

Facilitator's Guide for Ethiopia Emergency Response Game

Objective

Ensure children have safe and equitable access to ECD and primary school in an ever-changing environment by working together to use each team's strengths. The game is won when all of the Student Support Services have been collected and brought to the Primary School or ECD Center. There is only one way to win, but there are many ways to lose.

2021 Ethiopia Humanitarian Needs Overview: Education

In the last three years, the number of people in need of emergency education services in Ethiopia has remained consistently above two million. Displacement caused by recurrent natural and human-made disasters has disproportionately affected school-aged children. Further, records show that primary school-aged girls and children with disabilities in the emergency-affected regions and especially in refugee, IDP and returnee communities are disadvantaged compared to the rest of the population. The critical barriers to access include inadequate learning spaces, lack of WASH facilities, insecurity, inability to meet COVID-19 protocols for school reopening and movement of displaced populations. At least 50% of pre-primary school age and an estimated 70% of secondary school age students in IDP camps and camp-like settings have no access to school. (Source: 2021 Ethiopia Humanitarian Needs Overview, page 67.)

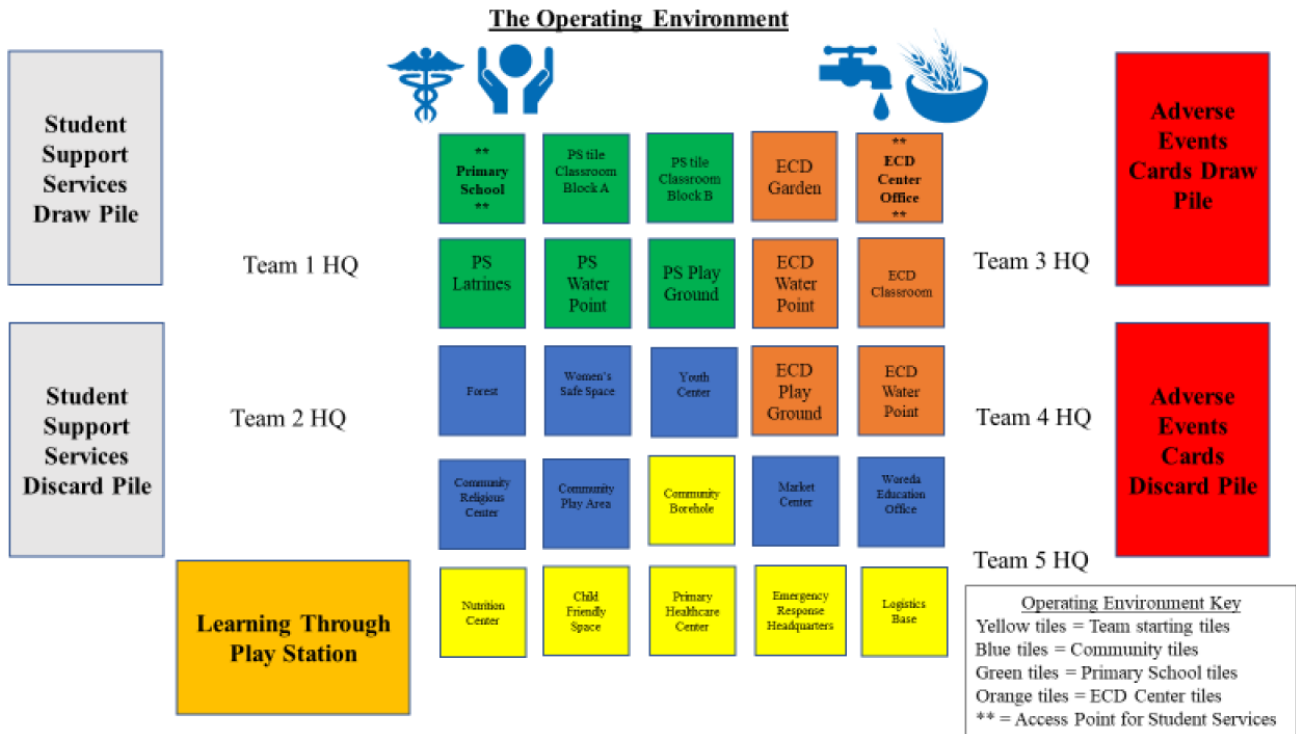
Game set-up by the GameMaster

1. **Place the Location Cards in a 5 x 5 grid.** *(There is a suggested set up diagram below. Cluster the ECD Center cards and the Primary School cards. You may place the rest of the Location Cards randomly.)*
2. **Create the initial environment:**
 - a. For each team that is playing, choose a Community Tile to mark UNSAFE (e.g. if there are 5 teams, make 5 tiles UNSAFE to start. Community tiles are any tiles that are NOT part of the Primary School or ECD Center).
 - b. Add 1 Crisis Token to the following tiles:
 - i. ECD Center Office–1 Building Repair Crisis Token,
 - ii. ECD Center Garden–1 Student Hunger Crisis Token,
 - iii. Primary School Latrines–1 WASH Maintenance Crisis Token,
 - iv. Primary School Playground–1 Disease/Injury Crisis Token.
3. **Create a Student Support Services (SSS) Draw and Discard pile.**
4. **Create an Adverse Events Card (AEC) Draw and Discard pile.**

5. **Set up a Learning through Play Station** (Place 3 dice/set of number cards 1-6, a set of letter cards/bottle tops, 1 set of animal cards, some drawing/writing materials, etc.)¹
6. **Hand out Team Role cards randomly** (*up to 6 teams, but for 25 participants, 4-5 is preferred*). **Hand out Order of Play cards to each team** to remind them of the steps for each turn.² Invite participants to choose a member of their team to take their Team Leader sign and stand on their starting tile. This person will move around the board completing the team's actions. (*Starting tile is indicated on both the Location Card and the Team Role card*). All team members take their team sticker to identify themselves.
7. **Place the Access to Services Cards in the ECD Center (for Nutrition and WASH) and in the Primary School (for Health and Protection)**. Inform participants that those are the locations where they will deliver SSS cards that match (*e.g. deliver 4 Nutrition SSS cards to the ECD Center Office; deliver 4 Health SSS Cards to the Primary School Office*). To win the game, the teams must collect and place 4 matching SSS cards for each type of support service to ensure quality education is delivered to ECD and primary children.

¹ Suggesting that the set up of the room includes one table at the back where one facilitator sits to run the LtP mini-games with the Community Elders, Donor, Community Religious Leaders and District Education Office. As needed, between turns, a team can visit the LtP table to solve challenges. Timing-wise if they do not solve their challenge before their next turn, they lose the turn and a "Breakdown in Coordination Card" must be used.

² You might want to have the teams pick a base location area—then they can quietly discuss amongst themselves without interrupting the game play. Their main focus should be on strategizing together though, quick and quiet deliberations are okay so long as they do not disrupt. They can also choose a person who will be the player on the board—following the instructions of their team members. Team deliberations can take no more than 1 minute. The game needs to move quickly. So coordination amongst themselves is a key activity in the game.



Team Roles and Special Actions

Each team has a special action that they alone can do indicated on their Team Roles card. One player from the team will take the Team Leader sign (*icon and Team name*) and move around the board. Your team's Special Action is an added advantage, but it does not limit the actions you can do (*e.g. if you are the WASH Unit, you do not only work on WASH issues that is just where you have comparative advantage*)



Coordination Lead Special Action: Able to move other players 2 adjacent (up, down, right, left) SAFE spaces (*costs 1 action*). Your own movement costs 1 action per tile. May be used multiple times during one turn. Starts from the Logistics Base.



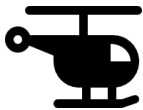
Community-Based Child Protection Unit Special Action: Any tile that you are on or next to (up, down, right, left) cannot become unsafe to pass through (*costs 0 actions, ongoing*); Able to increase safety on 2 tiles that you are on or next to (*costs 1 action to flip 2 adjacent tiles from UNSAFE to SAFE*). May be used multiple times during one turn. Starts from Child Friendly Space.



Nutrition Unit Special Action: Able to deliver high energy biscuits from anywhere on the board to remove Student Hunger Crisis Tokens (*costs 1 action per token removed*). May be used multiple times during one turn. Starts from the Nutrition Center.



WASH Unit Special Action: Able to repair water, sanitation and hygiene facilities (waterpoints and latrines) to remove WASH Maintenance Crisis Tokens from anywhere on the board (*costs 1 action per token removed*). May be used multiple times during one turn. Starts from the Community Waterpoint.



Emergency Response Team Special Action: Once per turn, this team may fly directly to any tile (*costs 0 actions*). May be used at any point during the turn, but can only be used once per turn. Starts from the Emergency Response Headquarters.



Mobile Health Unit Special Action: Able to send medical supplies to remove Disease/Injury Crisis Tokens from anywhere on the board (*costs 1 action per token removed*). May be used multiple times during one turn. Starts from the Community Health Clinic.

Location Cards/Tiles

- 25 tiles [Location Cards] with different locations (printed double-sided, with one side saying the name and SAFE, and the other side saying the name and UNSAFE).
- *Sample Location tiles*



(Community-Based Child Protection Unit starts here)



(Community-Based Child Protection Unit starts here)

Detailed Order of Play

Step 1: Take up to 3 actions as a team—At the start of each turn, the team decides together which 3 actions to take. Choose from the below list, each costs one action unless otherwise indicated on the card or in your role:

- **Move your team** one safe space in any direction (move 1 tile up, down, left, right)
Note: You may not move through a tile that is UNSAFE, you must first spend an action to ensure safe access (costs 1 action per safe tile moved)
- **Use your special ability/team role** (costs 1 action unless otherwise indicated)
- **Ensure safe access** by flipping a tile you are on or next to (up, down, right, left) from UNSAFE to SAFE (costs 1 action per tile unless otherwise noted)
- **Remove a Crisis Token** from a tile you are on or next to (up, down, right, left) To remove Crisis Tokens, you must either:
 - **Do WASH maintenance** for a tile you are on or next to (remove 1 WASH Maintenance Crisis Token for 1 action)
 - **Repair a school building** for a tile you are on or next to (remove 1 Building Repair Crisis Token for 1 action)
 - **Send supplemental feeding supplies** to a tile you are on or next to (remove 1 Student Hunger Crisis Token for 1 action)
 - **Send medical supplies** to a tile you are on or next to (remove 1 Disease/Injury Crisis Token for 1 action)
- **Share a Student Support Service card** with a team on the same tile (You may give or take an SSS Card from a team located on the same tile as you for 1 action)
- **Deliver matching Student Support Service cards** at either the ECD Center (WASH, Nutrition) or Primary School (Health, Protection) to the appropriate Service Access Card.

Step 2: Draw 2 Student Support Service (SSS) Cards—After completing your actions, draw 2 SSS Cards. Your team may only hold 6 SSS cards at a time, so be careful if you have more than 6 you must either discard one SSS card or use one before continuing to Step 3.

There are three types of SSS cards: Service Cards, Bonus Action Cards and Threat Level Rises! Cards.

- Service Cards must be collected in sets of 4 and brought back to the Primary School or ECD Center to ensure access to that service. All 4 of the major school-based services (Nutrition, WASH, Protection, and Health) must be coordinated to ensure quality access to education for both boys and girls to win the game.
- Bonus Action Cards can be played at any time even if it is not your turn and from anywhere on the board. They are not restricted to the team that owns them and can be used strategically to help others and themselves as needed.
- Threat Level Rises! cards increase the challenges in the operating environment by forcing you to move up the Threat Level Meter. You also must shuffle the Adverse Events Card Discard Pile and place it ON TOP of the AEC Draw Pile. (Places that have experienced

conflict, drought, food insecurity and disease outbreaks in the past are more vulnerable.)
Once you have done the Threat Level Rises! actions, discard it and move to Step 3.

Sample Student Support Services Cards (blue) and Access Card (gray). Notice that you cannot place the top Service Card (WASH) because it does not match with the Access Card, but you could place the bottom one (Protection). To deliver a Service Card, be in the appropriate location (for Nutrition and WASH the ECD Center Office; for Health and Protection the Primary School Office) and use one action per card you want to deliver. As an entire group you must fill all 4 slots on the Access Cards.

School-based Water, Sanitation and Hygiene (WASH) Service Card



Instructions: Bring this card to the ECD Center. It needs to be combined with 4 matching ones to ensure access to school-based WASH services. (When discarded, place in the SSS Deck Discard pile.)

Lack of access to water, sanitation and hygiene (WASH) services in schools contributes to higher rates of malnutrition, disease, and protection risks. 53% of people in need with regard to WASH are children, and the lack of WASH services in schools increases school drop-outs and results in girls missing more days of schooling. (2021 Ethiopia Humanitarian Needs Overview)

School-based Protection Service Card



Instructions: Bring this card to the Primary School. It needs to be combined with 4 matching ones to ensure access to school-based protection services. (When discarded, place in the SSS Deck Discard pile.)

Across Ethiopia, 5.3 million people (53% children) are in need of protection services, specifically unaccompanied and separated children, children living with disabilities, displaced children and out of school children. Those with multiple vulnerability characteristics are at higher risk. Girls and children living with disabilities are often kept out of school, which deprives them of access to services and aid workers. Quality child protection and psychosocial support services increase



Place Student Services Cards Here

Safe and Happy Students
(Access to School-based Child Protection and Psychosocial Support Services)
[Must be placed in the Primary School]

The number of children in need of Child Protection services in Ethiopia increased by 23% between 2020 and 2021, from 2.6 million to 3.2 million. (2021 Ethiopia Humanitarian Needs Overview)

Sample Bonus Action Card and Threat Level Rises! Card

Bonus Action: Emergency Feeding (Send high-energy biscuits to any one location)



Instructions: Remove all Student Hunger tokens on any 1 tile. [You may play this card from anywhere on the board and at any time—even if it is not your turn. It does not count as an action. Discard to the SSS Deck when used.]



Threat Level Rises!



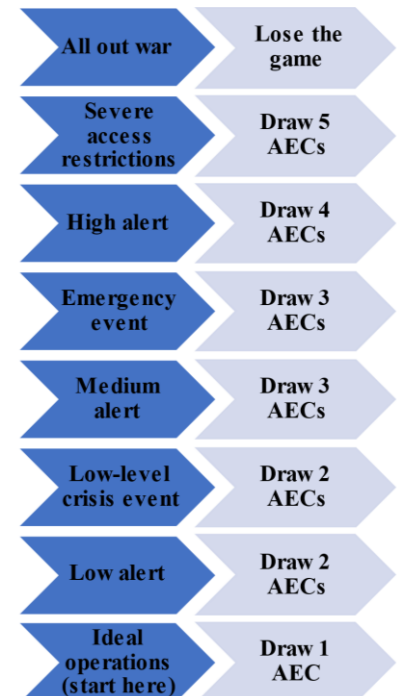
Instructions:

1. Increase the Threat Level Indicator by one.
2. Take all of the cards from the Adverse Events Cards discard pile, shuffle them and put them **on top** of the Adverse Events Cards draw pile. (This is because locations that have experienced crisis are at a higher level of vulnerability in humanitarian settings.)
3. Discard the Threat Level Rises! card into the Student Support Services Cards discard pile.

Threat Level Meter:

This meter tells you how many Adverse Event Cards (AECs) you must reveal after each team takes its turn. (Example, start with 1 but some of the cards include increasing the Threat Level Meter which then necessitates you revealing 2 or more adverse events cards). At some point you might have to shuffle the Adverse Events Cards and place them back ON TOP of the deck because places that have experienced conflict, drought, food insecurity and disease outbreak are more vulnerable. If you reach the top of the meter, you lose the game.


Sample of what the Threat Level Meter looks like:




Step 3: Resolve Adverse Events Cards (AECs) and place Crisis Tokens: After drawing your 2 SSS cards, you will draw the number of Adverse Event Cards as indicated by the Threat Level Meter and follow the written instructions. Each turn the Adverse Events Cards will require you to:

- Place crisis tokens on specific tiles to indicate that they are experiencing a crisis;
- Flip tiles from SAFE to UNSAFE;
- Limit team's actions;
- Complete an LtP Mini-game;
- Or otherwise complicate the operating environment.

Sample AECs:





Adverse Events Card



The fence around the ECD Center has fallen.

Instructions: Add 1 Building Repair Crisis Token to each of the Community-facing ECD Center tiles. *[Must be removed before any player can enter or cross through.]*



Ongoing Adverse Events Card




Primary school-age girls are kept home from school when they begin menstruation.

Instructions: Team must visit the Community Religious Leaders and complete the LtP Mini-game to ensure that they voice support for girls to attend school at their religious services this week. Until resolved, no teams may enter any of the Primary School tiles. *(If already inside the grounds you may stay.)*





- There are 24 crisis tokens: 8 each representing student hunger, WASH maintenance issues, school building repair and injury/disease outbreak. These will be deployed and remain in the area until they are removed through an action or Team Role special action. One way to lose the game is to run out of crisis tokens to place.
- *Example Crisis Tokens:*

Student Hunger Crisis Token



Instructions: Can be removed for 1 action if you are on or next to (up, down, right, left) this tile. Must be removed before you can move to or through this tile. *[Nutrition Unit may remove this token for 1 action from anywhere on the board.]*

School Building Repair CrisisToken



Instructions: Can be removed for 1 action if you are on or next to (up, down, right, left) this tile. Only affects Primary School and ECD Center tiles. Must be removed before you can move to or through this tile.

Learning through Play Mini-games

There are four Learning through Play Mini-games that the teams might need to complete due to Adverse Event Cards. *[The person who is on the board cannot be the one to complete the task, the rest of the team must complete the task before it is that team's turn again.]* They have a limited time to complete the task—only until the start of their next turn. If they are successful within the timeframe, the team can re-enter the operating environment with either renewed permissions or resources. If they are not successful within the timeframe, they lose their turn and there is a Breakdown in Coordination Consequence that happens.

At the LtP Station, the team will meet with one of the following gatekeepers who can help them re-enter the game.

- District Education Officer (LtP and early literacy skills: Starting letters)
 - Task: Pick an alphabet card, bring the facilitator 5 things in this room that begin with that letter. If they cannot collect the item, they may draw it instead.
 - Example: We pick the letter D. We bring dirt, desk, dice, dress, and dimples.
- Community Religious Leaders (LtP and lower primary science skills: Classification of animals and their habitats)
 - Task: Pick an animal card. Name the vertebrate, classify it, identify its habitat and name 2 characteristics of that animal.
 - Example: We draw a snake. We identify that it is a reptile. Snakes live in desert areas and like heat because they are cold blooded and lay eggs.
- Community Elders (LtP and primary-level social-emotional skills: Social awareness and positive relationships)
 - Task: Brainstorm a list of random acts of kindness primary school-aged children could do. Then act them out.
 - Example: Write a letter to your teacher thanking him/her for their hard work. (Team acts out writing letters and giving them to the teacher.)
- Donor (LtP and upper primary mathematics skills: Numbers and number operations)
 - Task: Roll three dice, create two equations that are true using **only** those numbers.
 - Example #1: I roll 6, 1, 5. I can create a simple equation of $6 - 5 = 1$ and $5 + 1 = 6$
 - Example #2: I roll 6, 2, 5. I have to create a more complex equation $(6 + 6) - (5 \times 2) = 2$; or $(6^2 - 5^2) - 6 = 5$ or $[(2 + 2)^2 - 6] \div 2 = 5$
 - Incorrect example: any equation that uses a number other than the three you have rolled: $6 + 5 + 2 = 13$. While this is mathematically correct, 13 is not one of the numbers you rolled.
- Breakdown in Coordination Consequences: If the team is unsuccessful within the allotted time frame, there is a knock-on effect in the operating environment. Heightened challenges relating to their specialty will cause all other service providers to experience delays and setbacks. The facilitator of the LtP Station can use the below table to assign consequences if any of the teams fail to complete their tasks in the allowed time.

Breakdown in Coordination Consequences	
Team Role	Coordination Effect
Emergency Response Team	Until the Emergency Response Team is able to successfully return to the game, other teams only draw 1 Student Support Services Card instead of 2.
Coordination Lead	Until the Coordination Lead is able to successfully return to the game, all movement now costs 2 actions per tile.
Nutrition Unit	If the Nutrition Unit fails to complete their task, the other teams must choose 4 tiles at either the ECD Center or Primary School to add Student Hunger Tokens to.
Community-based Child Protection Unit	Until the CBCP Unit is able to successfully return to the game, all UNSAFE spaces cannot be made SAFE. This might limit other teams' movements and actions.
Mobile Health Unit	If the Mobile Health Unit fails to complete their task, 1 Disease/Injury Crisis Token is added to all Playgrounds and Child Friendly Spaces.
WASH Unit	If the WASH Unit fails to complete their task, 1 WASH Maintenance Crisis Token is added to all waterpoints and latrines on the board.

Winning the game

To win the game, the teams must collect 4 of each of the Student Support Service Cards and deliver them to either the Primary School (Health and Protection) or the ECD Center (Nutrition and WASH). As soon as the final SSS card has been delivered, the teams win the game, regardless of the threats left on the board.

Note: For a quicker game choose any of the following options:

1. Limit the number of SSS Cards the teams must collect to 3 for each service;
2. Allow teams to deliver SSS Cards to either the Primary School Office or ECD Center rather than assigning specific services to each;
3. Allow teams to take 4 actions per turn;
4. Allow teams to draw 3 SSS cards per turn;
5. Remove 1 Threat Level Rises! Card from the SSS Deck;
6. Move the Primary School Office and ECD Center Office to be more central instead of at the extreme corners;
7. Reduce the LtP Mini-games to just 1 kind of activity;
8. Play with fewer teams;
9. Have the teams select only 2 types of Service Cards to collect (e.g. Protection and WASH);
10. Limit time for discussion and have the GameMaster take on a larger role to guide the teams.

Ways to lose

While there is only 1 way to win, there are many ways to lose...

- Run out of any kind of Crisis Token (e.g. if the card says to place 2 Student Hunger Crisis Tokens and you only have 1 left);
- Reach the top of the Threat Level Meter by cycling through the Threat Level Rises! Cards;
- If all teams have been sent out of the game to complete LtP Mini-games and there are no humanitarians left in the operating environment;
- Time runs out.

Tips and reminders

1. This is a COLLABORATIVE game – not only must you agree as a team, you must work with the other teams to maximize your success. Communicate, suggest, ask questions and be ready to advise everyone. That being said, the team whose turn it is makes the final decision, regardless of the will of the rest of the group.
2. If you have disagreements within teams, solve them with Rock, Paper, Scissors. [*Rock beats Scissors, Scissors beats Paper, Paper beats Rock.*] We cannot always know the strategic outcome of decisions made in the moment, and sometimes we have to make a quick decision and deal with consequences later.
3. The operating environment is designed to limit the options you have. While other teams are playing, quietly plan as a group to identify where you have the most leverage. However, recognize that flexibility is a key skill and by the time it reaches your turn again, the scenario might have shifted.
4. Have FUN!

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