and when to use the resources at your disposal, in order to reduce the risk of a climate crisis.

*How do you play the game?*

On the handout in front of you, there are step-by-step instructions on how to play the game. You can refer to these throughout the game. However, I'm going to quickly summarise the gameplay now:

**Objectives**     *[Slide 3]* The objective of the game is simple... you need to avoid a 'climate crisis' in the province. *So what counts as a climate crisis?*

- If you look at your map, you'll see it is divided into 9 squares. On the left of the map you have different symbols. One of those symbols is labelled 'Hazard'.
- By the end of the game, if any of the 9 squares of your map contains 3 or more hazards, then you are in a state of 'climate crisis' and your entire team has lost the game.

**Actions Available**     *[Slide 4]* *How do you avoid a 'climate crisis'?*

In order to avoid a situation in which hazards are accumulating on your map, you will need to play certain 'actions'. Each team has **four core actions** they can take to avoid a 'climate crisis' occurring. A detailed breakdown of these is available in the player handout. In summary:

- **Sustainable Development** can help local populations adapt to environmental shifts, but it may take time to reap the benefits of this action. And it cannot solve all of your problems.
- **Disaster Risk Reduction** can reduce the likelihood of environmental disasters in your province leading to active Hazards on the map.
- **Peacekeeper Deployment** can help create the security required for economic development, but too many peacekeepers can pose risks (e.g. resentment or corruption).
- **Industrialised Development** can help with employment and trade that is critical for stability, but too much industrial activity can create environmental and geopolitical risk.

In addition to these four core actions, you can ask for **Disaster Relief**. Simply put, if you play a Disaster Relief piece in one of the squares on your map, then it will remove some of the hazards from that square. However, you can only play a Disaster Relief action twice in the entire game.

**Gameplay**     *[Slide 5]* *So, when are you meant to play these different actions?*

Depending on the time available, there are up to 5 rounds within the game.

- **During each round**, you will be given 5 minutes to decide which actions to play as a team. In each round you can play up to 4 of your stabilization actions.



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- So, for example, in one round you may decide to play 3 x Peacekeeper Deployments and 1 x Disaster Risk Reduction. In the next round, you may decide to play one of each action. And so forth.
- **At the end of each round**, you will be shown the environmental ‘events’ that have occurred in the 5 years following your decisions. Specifically, after each round you will have to deal with 3 events that will affect the overall stability of your province and the value of the stabilization actions that you have chosen.
- **At the end of the game**, we’ll see which players and teams have the highest scores and (if time permits) we can discuss what you’ve learned from the game.

**[Slides 6-13]** *[Take them through an example game progression]*

**Stakeholder Roles** **[Slide 14]** That is the overview of the basic game. But there is a twist. Each of you will **represent a different stakeholder** with different objectives and different ways of gaining points. If your team avoids a Climate Crisis, the highest scoring person in your team wins. You get to choose:

- How transparent or secretive you wish to be about your objectives, and
- How competitive or collaborative you wish to be with your team-mates.

Finally, although you must collaborate and make decisions as a team... at the end of each round, **the final decision** on ‘which actions to play’ and ‘where to play these actions’ must be approved by whichever player is representing the stakeholder role of ‘Senior Government Official’.

**Q&A** The handouts contain these instructions and more. You can refer to them as you play. *Questions?*

**Choose your Stakeholder** So, before we start the game you need to choose what stakeholder you will represent. You should have a set of stakeholder roles in front of you. A few notes, before you choose your role:

- You can choose whichever stakeholder you wish. BUT one person in each team must play the role of ‘Senior Government Official’.
- You will notice during the game, that certain stakeholders have different levels of power, and that some players may be more competitive or passive than others.
- These are the kinds of dynamics that you might experience in a real-life operational scenario. As such, this is very much a purposeful component of the game.
- Above all, your experience and enjoyment of this game will be increased significantly if you embrace the objectives of your stakeholder role.

You now have 5 minutes to decide what stakeholder you wish to play within your team.

## PHASE 4: LET PLAYERS CHOOSE AND READ THEIR ‘STAKEHOLDER ROLES’

Give teams 5 minutes to choose their stakeholder roles. The following conditions apply:

- Each role can only be selected by one player (and cannot be shared by two players).
- One member of the team must represent the ‘Senior Government Official’. This official is responsible for approving ‘which actions to play’ and ‘where to play these actions’ at the end of each round.

## PHASE 5: PLAY THE GAME FOR THE FIRST TIME, IN THE FOLLOWING MANNER:

If your participants have not played this game before, then you should dictate the ‘Event Cards’ at the end of each round. In particular, we recommend the following events (which seek to balance difficulty and achievability):

**Round 1** Give players 5 minutes to place their ‘actions’ on the map.

After 5 minutes, announce that the following events have occurred in the 5 years since they played their actions. Provide enough time during your announcement for players to place the Hazards on their map:

- Unsustainable industrial farming is increasing water stress. Add a Hazard on A2, B2 and C2 if they have Industrial Development.



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- If forests are not suitably managed, they will be exploited unsustainably. Add a Hazard on A1, A3 and C1 unless you have played activities in them.
- It is vital to protect transport infrastructures for trade and logistics. Remove 1 Hazard from any square on the board if you have a peacekeeper deployed in B1, B2 or B3.

**Round 2** Give players 5 minutes to place their 'actions' on the map.

After 5 minutes, announce that the following events have occurred in the 5 years since they played their actions. Provide enough time during your announcement for players to place the Hazards on their map:

- Insurgents are using forests as bases for their operations. Add a Hazard on A1, A3 and C1 unless you have activities there.
- Resource equity in densely populated areas reduces the risk of violence. Remove 1 Hazard from A3, B1, and B3 if you have played a sustainable development there.
- If the main supply route is not maintained and protected, the whole province will suffer. Add a Hazard on B1, B2 and B3 unless you have activities there.

**Round 3** Give players 5 minutes to place their 'actions' on the map.

After 5 minutes, announce that the following events have occurred in the 5 years since they played their actions. Provide enough time during your announcement for players to place the Hazards on their map:

- Keeping roads open is key to keeping goods and people moving. Add a Hazard to B1, B2, and B3 unless you have activities there.
- Major rivers are at higher risk of flooding. Add a Hazard to A2, B2 and C1 and C2 unless they have disaster risk reduction.
- Too many foreign soldiers increases local resentment. Add 1 Hazard to any square with a peacekeeper in it if you have played 4 or more peacekeepers in total.

**Round 4** Give players 5 minutes to place their 'actions' on the map.

After 5 minutes, announce that the following events have occurred in the 5 years since they played their actions. Provide enough time during your announcement for players to place the Hazards on their map:

- Livestock farmers seek to offset losses from market instability by using unregulated pastures for grazing. Add a Hazard to any square without activity in it.
- Environmental disasters can block roads, preventing goods and people moving. Add a Hazard to B1, B2, and B3 unless they have disaster risk reduction or peacekeepers deployed.
- Mining of rare earths has enhanced trade and renewable energy. Remove 1 Hazard from any square on the board for each Industrial Development activity you have played in A1, B3 or C1.

**Round 5** Give players 5 minutes to place their 'actions' on the map. Give them the following reminder:

*"Your role or influence in the province is now coming to an end. As such, you now have to play your final actions. Once you have placed these actions, I will announce the final events that occur in the five years since you gave up your role. You will not be able to respond to these events, so try to make sure that you have prepared the Central Province for any eventualities it may face."*

After 5 minutes, announce that the following events have occurred in the 5 years since they played their actions. Provide enough time during your announcement for players to place the Hazards on their map:

- Environmental insecurity increases the risk of inter-group violence. Add a Hazard to any square on the board without activity in it.
- Global heating increases the risk of environmental disasters. Add 1 Hazard to any square on the board without a disaster risk reduction.
- Burning fossil fuels drives average global temperatures towards 3°C. Add 1 Hazard to every square on the board if you have Industrial Development activity in A3, B1 or C3.



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## PHASE 6: WRAP UP THE GAME, INCLUDING ANY RELEVANT DISCUSSIONS OR QUESTIONS

After players have placed the last 'Hazards' on their board, guide them through the following process:

1. Give players a few minutes to 'add up' their final scores, based on the score they have gained in each round.
2. Ask teams to confirm which of them have successfully avoided a 'Climate Crisis' (i.e. none of the squares on their map have 3 or more Hazards within them).
3. Ask teams to confirm which individual had the highest overall score within each team.
4. Facilitate any discussion or questions regarding the game. For example:
  - a. Ask the winning teams what factor(s) were most important in helping them to succeed.
  - b. Ask the losing teams what factor(s) were most important in stopping them from succeeding.
  - c. Ask all teams:
    - What would you do differently next time?
    - What have you learned about stabilization operations?

## PHASE 7: (IF TIME PERMITS) REPLAY THE GAME, USING THE DIFFERENT FORMAT OPTIONS AVAILABLE

Having played the game once, players should now be comfortable with its basic goals and dynamics. This provides an opportunity to let them experience the game with a more realistic level of challenge, complexity and uncertainty. There are various options available for achieving this. Some potential examples include:

### Randomising the 'Event Cards'

Enable players to randomise the Event Cards at the end of each round, through one of three methods. All three of these methods require you to print off and cut out 'Event Cards' to use on the day (see Appendix 1):

#### ***Option 1 (Less visibility on future events, but more 'breadth' of risk faced)***

- Have the players place the Event Cards face down, with one pile of cards for each round.
- At the end of each round, they select three cards at random from the relevant pile.

#### ***Option 2 (More visibility on future events, but more chance of 'compound' risks)***

- Have the players place the Event Cards face down, with one pile of cards for each round.
- At the end of each round, they turn over the cards from the relevant pile to see the possible events.
- They then role dice to decide which three events will occur (using the dice symbol on the Event Cards).
- If they roll the same dice number more than once, then they must play the effects of that 'event' again (e.g. as in real life, this can lead to concentration of risk in key areas).

#### ***Option 3 (More visibility on future events, and more chance of 'compound' risks)***

- Put all of the event cards for all teams for Round 1 within a bag.
- Ask players to raise their hands once they have finished playing their activities for the round. Then allow them to pick three events from the bag (without looking into the bag). Do this for every team.
- Repeat this process for each round of the game.

### Changing the Event Cards

Appendix 1 contains a selection of 'Event Cards' that the facilitator can edit if they want to emphasise certain threats. To achieve this, facilitators are welcome to edit the 'descriptions' of the event cards. The cards provide two options:



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### **Option 1: Edit the descriptions in the existing events.**

Facilitators are welcome to edit the ‘descriptions’ of the event cards. However, you should not edit the ‘impacts’ of the event cards. For example, consider the sample ‘event card’ on the right:

- You may edit the description: “Lack of clean water access can inhibit local development”.
- But you should not edit the impact: “Add 1 Hazard to A3, B1, B3 and C3 unless you have activities there”.
- You should also try to align your ‘description’ with the ‘impact’ itself. For example, A3, B1, B3 and C3 are areas of the map that do not have access to a natural water source. However, they do have residential populations and industrial resources. As such, if you change the ‘description’, you should ideally account for these contexts.

#### **Round 1**

Lack of clean water access can inhibit local development. Add 1 Hazard to A3, B1, B3 and C3 unless you have activities there

### **Option 2: Expanding the number of possible events.**

You can also expand the number of potential Events that players are able to choose from each round, by adding descriptions to the ‘blank’ cards provided in Appendix 1 (i.e. the cards with dice numbers 7-12 on the front). This will enable players to have 12 Event Cards to choose from in each round, with a different ‘description’ for each. This will increase the sense of complexity and chance (as well as enabling players to choose their cards with a two dice roll).

### Changing Player Roles

Given that the full game is meant to represent a 25 year period, you may also wish to change the roles of different players as would occur in real life. Examples of this could include:

#### **Option 1: Move players between different teams.**

- Tell one or more players who represent an ‘international’ stakeholder (e.g. an NGO, Multinational Corporation or Peacekeeping Force), that their organisation has relocated them to a different province. Then move those players to a different team. For example:
  - Swap two players on different teams on a one-for-one basis (e.g. swap the Multinational Agricultural Corporation player from one team for the Multinational Agricultural Corporation player from another team).
  - Place players in different teams where their role doesn’t yet exist (e.g. move one Forestry Conservation NGO from one team to a team which doesn’t have a Forestry Conservation NGO).

*NB. Their points from previous rounds will still be counted in their final total.*

#### **Option 2: Change stakeholder roles within a team (temporarily or permanently)**

- Tell the player(s) who represent the ‘Senior Government Official’ that there has been a shift in power and they are no longer a government representative. They can be replaced in various ways, such as:
  - Announce that the ‘Local Influencer’ has been elected to the role of ‘Senior Government Official’.
  - Get the team to vote for the player they wish to become the new ‘Senior Government Official’.
  - The former ‘Senior Government Official’ can then choose a separate role from the stakeholder roles still available.

*NB. The points from previous rounds will still be counted in their final total (i.e. for the players that have changed role).*

#### **Option 3: Remove players from the gameplay (temporarily or permanently)**

- Tell one or more player(s) in any stakeholder role that they have experienced a personal obstacle (e.g. a health crisis, a new family dependent, etc). This will require them to ‘skip a round’.



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- They will still gain points at the end of the round, based on the actions played by their teammates. However, they must remain silent during the round and cannot influence the decisions of their teammates.

*NB. If you decide to apply this to the 'Senior Government Official' then the other players on the team can decide which actions to play within that round without the 'final approval' of this official.*

- Choose the player with the lowest points in the team and tell them that they have been fired from their organisation due to their performance.
  - They must remain silent for the rest of the game and cannot influence the decisions of their teammates.
  - They cannot gain any more points for the remaining rounds.

*NB. It is advisable to play this option at the end of Round 4, so that players do not have to wait for too long until the end of the game.*

*If you develop any alternative 'methods' or 'narratives' for changing player roles that you believe are effective and enjoyable, please let us know at [environmental-security@kcl.ac.uk](mailto:environmental-security@kcl.ac.uk)*



## PLAYER HANDOUT

### GAME SET UP

- Lay out the 'map' so that it is accessible and visible to all players.
- Check that you have the following 'action' pieces:
 

10x	Sustainable Development		10x	Industrial Development
10x	Disaster Risk Reduction		2x	Disaster Relief actions
10x	Peacekeeper Deployment		15x	Hazard pieces
- Choose from the stakeholder roles available to you

### INTELLIGENCE BRIEFING

You have been assigned responsibility for the central province of the country of Badilisha. It faces significant climate-induced risks. The province also has an array of exploitable agricultural, mineral and oil resources, sought after locally and internationally.

It is 'highly likely' that average temperatures will increase, leading to more frequent and stronger environmental disasters (including flooding, landslides and drought). It is 'likely' that insurgents will seek to establish bases in concealed forest areas and to exploit resources for their campaigns. They may attempt to recruit poor communities who don't feel supported by the government. It is 'highly likely' that international stakeholders will seek to gain strategic advantage and access to resources through direct and proxy actions. All of these variables could impact on stability in the area.

Your team are responsible for assessing where and when to deploy your limited resources to reduce the prospect of a humanitarian crisis. You have access to various actions including sustainable development, industrial development, disaster risk reduction and peacekeeper deployment. You can also deliver a small number of Disaster Relief operations to respond to hazards and crisis.

### GAMEPLAY

#### During Each Round:

- You will be given 5 minutes to decide which actions to play as a team.
- In each round you can play up to 4 of your stabilization actions.

#### At the End of Each Round

- You will be presented with three Event Cards. These represent events and crises that have happened in the five years since they you played your actions.
- These Events will be presented in one of two ways:
  - The game facilitator will unilaterally decide what Event Cards to show you.
  - Your team picks an event card at random (from a pile of cards available to you).
- Add or remove hazards from your map, based on the impact of the Event Cards.
- Each player writes down the 'points' that they have gained during that round.

#### At the End of the Game

- At the end of the final round, you will be presented with a final set of Event Cards which you will not be allowed to respond to (i.e. as your role in the province will have ended).
- After the last Event Cards are announced, teams announce if they face a climate crisis.
- Players add up their final scores and the highest scores are announced. The final score includes all points gained and lost at the end of each round of the game.

# A Climate of Instability

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**STABILIZATION** You have four 'core' actions available to choose from:

**ACTIONS**



**Industrial Development (ID):** ID may include resource extraction, industrialisation and use of non-native economic models. ID is a double-edged sword. The province has valuable resources and agricultural land that can generate funds for development. Its minerals can also help global efforts to fight climate change. But unsustainable industrial activity is likely to cause harm (e.g. reshaping migration patterns, creating wealth inequities, and increasing the risk of Hazards).



**Disaster Risk Reduction (DRR):** DRR actions seek to enhance adaptation and resilience against ecological threats in local communities (e.g. implementing systems for alerting populations to disasters, enabling nature-based solutions for flood and drought, mitigating waste and pollution risks from industrial activities, enhancing local community cohesion and agreements). DRR is highly likely to reduce the risks of Hazard from environmental disasters. It is likely these disasters will be more common in future, but also a possibility that they will occur in the near future.



**Sustainable Development (SD):** SD activities are designed to enhance socially and ecologically equitable resource use (e.g. supporting indigenous knowledge sharing, local enterprise, health and education infrastructures, clean water and renewable energy). It is highly likely that SD will support local populations in adapting to climate change and developing livelihoods to alleviate poverty. SD is unlikely to have negative consequences on the environment in the province.



**Peacekeeper Deployment (PD):** PD can help prevent attacks, racketeering and recruitment by insurgency groups, as well as enabling local economic development (i.e. by ensuring security of workers and key supply routes in and out of the province). However, the presence of too many Peacekeepers for too long poses risks. It is likely to cause resentment among the local population and can increase the risk of soldiers engaging in corrupt, violent or humiliating activities.



In addition to these 'core' actions, you can use a '**Disaster Relief**' action twice in the game. This can be played on any square to remove Hazards from that square. Specifically:

- If a square has 1-2 Hazards, then a Disaster Relief action will remove all of these Hazards.
- If a square is in a state of Climate Crisis (i.e. 3 Hazards or more), then a Disaster Relief action will only remove 1 Hazard from that square.

**HOW TO PLAY** 'Core' Actions

**YOUR ACTIONS**

- You can play up to 4 actions within each round. You do not have to play all of your available actions if you do not wish.
- You can play any combination of actions you wish (e.g. you can play 4 of the same action, or one of each action, or any other combination).
- As well as 'adding' new actions to the board, you can swap actions on the map with those from your store on a one-for-one basis (e.g. you can take 1 action off the board and replace it with 1 action from your store).
- You can redeploy activities that you played in a previous round from their current square onto a different square (e.g. move a piece from B1 to C3). However, redeploying a piece counts as one of your actions (i.e. one of the 4 actions you have available per round).

**Disaster Relief**

- You can play a Disaster Relief action in any round.
- Once a Disaster Relief has been played it cannot be played again
- If you wish to 'swap' an action on the board for a Disaster Relief activity, you cannot do this on a one-for-one basis. Instead, you will need to remove 4 activities from the map in order to place 1 Disaster Relief activity.



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**STAKEHOLDER ROLES**

- Each player chooses a Stakeholder Role, who they will represent throughout the game.
- Each stakeholder has different objectives and requirements
- Each role can only be selected by one player (and cannot be shared by two players).
- One member of the team must represent the ‘Senior Government Official’. This official is responsible for approving ‘which actions to play’ and ‘where to play these actions’ at the end of each round.
- It is up to each player how transparent or secretive they wish to be about their objectives, and how far they wish to compete or collaborate with other individuals.

**SCORES**

You can use the table below to write up the scores for each of your team members:

		Round					Final Total
		1	2	3	4	5	
Player Names	1						
	2						
	3						
	4						
	5						
	6						
	7						
	8						

		Round					Final Total
		1	2	3	4	5	
Player Names	1						
	2						
	3						
	4						
	5						
	6						
	7						
	8						

		Round					Final Total
		1	2	3	4	5	
Player Names	1						
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	3						
	4						
	5						
	6						
	7						
	8						

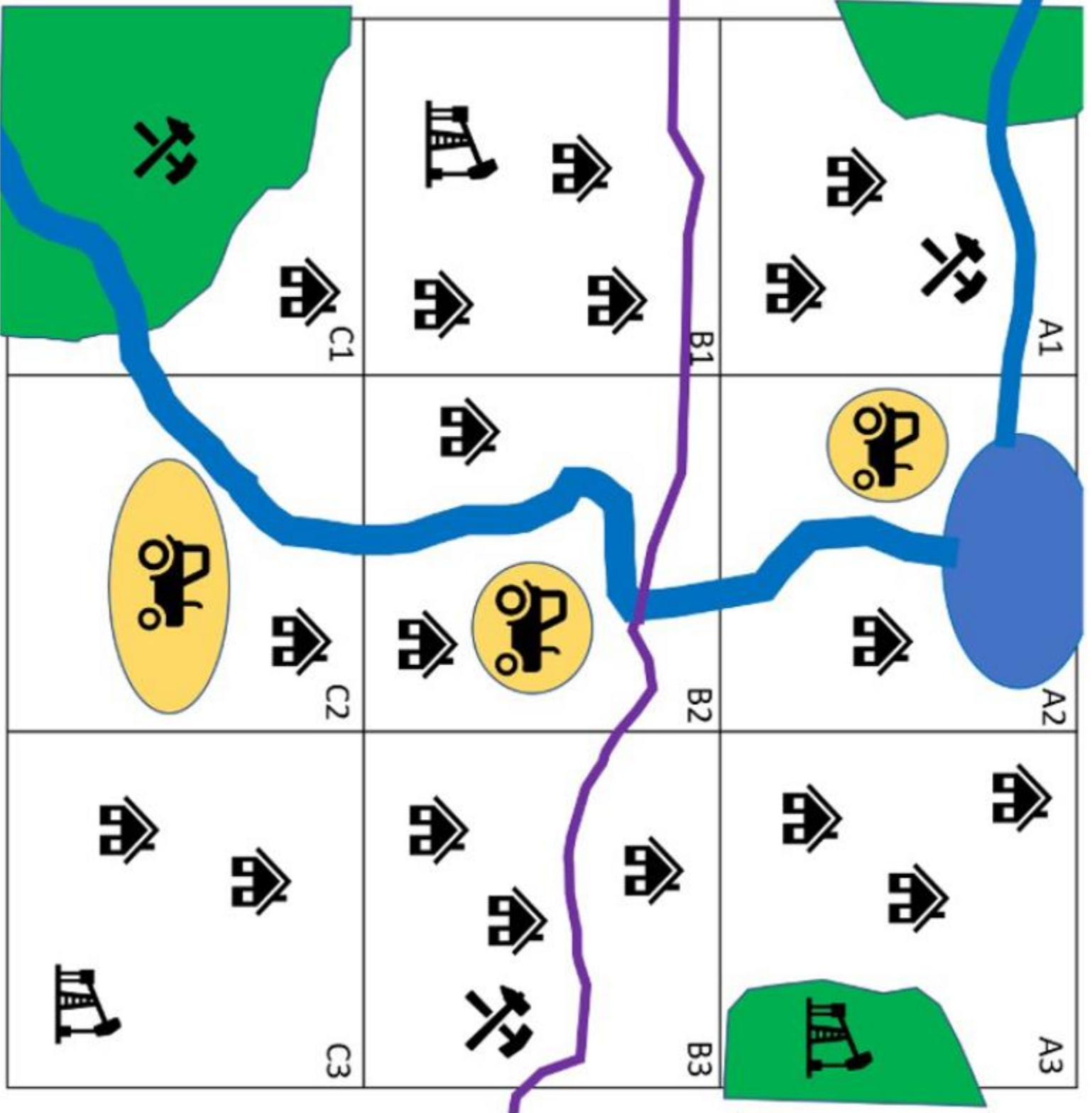


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**Key**

- Town
- Minerals
- Oil
- Farmland
- National Park Forest
- River
- Road
- Industrial Development
- Disaster Risk Reduction
- Sustainable Development
- Peacekeepers
- Disaster Relief
- Hazard



## STAKEHOLDER ROLES

Please cut out the following stakeholder roles and provide a full set of these roles to each team.



### Senior Government Official

As a senior government official for the province, you hold the ultimate responsibility for its stability and development. In your decisions and actions, you are driven by the two objectives. First, to ensure your political survival. Second, to lay a foundation for long-term economic stability and social order. These objectives are not mutually exclusive, but they can conflict with each other. To achieve your goals, you must engage with stakeholders including local community, NGO and private sector officials.

Industrial development is critical for bolstering local prosperity and political influence. So you must actively seek to create business opportunities and stimulate the region's economy to generate immediate benefits for the population. At the same time, you need to enable stakeholders seeking to implement sustainable practices and to reduce the impact of environmental threats in your province. This is critical for the province's long-term viability and for your reputation as a forward-thinking leader. Collaboration with peacekeeping and law enforcement forces demonstrate a tough stance on insurgency and criminality (both for the local population and international investors). However, excessive reliance on these forces can weaken your status as a powerful leader and reduce your ability to collaborate with insurgent groups if they gain power and influence.

After the Event Cards have been accounted for, at the end of each round you will:

- Gain 4 points per Industrial Development activity played
- Gain 2 points per Sustainable Development activity played
- Gain 1 point per Disaster Risk Reduction activity played
- Gain 1 point per Peacekeeper Deployment (if there are three peacekeepers or fewer on the map)
- Lose 1 point for each square that has a Hazard in it

After the Event Cards have been accounted for, at the end of the final round you will:

- Lose 1 points per Hazard on the board
- Lose 1 point per Peacekeeper Deployment on the board
- Lose 10 points if Disaster Relief has been played at any time during the game

### Multinational Agricultural Corporation

You are the Head of Regional Business Development for a multinational agricultural corporation aiming to expand commercial development in the Central Province. Your primary goal is to increase agricultural production and profitability (particularly staple crops and livestock for the international market). Although you are personally invested in enhancing sustainability and proving your ESG credentials, this represents a secondary priority. Indeed, it is worth reminding other stakeholders of the need to increase profits in order to generate the funding for Sustainable Development initiatives.

Your primary strategy should be to persuade the Senior Government Official of the importance of Industrial Development for economic stability (and, in turn, funding for Sustainable Development). But you must also engage with diverse stakeholders to foster partnership and address concerns that may derail your agenda. It is good, for example, to support NGOs that provide medical and water security, and local influencers who help shape public opinion. More importantly, you must support and advocate for physical security forces (e.g. peacekeepers and law enforcement) to secure your supply chains and the safety of your workers. Maintaining this breadth of partnerships can mitigate risks to your company's assets and reputation.

After the Event Cards have been accounted for, at the end of each round you will:

- Gain 4 points per Industrial Development activity played in an agricultural area
- Gain 2 points per Disaster Risk Reduction activity played in areas with water resources
- Gain 1 point if Peacekeeper Deployments are situated on all squares that have a 'road' on them
- Lose 1 point for each agricultural area that has a Hazard in it

After the Event Cards have been accounted for, at the end of the final round you will:

- Lose 5 points if none of the squares with a 'main road' have a Peacekeeper Deployment
- Lose 5 points for each agricultural area that does not have a Industrial Development activity on it
- Lose 5 points for each agricultural area that has a Hazard in it

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## Peacekeeping Mission

You are a high-ranking official leading a United Nations (UN) peacekeeping force in the Central Province. Your primary objective is to maintain peace, stability, and security in the province. You achieve this in two ways. First, coordinate and oversee the strategic deployment of peacekeeping troops, ensuring adherence to international humanitarian law and the protection of civilians. Second, facilitate dialogue and trust amongst different stakeholders and conflicting parties, as a means of enabling these stakeholders to build the foundations for long-term stability.

This role requires a careful balance. On one hand, deploying insufficient peacekeepers creates risks to the province's stability and your reputation as a trusted security provider. On the other hand, deploying too many peacekeepers can increase the risk of resentment amongst the local population and misconduct amongst your troops. Your goal, therefore, is to provide stability whilst seeking to progressively reduce the footprint of your troops. This will require you to negotiate with government and non-governmental officials, to ensure that immediate security needs are balanced with longer-term adaptation and sustainability practices. Although you must persuade other stakeholders of your strategy, remember that you must also help to facilitate dialogue between stakeholders and, as such, must retain their trust and a sense of neutrality.

After the Event Cards have been accounted for, at the end of each round you will:

- Gain 4 points for each Peacekeeper Deployment played
- Gain 2 points for each Disaster Risk Reduction played
- Gain 1 point for each Sustainable Development played

After the Event Cards have been accounted for, at the end of the final round you will:

- Lose 5 points for each Peacekeeper Deployment that remains on the map
- Lose 1 point for each Hazard on the map

## Forestry Conservation NGO

You work for a non-governmental organization focused on preserving fragile forest ecosystems. Your primary goal is to protect the Central Province's forested areas from illegal logging, poaching and other harmful human activities. At the same time, you need to ensure that local communities benefit from the resources of the forests, which are intricately tied to local economic practices, health, wellbeing, and social identity. In line with this, you have been working hard to promote sustainable practices, such as responsible harvesting and reforestation efforts that benefit locals without harming the forest ecosystem. However, your agenda faces significant challenges. For example, it is possible for locals to make greater short-term profit through the kinds of industrial development that comes from over-intensive land use. Furthermore, the presence of local criminal and insurgent gangs creates insecurity for local communities working within the province's forests.

As such, you need to balance your emphasis on ecosystem preservation and sustainable local development, with the need to ensure the economic and physical security of the local conservationists that you oversee. This will require you to work closely with local leaders and community members to ensure that their needs are met while still prioritizing conservation efforts. You will also need to engage with multinational corporations to encourage them to adopt sustainable practices and minimize their impact on the environment. Finally, you will need to collaborate with peacekeepers and law enforcement to prevent illegal activities and protect the area from external threats (whilst ensuring that locals do not become reliant upon such protection).

After the Event Cards have been accounted for, at the end of each round you will:

- Gain 4 points for each forest square that has Sustainable Development activity inside it
- Gain 2 points for each forest square that has Disaster Risk Reduction activity inside it
- Gain 1 point for each forest square that has a Peacekeeper Deployment inside it
- Lose 1 point for each forest square that has Industrial Development activity inside it

After the Event Cards have been accounted for, at the end of the final round you will:

- Lose 5 points for each forest square with a Peacekeeper Deployment in it
- Lose 10 points if Industrial Development activity is present in any forest square
- Lose 2 points for each Hazard in a forest square



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### Local Influencer (e.g. Elder / Religious Leader)

More than any other stakeholder, you feel the difficulties and burdens of leading and representing your community. Technological and economic modernization along with increasing access to global media are causing rapid shifts in community dynamics. The local networks, agreements and values that have historically supported community cohesion and resilience are rapidly losing their influence. You face a difficult balancing act, supporting opportunities for your community to thrive economically and socially in the face of change, whilst seeking to maintain local identity, heritage and values.

To enable this, you are striving to be the main intermediary and gatekeeper for external stakeholders. This requires you to build strong relationships with all stakeholders, whilst pushing back against actions that could threaten your community's economic and social independence and environmental resilience. You will work with industrial stakeholders to bring investment and development to the area, but only if they are respectful of the local culture and committed to sustainable practices. NGOs are also welcome, but they must respect local systems for mediation and security rather than relying on peacekeeper deployments. You know that peacekeepers can play an important role in maintaining stability in the region, but you are wary of resentment, dependencies and corruption that may stem from such systems. Remember, you were here before everyone else, and you will still be responsible for your community after they have all left.

After the Event Cards have been accounted for, at the end of each round you will:

- Gain 2 points per Sustainable Development activity played
- Gain 2 points per Disaster Risk Reduction activity played
- Gain 1 point per Industrial Development activity played
- Gain 1 point per Peacekeeper Deployment

After the Event Cards have been accounted for, at the end of the final round you will:

- Lose 10 points if there are Peacekeeper Deployments in more than 4 squares
- Lose 10 points if Industrial Development activities are in more than 4 squares

### Humanitarian Healthcare Charity

You are the Country Lead for a humanitarian healthcare charity, dedicated to enhancing healthcare policy and infrastructure in countries with systemic risks to health such as conflict, epidemics and disasters. Your goal is to support sustainable healthcare and resilient disaster response systems (e.g. reducing hazardous pollutants and transmission vectors for zoonotic diseases and bolstering local medical resources). You face significant challenges, including limited resources, logistical obstacles, and security risks. To achieve your goals you should collaborate with local government leaders, community leaders and other NGOs to drive Sustainable Development and Disaster Risk Reduction activities. Although you wish to avoid a state of crisis, you know that Disaster Relief interventions can help with international publicity and political pressure for Sustainable Development and Disaster Risk Reduction activities. As such, you should capitalise on such interventions if they occur.

Your relationship with peacekeepers and private sector actors is more complex. Peacekeeping Deployments may help provide the stability required for your work in the short term. But stability through militarization comes with significant risks for long-term healthcare and wellbeing. It may be necessary to collaborate with private sector actors to gain funding for projects and to coordinate worker healthcare initiatives. But over-exploitation of natural resources is a substantial threat to health and wellbeing (e.g. via pollutants, biodiversity and biocapacity loss, worker conditions, psychological and cultural loss). So your engagement with such stakeholders must balance the value of short-term gains with the risks for long-term healthcare.

After the Event Cards have been accounted for, at the end of each round you will:

- Gain 2 points per Sustainable Development activity played
- Gain 2 points per Disaster Risk Reduction activity played
- Gain 1 point per Peacekeeper Deployment
- Gain 1 point for each Disaster Relief played

After the Event Cards have been accounted for, at the end of the final round you will:

- Lose 5 points for each square with oil or mines that has a Industrial Development activity in it
- Lose 2 points for each square with a Peacekeeper Deployment in it
- Lose 2 points for each Hazard in a populated area



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## Multinational Energy Corporation

You are a business development official representing a multinational energy company operating in the Central Province. Your portfolio is predominantly focused on fossil fuel extraction. However, you are also seeking to increase your access to the critical minerals required for a transition to renewable energy technologies. Your primary responsibility is to capitalise upon the province's resources to generate profit for the company.

To achieve this, you must highlight the importance of Industrial Development as a means of enhancing trade and economic stability, as well as providing the financial capital required to fund Sustainability Development and Disaster Risk Reduction. Your key focus in this regard should be on influencing local officials (particularly the Senior Government Official, but also other Local Influencers). At the same time, however, you must persuade other stakeholders who could threaten your agenda. This could include highlighting your ESG credentials and your desire for a sustainable transition to any humanitarian organisations and NGOs. It could also include stating your openness to funding sustainable initiatives with the profits from your Industrial Developments. You must also work closely with physical security forces (e.g. peacekeepers and law enforcement agencies) to secure supply routes and ensure the safety of your workers. Remember, you are critical for generating the money required for development, but you must navigate the negative perceptions surrounding your role with tact and ingenuity.

After the Event Cards have been accounted for, at the end of each round you will:

- Gain 4 points per Industrial Development activity played in areas with oil or mines
- Gain 2 points per Disaster Risk Reduction activity played in areas with oil or mines *and* Industrial Development
- Gain 1 point if Peacekeeper Deployments are situated on all squares that have a 'road' on them
- Lose 1 point for each area with oil or mines that has a Hazard in it

After the Event Cards have been accounted for, at the end of the final round you will:

- Lose 5 points if none of the squares with a 'main road' have a Peacekeeper Deployment
- Lose 5 points for each square with oil or mines that has a Hazard in it
- Lose 5 points for each agricultural area that does not have an Industrial Development activity on it

## Water Aid Agency

You are the local Director of a Water Aid Agency, responsible for overseeing water resource management and providing access to safe and clean water in the Central Province. Your primary objective is to improve water and sanitation infrastructure, ensuring that communities have reliable access to clean water for drinking, hygiene, and agriculture.

In particular, you are working to promote sustainable practices and nature-based adaptation initiatives that reduce the risk of environmental disasters around water sources. This includes activities such as responsible water harvesting and irrigation, rewilding of river and agricultural areas, and development of waste and sewage systems to reduce water pollution. These can provide significant benefits for local health and small businesses (especially smallholder farms). Unfortunately, investment in such activities is challenged by the growing influence of industrial agricultural practices (which can lead to over-intensive land and water use) and mining for natural resources (which can undermine water tables, release pollutants into water systems, and reduce biodiversity). You must work closely with local leaders and multinational corporations to ensure they prioritize sustainable development and disaster risk reduction. At times, you may need to work with peacekeepers for inter-group conflict and mediation amongst locals who are dependent on water resources for economic survival (e.g. farmers, herders).

After the Event Cards have been accounted for, at the end of each round you will:

- Gain 4 points for each water square that has Sustainable Development activity inside it
- Gain 2 points for each water square that has Disaster Risk Reduction activity inside it
- Gain 1 point for each water square that has a Peacekeeper Deployment inside it
- Lose 1 point for each water square that has Industrial Development activity inside it









After the Event Cards have been accounted for, at the end of the final round you will:

- Lose 5 points for each water square with a Peacekeeper Deployment in it
- Lose 10 points if Industrial Development activity is present in any water square
- Lose 2 points for each Hazard in a water square



## APPENDIX 1: EVENT CARDS (TO BE USED WHEN PLAYING THE GAME MULTIPLE TIMES)































If you play the game for a 'second' or 'nth' time, please print and cut these event cards (one sheet per team).

<p><b>Round 1</b> </p> <p>Lack of clean water access can inhibit local development. Add 1 Hazard to A3, B1, B3 and C3 unless you have activities there</p>	<p><b>Round 2</b> </p> <p>Plastic and chemical waste is growing in unmanaged industrial areas. Add 1 Hazard to A3, B1, B3 and C3 unless you have activities there</p>	<p><b>Round 3</b> </p> <p>Major rivers are at higher risk of flooding. Add a Hazard to A2, B2 and C1 and C2 unless they have a disaster risk reduction</p>	<p><b>Round 4</b> </p> <p>Deforestation for fuel and grazing land increases ecological risk. Add 2 Hazards on A1, A3 and C1 unless they have a disaster risk reduction</p>	<p><b>Round 5</b> </p> <p>Climate change increases environmental disaster risks. Add a Hazard to any square on the board without a disaster risk reduction</p>
<p><b>Round 1</b> </p> <p>Adversary nations wish to create instability by training insurgents in forests. Add a Hazard on A1, A3 and C1 unless you have activities there</p>	<p><b>Round 2</b> </p> <p>Insurgents are using forests as bases for their operations. Add a Hazard on A1, A3 and C1 unless you have activities there</p>	<p><b>Round 3</b> </p> <p>Keeping roads open is key to keeping goods and people moving. Add a Hazard to B1, B2, and B3 unless you have activities there</p>	<p><b>Round 4</b> </p> <p>Rivers are at higher risk of flooding. Add 2 Hazards to A1, B1, B2, C1 and C2 unless they have disaster risk reduction</p>	<p><b>Round 5</b> </p> <p>Environmental insecurity increases the risk of inter-group violence. Add a Hazard to any square on the board without activity in it</p>
<p><b>Round 1</b> </p> <p>Unsustainable industrial farming is increasing water stress. Add a Hazard on A2, B2 and C2 if they have industrial activity</p>	<p><b>Round 2</b> </p> <p>Uncontrolled mining is exacerbating water and biodiversity loss. Add a Hazard to A1, B3 and C1 if they have industrial activity</p>	<p><b>Round 3</b> </p> <p>Oil exploration contributes to global heating. Add a Hazard to A3, B1 and C3 if they have industrial activity</p>	<p><b>Round 4</b> </p> <p>Livestock farmers seek to offset losses from market instability by using unregulated pastures for grazing. Add a Hazard to any square without activity in it</p>	<p><b>Round 5</b> </p> <p>Areas without a strong water supply are at higher risk. Add 2 Hazards to A3, B1, B3 and C3 unless you have activities there</p>
<p><b>Round 1</b> </p> <p>Unemployment enhances social inequity and creates opportunities for insurgent recruitment. Add a Hazard on C1, C3 and A2 unless you have activities there</p>	<p><b>Round 2</b> </p> <p>If the main supply route is not maintained and protected, the whole province will suffer. Add a Hazard on B1, B2 and B3 unless you have activities there</p>	<p><b>Round 3</b> </p> <p>Forests need to be managed to avoid exploitation. Add a Hazard to A1, A3, and C1 unless they have a sustainable development</p>	<p><b>Round 4</b> </p> <p>Environmental disasters can block roads, preventing goods and people moving. Add a Hazard to B1, B2, and B3 unless they have disaster risk reduction or peacekeepers deployed</p>	<p><b>Round 5</b> </p> <p>Burning fossil fuels drives average global temperatures towards 3°C. Add 1 Hazard to every square on the board if you have industrial activity in A3, B1 or C3</p>
<p><b>Round 1</b> </p> <p>Industrial activity along the road provides funds for infrastructure. Remove 1 Hazard from any square on the board for each industrial activity you have played in B1, B2 or B3</p>	<p><b>Round 2</b> </p> <p>Resource equity in densely populated areas reduces the risk of violence. Remove 1 Hazard from A3, B1, and B3 if you have played a sustainable development there</p>	<p><b>Round 3</b> </p> <p>Peacekeepers help to reduce the threat from insurgent groups. Remove 1 Hazard if you have played peacekeepers in A1, A3 and C1</p>	<p><b>Round 4</b> </p> <p>Armed groups are using road checkpoints to raise funds for their activities. Remove 1 Hazard from any square on the board for each peacekeeper you have played in B1, B2 or B3</p>	<p><b>Round 5</b> </p> <p>Investment in health, energy, water and food systems have enhanced resilience. Remove 1 Hazard from any square on the board if you have played 4 sustainable developments</p>
<p><b>Round 1</b> </p> <p>It is vital to protect transport infrastructures for trade and logistics. Remove 1 Hazard from any square on the board if you have a peacekeeper deployed in B1, B2 or B3</p>	<p><b>Round 2</b> </p> <p>Industrial innovation is improving crop yields. Remove 1 Hazard from any square on the board for each industrial activity you have played in A2, B2 or C2</p>	<p><b>Round 3</b> </p> <p>Too many foreign soldiers increases local resentment. Add 1 Hazard to any square with a peacekeeper in it if you have played 4 or more peacekeepers in total</p>	<p><b>Round 4</b> </p> <p>Mining of rare earths has enhanced trade and renewable energy. Remove 1 Hazard from any square on the board for each industrial activity you have played in A1, B3 or C1</p>	<p><b>Round 5</b> </p> <p>Industrial activity has generated funds for local resilience measures. Remove 1 Hazard from any square on the board if you have played 4 industrial activities</p>

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*If you wish to create your own description for the events (or if you wish to provide players with more than six possible events per round), then you are welcome to edit the following cards to meet your requirements.*

<b>Round 1</b>  Add 1 Hazard to A3, B1, B3 and C3 unless you have activities there	<b>Round 2</b>  Add 1 Hazard to A3, B1, B3 and C3 unless you have activities there	<b>Round 3</b>  Add a Hazard to A2, B2 and C1 and C2 unless they have a disaster risk reduction	<b>Round 4</b>  Add 2 Hazards on A1, A3 and C1 unless they have a disaster risk reduction	<b>Round 5</b>  Add a Hazard to any square on the board without a disaster risk reduction
<b>Round 1</b>  Add a Hazard on A1, A3 and C1 unless you have activities there	<b>Round 2</b>  Add a Hazard on A1, A3 and C1 unless you have activities there	<b>Round 3</b>  Add a Hazard to B1, B2, and B3 unless you have activities there	<b>Round 4</b>  Add 2 Hazards to A1, B1, B2, C1 and C2 unless they have disaster risk reduction	<b>Round 5</b>  Add a Hazard to any square on the board without activity in it
<b>Round 1</b>  Add a Hazard on A2, B2 and C2 if they have industrial activity	<b>Round 2</b>  Add a Hazard to A1, B3 and C1 if they have industrial activity	<b>Round 3</b>  Add a Hazard to A3, B1 and C3 if they have industrial activity	<b>Round 4</b>  Add a Hazard to any square without activity in it	<b>Round 5</b>  Add 2 Hazards to A3, B1, B3 and C3 unless you have activities there
<b>Round 1</b>  Add a Hazard on C1, C3 and A2 unless you have activities there	<b>Round 2</b>  Add a Hazard on B1, B2 and B3 unless you have activities there	<b>Round 3</b>  Add a Hazard to A1, A3, and C1 unless they have a sustainable development	<b>Round 4</b>  Add a Hazard to B1, B2, and B3 unless they have disaster risk reduction or peacekeepers deployed	<b>Round 5</b>  Add 1 Hazard to every square on the board if you have industrial activity in A3, B1 or C3
<b>Round 1</b>  Remove 1 Hazard from any square on the board for each industrial activity you have played in B1, B2 or B3	<b>Round 2</b>  Remove 1 Hazard from A3, B1, and B3 if you have played a sustainable development there	<b>Round 3</b>  Remove 1 Hazard if you have played peacekeepers in A1, A3 and C1	<b>Round 4</b>  Remove 1 Hazard from any square on the board for each peacekeeper you have played in B1, B2 or B3	<b>Round 5</b>  Remove 1 Hazard from any square on the board if you have played 4 sustainable developments
<b>Round 1</b>  Remove 1 Hazard from any square on the board if you have a peacekeeper deployed in B1, B2 or B3	<b>Round 2</b>  Remove 1 Hazard from any square on the board for each industrial activity you have played in A2, B2 or C2	<b>Round 3</b>  Add 1 Hazard to any square with a peacekeeper in it if you have played 4 or more peacekeepers in total	<b>Round 4</b>  Remove 1 Hazard from any square on the board for each industrial activity you have played in A1, B3 or C1	<b>Round 5</b>  Remove 1 Hazard from any square on the board if you have played 4 industrial activities






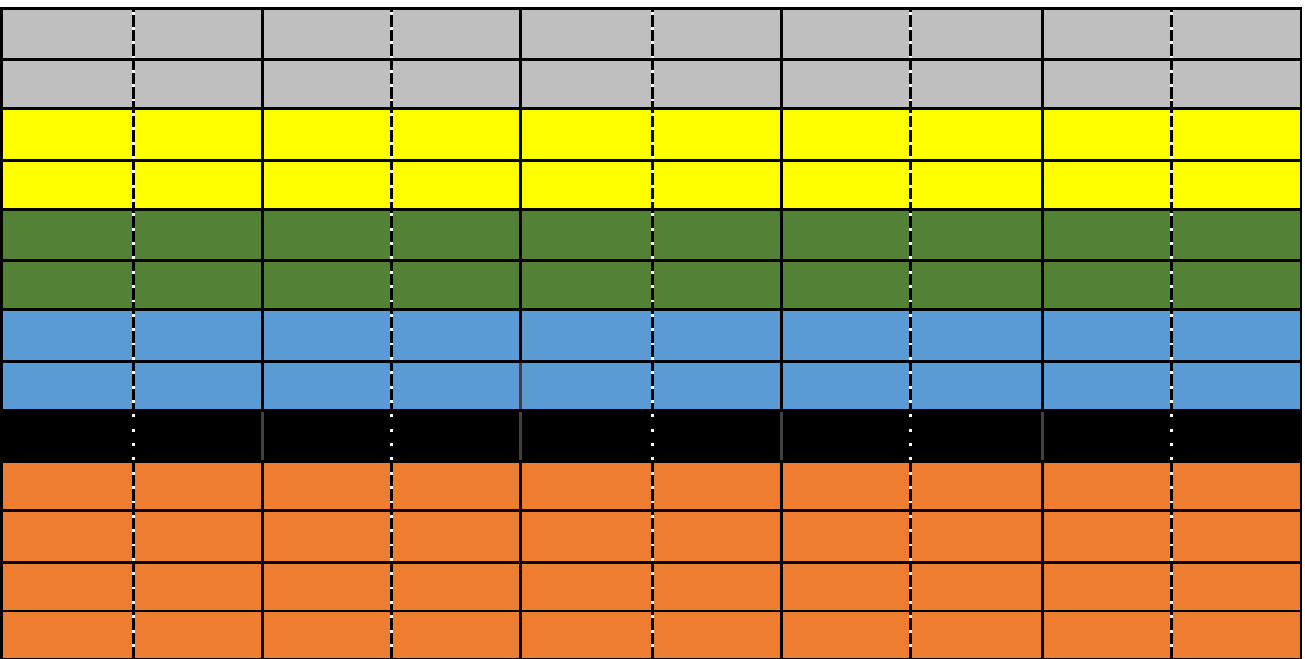
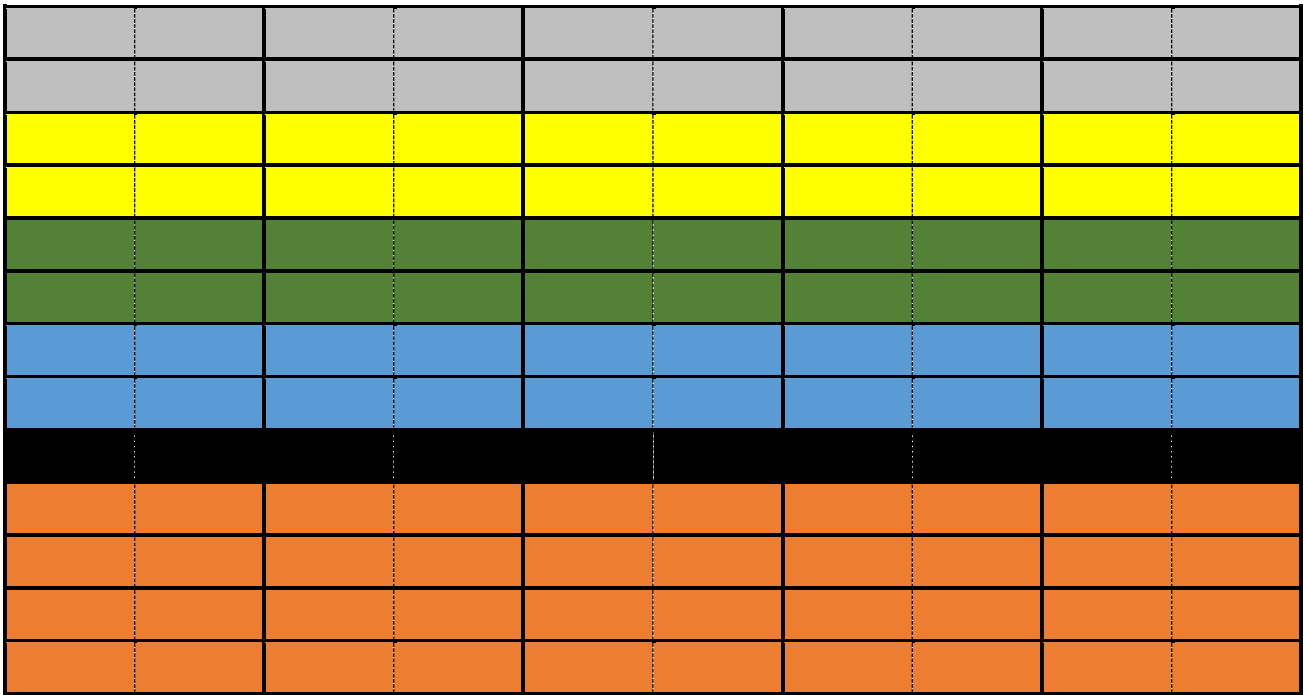
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## APPENDIX 2: BOARD PIECES

If you do not have any physical pieces with which to play the game, you can print and cut out the following coloured pieces for each team.

1. Cut along the 'solid' lines (e.g. )
2. Fold along the 'dotted' lines (e.g. )
3. The piece should now be a triangular truss that can stand up on two legs (e.g. )



## APPENDIX 3: TEMPLATES TO CREATE ALTERNATIVE STAKEHOLDER ROLES

The following templates can be used by facilitators if they wish to add different 'stakeholders' to the game. Please remember that each team still needs to have one player representing the 'Senior Government Official'.

### Insert the Type of Organisation

Insert a 2-3 paragraph description of the stakeholder, which includes:

- Primary goal of stakeholder (and secondary goals if relevant)
- Their priorities for specific kinds of activities (e.g. sustainable development, disaster risk reduction, etc)
- Their relationship with other stakeholders

After the Event Cards have been accounted for, at the end of each round you will:

- Insert the number of points to be gained or lost for playing specific activities.
- Try to achieve a potential gain of around '7 points', spread across three or more different types of activity

After the Event Cards have been accounted for, at the end of the final round you will:

- Insert the number of points to be gained or lost at the end of the game, based on the pieces that remain on the map.
- Try to achieve a potential loss of around '20 points' in total, spread across two or more types of activity

### Insert the Type of Organisation

Insert a 2-3 paragraph description of the stakeholder, which includes:

- Primary goal of stakeholder (and secondary goals if relevant)
- Their priorities for specific kinds of activities (e.g. sustainable development, disaster risk reduction, etc)
- Their relationship with other stakeholders

After the Event Cards have been accounted for, at the end of each round you will:

- Insert the number of points to be gained or lost for playing specific activities.
- Try to achieve a potential gain of around '7 points', spread across three or more different types of activity

After the Event Cards have been accounted for, at the end of the final round you will:

- Insert the number of points to be gained or lost at the end of the game, based on the pieces that remain on the map.
- Try to achieve a potential loss of around '20 points' in total, spread across two or more types of activity

