



EU  
POLICY LAB

# Scenario Exploration System

The future of migration in the EU and beyond

EUR 29060 EN

Joint  
Research  
Centre

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# SCENARIO EXPLORATION SYSTEM

## The future of migration in the EU and beyond

The Scenario Exploration System (SES) is a board game that was developed by the European Commission's Joint Research Centre (JRC), EU Policy Lab, to facilitate the practical use of scenarios from foresight studies.\* The original motivation behind this development was to create a platform on which EU policymakers and other stakeholders could explore and engage with foresight scenarios in a quick and interactive process that should make it easier to apply foresight to policymaking. The game enables participants to develop a long-term perspective and consider visions and strategies of different stakeholders that include policymakers at different governance levels, business and civil society representatives and the general public.

The usual format of the game that explores two opposing alternative futures takes about 3 hours. Over the past years, the tool has proved to have a broad range of applications that appealed to diverse audiences ranging from EU policymakers, member states, civil society and business representatives, academics and university students. It was played in different institutional settings with participants from all around the world. A number of thematic adaptations have been developed inside the JRC as well as by external partner organisations and independent third parties.

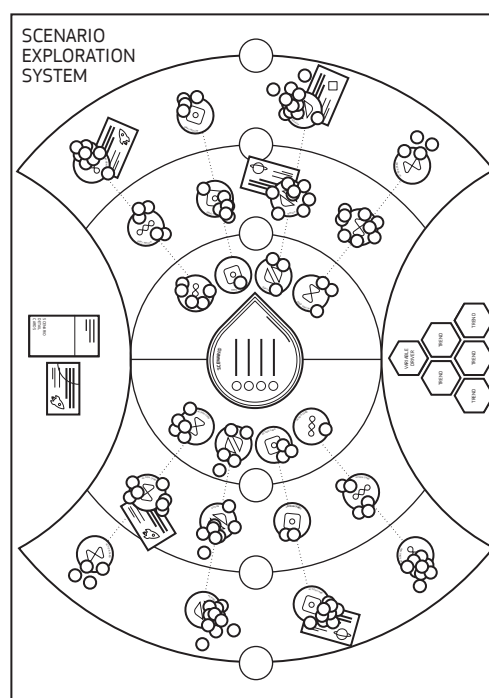
The migration edition of the SES emerged from the Future of Migration in Europe project\*\* and is based on migration 2030 scenarios. Its objective is to stimulate non-divisive and future-oriented debates on this highly politicised issue and to help participants dealing with migration to appreciate positions of different stakeholders and to align their potential actions with relative certainties and uncertainties that are likely to affect future migration flows and processes. The migration edition has been played with diverse audiences ranging from migration officials from developing countries in Africa, Latin America and Asia, with European Commission officials, with various EU member state representatives, civil society, students and academics.

A range of issues have been explored through the SES such as the future of international protection and the role for the European Asylum Support Office, the future impact of remittances in developing countries, the role of media in shaping migration debates in Central and Eastern Europe to name just a few.

The SES is one of the tools in the Migration Toolkit which can be found in the report *The Future of Migration in Europe: Future scenarios and tools to stimulate forward-looking discussions*. The report is available on the JRC's website.\*\*\*

The SES is available to any interested party under a Creative Commons licence (CC-BY-SA) that lets users use it and transform it according to their own needs.

This document contains all the elements needed for using the Scenario Exploration System.



\*Bontoux et al. 2016. "The JRC Scenario Exploration System - From Study to Serious Game." *Journal of Futures Studies* 20(3): 93–108

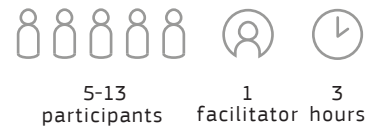
\*\*This project was run by Alice Szczepanikova and Tine Van Crielinge in 2017. Anna Hakami helped with finalising the SES Elements.

\*\*\*<http://publications.jrc.ec.europa.eu/repository/bitstream/JRC111774/kjnd29060enn.pdf>

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# SCENARIO EXPLORATION SYSTEM

## Description



The Scenario Exploration System (SES) is a tool to enable participants to stimulate their possible paths towards the future in relation to an issue of their choice around an exploration board. It operates as a board game.

The purpose of the Scenario Exploration System is to have participants experience and act through plausible alternative futures, by thinking and conversing outside of their usual frame of reference. The aim is not to play a game and win, but rather to promote a constructive conversation amongst key actors, and to promote integrated long-term thinking in a spirit of collaboration.

Four characters (two Policymakers, a Business and a Civil Society Organization) develop and take up roles to chart their own courses towards their long-term objectives. They take actions to reach these objectives over three rounds towards a certain time horizon (usually ca 12-20 years from the present day). A fifth participant, the Public Voice, analyses the actions taken at every round and gives feedback and value to the actions taken by the characters.

Success takes several forms: the character wielding the most influence by collecting highest number of points throughout the three rounds; the character who has reached his/her own long-term objective; or collectively by how close the players' actions have brought them to a sustainable future.

In the course of a 3-hour session, participants experience this time journey twice, holding the same roles under contrasting scenarios and pursuing the same long-term visions. The Scenario Exploration System can be applied to various scenarios and used to discuss a range of issues. Roles are flexible. The standard version described here uses two policymakers, one civil society representative and one business representative.

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# SCENARIO EXPLORATION SYSTEM

## Roles



Green



Purple



Blue



Yellow

### The Public Voice

The Public Voice represents a substantial group of citizens and voters. They can choose to support or to rebel against the other Scenario Explorers. As the Public Voice is an observer, its influence will not be expressed through actions but through its analysis of the situation and the assessment he/she will write and share with everyone at the end of each round.

### The Scenario Explorers

**Policymaker I:** This can be either an EU policymaker or a policymaker at the supranational level. This player should represent a key actor in a public or political administration responsible for decision-making and implementation in the topic being explored.

**Policymaker II:** This can be either another EU policymaker, national policymaker, or a local authority. This character usually has a role to play in setting or implementing national or local decisions and has an impact on planning and agenda-setting.

**Business:** This should be a business that has a meaningful involvement and/or stake in the topic under discussion. It can be a large or multinational company that has an influential role or a small- to medium-sized business that wields some local influence.

**Civil society organisation:** This should be a civil society organisation that undertake activities that can influence decision making and/or influence public opinion.

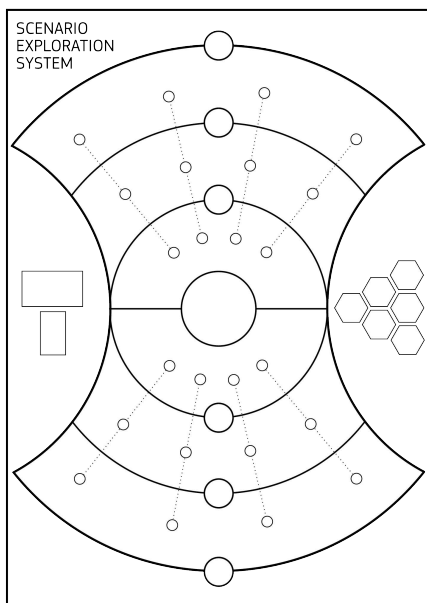
# SCENARIO EXPLORATION SYSTEM

## Requirements & Elements

Elements needed to use the SES:

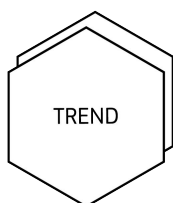
1 dice

1 Game board (to be printed in A0)



### 5 Megatrend cards

Megatrend cards present strong driving forces that affect all scenarios and must be taken into account as far as realistically possible. The Megatrends cards should be placed on the designated spots on the board.



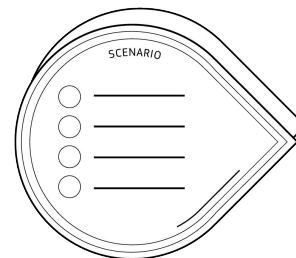
### Set of "What if" cards

These are variable drivers that have been identified as potentially relevant but with a high level of uncertainty (in terms of the direction they will take). They influence gameplay in a random fashion, by becoming concerns of varying importance for the participants and the Public Voice. A different "What if" card will affect each corresponding round as far as is realistic. The cards should be placed on the designated spot on the board.



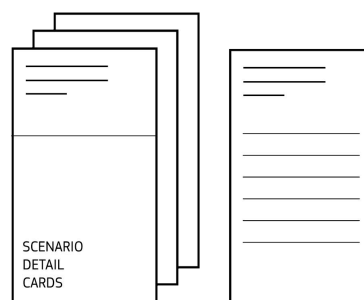
### 4 Scenario discs

The Scenario discs give an overview of the social and economic conditions created by the scenarios, and specify how many resource tokens should be distributed to each participant. The Scenario disc being used is placed at the centre of the game board.



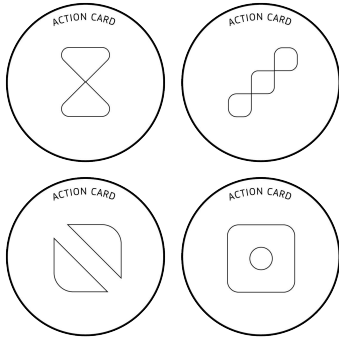
### 3 SES Scenario detail cards per scenario:

Scenario details cards provide a sequence of events at 5-year, 10-year, and 20-year horizons leading to each scenario. The cards can be placed at the designated spot on the game board.



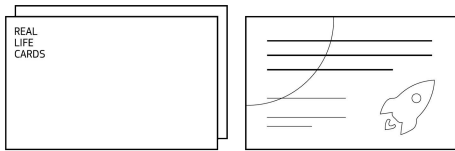
### 1 set of Action cards per Scenario Explorer

Each Scenario Explorer (not the Public Voice) receives a set of action cards adapted, and colour-coded, to their role. Participants can invent new actions if necessary using generic Action cards.



### Real-life cards

They describe real-life events that can be used by the Scenario Explorers. Scenario Explorers (not the Public Voice) pick 2 Real Life cards. They can play a maximum of one Real Life card per round. Each card contains the instructions on how to use it. After having used a card, they pick a new one from the pile so as to have the choice between two cards for the next round.



### 60 red tokens for the public voice

The Public Voice receives 10 red tokens for each round and is free to distribute them among the Scenario Explorers as a sign of approval of their proposed actions as it pleases.

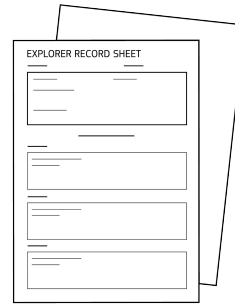


### 25 resource tokens (colour-coded to match each role) for each of the Scenario Explorers

Scenario Explorers receive resource tokens to give strength to their actions. The number of resource tokens per role for all three rounds of the scenario is stated on the Scenario disc. Explorers use resource tokens as they please but should distribute them wisely to last all three rounds of one scenario exploration.

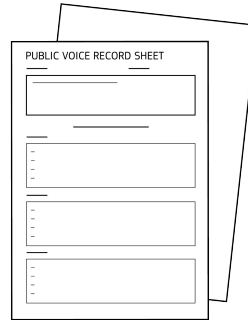
### 4 Scenario Explorer record sheets

To help the explorers define their roles and keep an account of their actions.



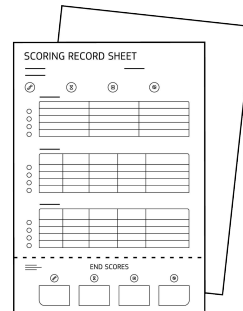
### 1 Public Voice record sheet

To allow recording of its tokens allocation and headlines.



### 1 Scoring record sheet for the Scenario Exploration Master

To allow recording of the resource token allocations by the Scenario Explorers, the Public Voice's red tokens, and to calculate the score.



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# THE ROLE OF THE SCENARIO EXPLORATION MASTER



## 1. ENSURING THE OVERALL QUALITY OF THE EXPERIENCE

- To be a pleasant, stimulating host.
- To explain the rules.
- To guide the participants, help create ownership.
- To be familiar with the scenarios.



## 2. PRESENTING THE ELEMENTS

- Use Megatrends cards to stimulate future thinking. Present them in connection to current events.
- Explain the use of the "What if" cards.
- Explain the use of Action cards.
- Explain the use of Real-life cards.
- Explain how scores are calculated.



## 3. CREATING THE STORIES

- Based on the SES Scenario detail cards.
- Start from today and connect to current events.
- State date/year at each round.
- Build on outcome of each round.
- Improvise to make events more realistic.



## 4. MANAGING EXPLORATION DYNAMICS

- Stimulate the conversation.
- Ensure smooth transitions between participants.
- Ask clarification questions if needed.
- Volunteer suggestions if someone lacks ideas.
- Help participants to take the story seriously.



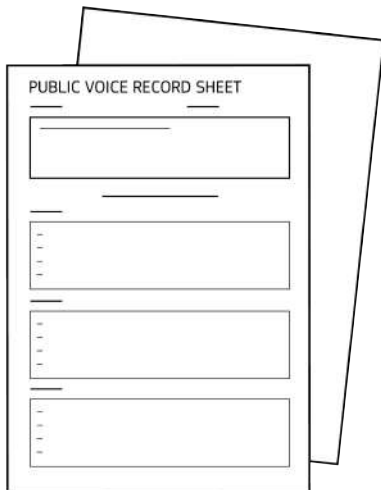
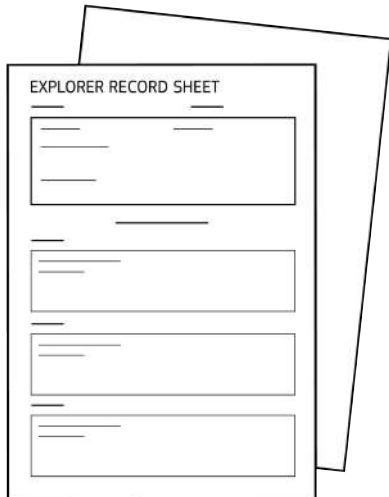
## 5. MANAGING TIME

- Important for session dynamics.
- Session starting time impacts dynamics. If possible, opt for morning rather than afternoon when participants tend to be more tired.
- Participants must be on time.
- Taking a 10 min. refreshment break after exploring the first scenario is recommended.



# STEP 1

## PREPARING THE EXPLORATION



### GOAL

Prepare the specific scenario exploration session.



### 1. WELCOME

Welcome participants.

Tour de table, make people feel at ease.

Ask participants for a theme of interest (if not decided previously). Select two contrasting scenarios (if not decided previously). Note that scenario 1 and 3, and scenario 2 and 4 are most contrasting.



### 2. DEFINING THE ROLES

Explain the various roles available.

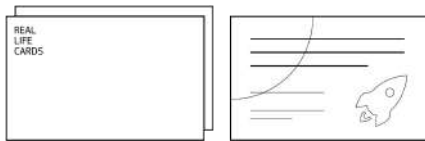
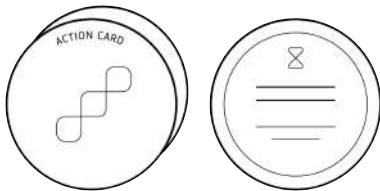
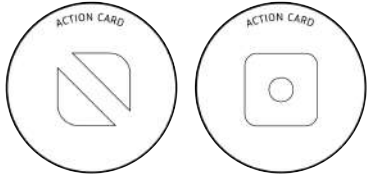
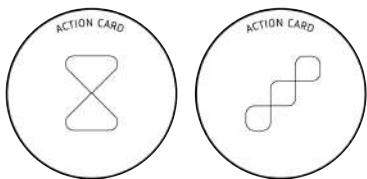
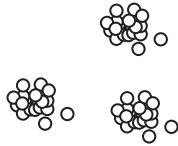
Make participants choose their role.

Distribute the Explorer record sheets and the Public Voice record sheet.

Ask participants to develop their role and define their long-term objectives in detail (e.g. what does your organisation want to achieve in the next 12-15 years?).

For example, the business actor should have a clear business plan, define its location, size, market, suppliers, etc. The civil society organisation should define its scope, objective, membership, etc. Policymakers should describe how they hope their policy area will develop in the next 12-15 years.

Give participants time to define their roles.



### 3. DISTRIBUTING THE ELEMENTS

Put the selected Scenario disc in the middle of the board. Distribute the tokens:

- 30 red tokens to the public voice.

Red tokens are used by the public voice to express its opinion. The public voice can spend up to 10 tokens per round. It is free to allocate the tokens as it wishes with a minimum of one token per action for each Scenario Explorer.

- resource tokens to each Scenario Explorer according to the distribution indicated on the Scenario disc.

Resource tokens give strength to the actions taken by the Scenario Explorers. Scenario Explorers receive one set of tokens corresponding to the scenario being explored. These are all the resources that the Scenario Explorer will have until the end of this exploration. The Scenario Explorer is free to decide how to use his/her resources to support his/her actions.

Distribute the Action cards to each Scenario Explorer  
Put the Real-life cards on the board.

Give 2 Real-life cards to each Scenario Explorer.



### 4. CREATING THE EXPLORATION COMMUNITY

Let each participant explain his/her role to all. Make sure this is detailed enough. It should take 1-2 minutes to explain.

Explain the use of resources to the Scenario Explorers and the red tokens to the Public Voice.

Explain how scores are calculated (see scoring sheet).\*

Distribute 2 Real-life cards to each Scenario Explorer and explain their use.



### 5. CREATING THE CONTEXT FOR THE SCENARIO EXPLORATION

Before starting the game, the participants are made aware of five megatrends that will affect all the scenarios in the future. The Megatrends cards are initially placed face down on the board. The Scenario Exploration Master turns the Megatrend cards one by one face up and explains how each megatrend is likely to affect the scenario exploration over the selected time horizon.

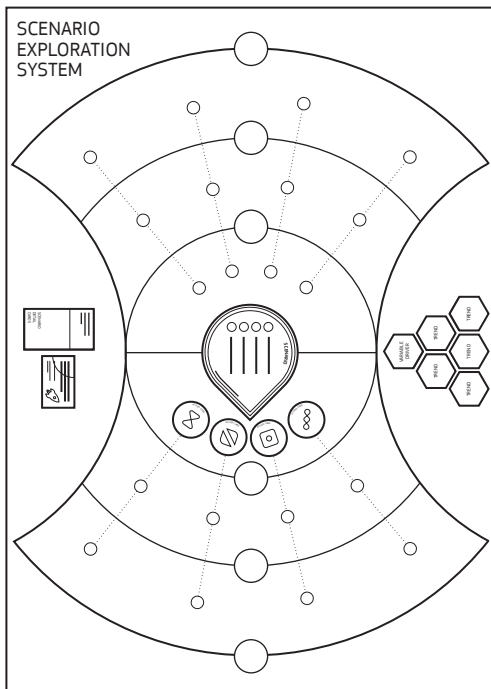
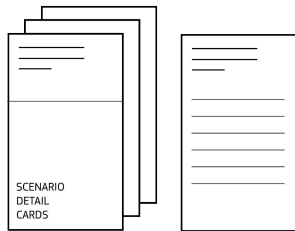
\*Each action gets a score by multiplying the number of resource tokens used by a Scenario Explorer to support his/her action by the number of red tokens attributed to the action by the Public Voice.

# STEP 2

## EXPLORING THE FIRST SCENARIO



60 minutes



### GOAL

To explore the first scenario and become familiar with the rules of the game (the exploration of the second scenario takes less time).

### 1. FIRST ROUND

We are now in the first time horizon (in the zone closest to the **Scenario disc**).

The Scenario Exploration Master tells a story based on the the first **Scenario detail card**.

The Scenario Exploration Master then lays down the pile of **“What if” cards** face down and reveals the first one.

This first “What if” card will influence the first round of the scenario exploration as the Scenario Explorers should take this factor into account while planning their actions.

Then Scenario Explorers roll the dice:

- the Scenario Explorer who gets the highest score starts.
- the other Scenario Explorers then take action clockwise.
- Scenario Explorers are asked to consider more particularly the elements of the Scenario detail cards corresponding to the number they rolled on the dice (optional).

They put one **Action card** on the **board** in the zone corresponding to the time horizon.

They support their action with own resources of their choice by putting **resource tokens** on the **action card**.

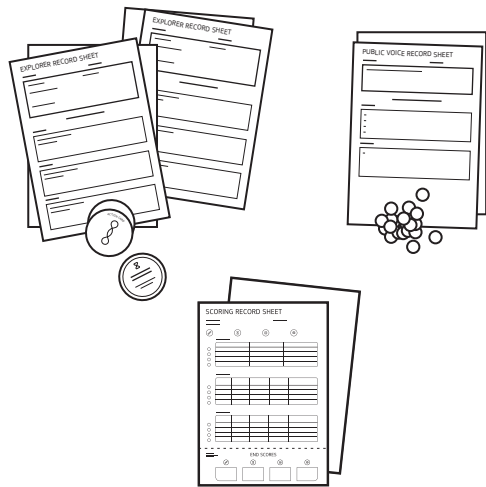
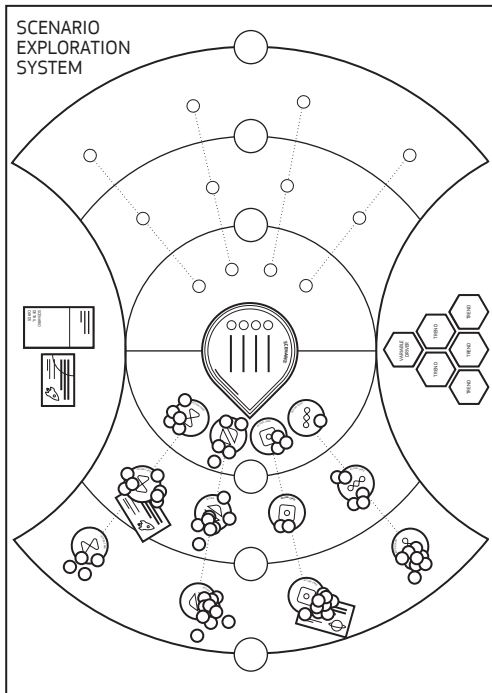
Once all four Scenario Explorers have taken action, the Public Voice reacts by attributing **red tokens**. The Public Voice can spend up to 10 tokens per round. It is free to allocate the tokens as it wishes with a minimum of one token per action.

During the round, each Scenario Explorer can use one **Real-life card** according to the instructions that each carries. The explorers that have used a **Real-life card** pick a new one from the pile.

At the end of the round the Scenario Exploration Master creates a wrap up story of the round and collects the scores.\*

### \*SCORES:

The scores are calculated by the Scenario Exploration Master after all Real-life cards have been used. They result from the multiplication of the resources allocated to each action by the number of red tokens attributed to the corresponding actions by the Public Voice.



## 2. SECOND ROUND

### 2. SECOND ROUND

The Scenario Exploration Master continues the story based on the next **Scenario detail card** (next time horizon) and reveals the next “**What if**” card.

Scenario Explorers roll the dice and the one who gets the highest score starts. The other Scenario Explorers take one action in turn clockwise.\*

They put one **Action card** on the **board** in the zone corresponding to the time horizon.

They support their action with own resources of their choice by putting **resource tokens** on the **Action card**.

### III

In the 1st round, the explorers act individually. In the 2nd and 3rd rounds they can, in addition to acting individually, also collaborate upon request with one, two, or three other explorers.

In that case, each contributes as many **resource tokens** as desired. The Explorers can solicit collaboration from other players when they are explaining their individual actions. Other players can reflect on this and decide to collaborate only after all players have finished putting down their actions. If a collaboration is agreed, the Scenario Explorer who wants to engage in a collaboration puts some of his/her own resource tokens on the action(s) he/she wants to collaborate with.\*\*

In the case of collaborations, the owner of the action receives the score for the sum of his/her resource tokens plus those of the collaborating partner multiplied by the red tokens allocated by the Public Voice. The collaborating partner also receives some points from that action: but only the points that equal the resource tokens that he/she invested in the collaboration multiplied by the red tokens attributed by the Public Voice.\*\*

The collaborations must be completed before the Public Voice judges the actions.

### III

The Public Voice reacts by attributing **red tokens**. The public voice can spend up to 10 tokens per round. It is free to allocate the tokens as it wishes with a minimum of one token per action.

During the round, each Scenario Explorer can use one **Real-life card** according to the instructions that each carries.

The explorers that have used a **Real-life card** pick a new one from the pile.

At the end of the round the Scenario Exploration Master creates a wrap up story of the round and collects the scores.\*\*\*

## 3. THIRD ROUND

### 3. THIRD ROUND

The third round is identical to the second round.

## 4. CONCLUSION

### 4. CONCLUSION

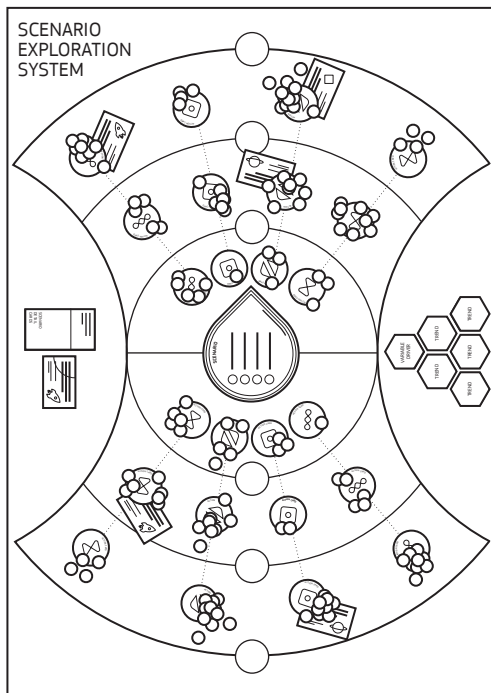
At the end, the Scenario Exploration Master summarises the scenario exploration, calculates the overall final scores on the scoring sheet and asks the Scenario Explorers to assess how well they have managed to reach their long-term objectives. This self-assessment is expressed on a scale of 1 - 10 with 10 meaning fully achieving the objective and 1 meaning not achieving it at all. After the Public Voice agrees with or modifies this self-assessment, these additional points can be added to the final score of each Scenario Explorer.

\*Scenario Explorers are asked to consider more particularly the elements of the Scenario detail cards corresponding to the number they rolled on the dice (optional).

\*\* For examples of score calculations see page 14.

\*\*\*Depending on the scenarios and the objectives of the session, the minimum cost for collaboration can be made to vary between the two scenarios being explored (optional).

## STEP 3 EXPLORING THE SECOND SCENARIO



### GOAL

To explore the second scenario.



The exploration of the second scenario takes place on the other half of the board.

It is carried out in an identical fashion as the exploration of the first scenario (Step 2).



All the participants keep the same roles and long-term objectives. However, resource distribution changes according to the characteristics of the new scenario as indicated on the Scenario disc.

## PHASE 4 DISCUSSION



### GOAL

To reflect on the contrasting explorations.



In this phase, participants look at both sides of the board and reflect on the similarities and differences between the two scenario explorations, their success in achieving their long-term objectives and overall, the kind of future they created with their actions in each of the two scenarios.

This phase can be structured and extended according to the needs of the organiser.

If you are interested in collecting users' feedback, do not forget to distribute feedback forms at the end. You will find an example of a Participant Survey at the end of this document.

# EXAMPLES OF SCORE CALCULATIONS\*

## ROUND 1

### HOW TO CALCULATE THE SCORE

The scores are calculated by the Scenario Exploration Master after all Real-life cards have been used. They result from the multiplication of the resources allocated to each action by the number of red tokens attributed to the corresponding actions by the Public Voice.

### EXAMPLE OF SCORE CALCULATIONS

- A Scenario Explorer invests 3 resource tokens in his/her action.
- The Public Voice attributes 3 red tokens to this action.
- Result: Unless a Real-life card is used to influence the score, the Scenario Explorer scores 9 points in round 1.

$$3 \times 3 = 9$$

## ROUND 2 & 3 IN CASE OF COLLABORATIONS

### HOW TO CALCULATE THE SCORE

In the case of collaborations, the owner of the action receives the score for the sum of his/her resource tokens plus those of the collaborating partner multiplied by the red tokens allocated by the Public Voice. The collaborating partner also receives some points from that action: but only the sum of the resource tokens that he/she invested in the collaboration multiplied by the red tokens attributed by the Public Voice.

### EXAMPLE OF SCORE CALCULATIONS

- The first Scenario Explorer invests 2 resource tokens in his/her action.
- The second Scenario Explorer wants to collaborate and adds 3 resource tokens to the action of the first Scenario Explorer.
- Public Voice in the end attributes 2 red tokens to this action.
- The first Scenario Explorer also wants to collaborate with the third Scenario Explorer and therefore adds 1 resource token to the action of that Explorer.
- Public Voice in the end attributes 3 red tokens to this action.
- Result: Unless a Real-life card is used to influence the scores, the first Scenario Explorer gains 13 points: 10 points from his/her own action (which was supported by the second Scenario Explorer) plus 3 points from collaboration with the third Scenario Explorer.

$$((2+3) \times 2) + (1 \times 3) = 13$$

- Result: The second Scenario Explorer gains 6 points from collaboration with the first Scenario Explorer plus the points gained by his/her own action (Y).

$$(3 \times 2) + Y$$

## FINAL SCORE

### HOW TO CALCULATE THE SCORE

The final score of a Scenario Explorer is the sum of his/her scores from all 3 rounds of one scenario plus the value of the self-assessment done at the end of round 3.

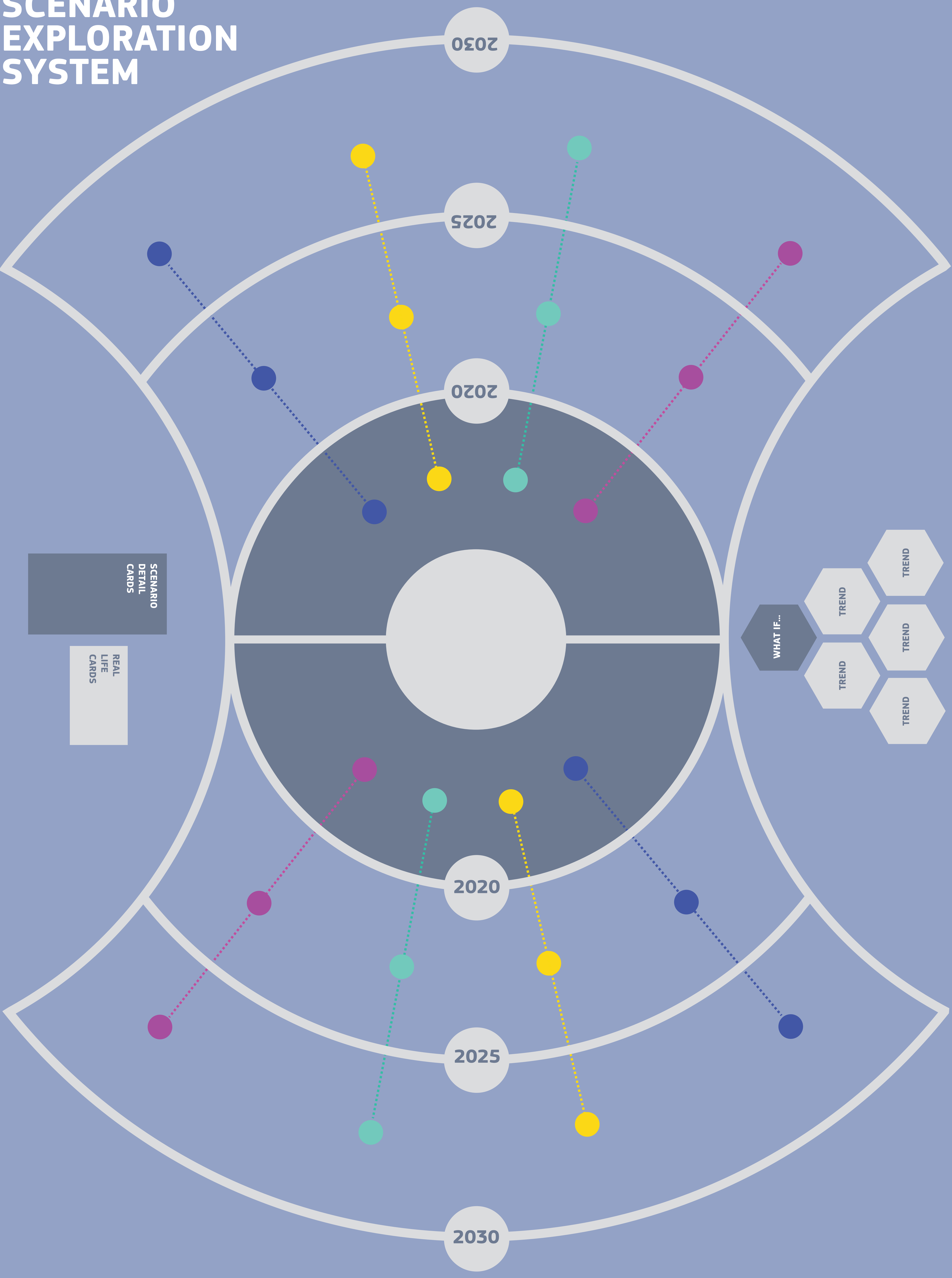
### EXAMPLE OF FINAL SCORE CALCULATIONS

- A Scenario Explorer get a score of 6 in the first round.
- The Scenario Explorer get a score of 15 in the second round.
- The Scenario Explorer get a score of 11 in the third round.
- The Scenario Explorer gives himself/herself a 7/10 in the self-assessment. That counts as 7 scores.
- Result: The Scenario Explorer gets the final score of 39.

$$6 + 15 + 11 + 7 = 39$$

\*See Scoring record sheet on page 84-85 of this document that will help you with score calculations.

# SCENARIO EXPLORATION SYSTEM



# **2020 CRISIS WITH COLLABORATION**

**SCENARIO  
DETAIL  
CARDS**



# 2020

## CRISIS WITH COLLABORATION

1. Economic crisis in China hits low-income-countries hardest
2. Poverty rates in low-income-countries rise, livelihoods under pressure
3. Mostly short-distance migration in the South but with regional management schemes
4. Temporary increase in unemployment in the EU - low demand for labour
5. Support for further EU integration in social areas
6. Global willingness to cooperate on migration management

# **2025 CRISIS WITH COLLABORATION**

**SCENARIO  
DETAIL  
CARDS**

# 2025

## CRISIS WITH COLLABORATION

1. Youth cohort in Sub-Saharan Africa, Middle East, North Africa and South Asia create instability & migration pressures
2. Rise in refugee flows, most stay in the region
3. Trade & FDI preferred means to support recovery and development
4. Quick economic recovery in the EU, increases in social spending
5. Demand for high-skilled labour in the EU (e.g. health & elderly care)
6. Focus on implementation of multilateral labour migration agreements

# **2030 CRISIS WITH COLLABORATION**

**SCENARIO  
DETAIL  
CARDS**

# 2030

## CRISIS WITH COLLABORATION

1. Droughts affect Northern Africa and Sahel
2. Frequent blackouts and critical infrastructure shortages; many SDGs not reached
3. International pressure to accept environmentally displaced people
4. Regional organisations like AU increasingly manage intra-regional migration flows
5. EU focused on cooperation with the neighbourhood and regional integration
6. EU regional cooperation on migration policy results in skills-matching schemes

# 2020 SLOW GROWTH AND FRAGMENTATION

SCENARIO  
DETAIL  
CARDS

# 2020

## **SLOW GROWTH AND FRAGMENTATION**

1. Growing youth cohorts with improved levels of education lack opportunities
2. Economic growth in Africa, but high corruption & increasing inequality
3. Migrants prefer staying in their own region + China over the EU
4. High public debt, welfare cuts in the EU
5. Social tensions, xenophobia and inward-looking politics in the EU on the rise
6. EU - third-country bilateral agreements to address labour needs in some sectors (health)

# 2025 SLOW GROWTH AND FRAGMENTATION

SCENARIO  
DETAIL  
CARDS



# 2025

## **SLOW GROWTH AND FRAGMENTATION**

1. China becomes high-income, India & Russia upper-middle-income countries
2. Subsistence farming in Africa and Asia seriously affected by droughts
3. Growing number of people displaced by environmental pressures combined w/ instability
4. More support for populist parties in the EU
5. EU invests in automation and increases defense spending
6. Emigration from Europe, returns to Africa and Asia, rise in irregular migration

# 2030 SLOW GROWTH AND FRAGMENTATION

SCENARIO  
DETAIL  
CARDS

# 2030

## **SLOW GROWTH AND FRAGMENTATION**

1. Africa and Asia: tech progress in agriculture & access to finance – but little international collaboration
2. More floods in coastal cities – affect mostly poor
3. Growth of "trapped populations" in developing countries
4. EU shifts towards political and social conservatism
5. Strong focus on national security and migration control
6. Bilateral agreements concluded to address labour shortages in certain sectors; no agreement on refugees

# 2020 INCLUSIVE GROWTH

SCENARIO  
DETAIL  
CARDS

# 2020

## INCLUSIVE GROWTH

1. EU Member States more united because of the Brexit-process; stronger mandate for international cooperation (tax, environment, conflict resolution); cities actively involved
2. EU grows but slowly, increase in demand for labour (greentech)
3. High growth in low and lower-middle-income countries, investment in infrastructure
4. Youth bulges in some regions & few jobs
5. Transaction costs of remittances reduced to below 3% worldwide
6. More EU countries support labour migration and integration channels

# 2025 INCLUSIVE GROWTH

SCENARIO  
DETAIL  
CARDS

# 2025

## INCLUSIVE GROWTH

1. Regional cooperation in low and lower-middle-income countries
2. Tensions due to cultural and ethnic diversity partly mitigated by increased social spending
3. Reconstruction efforts in the EU neighbourhood
4. Economic growth and return of some refugees to the EU neighbourhood
5. Sending countries: increased access to services, better social protection
6. Fewer forced migrants to the EU & more positive attitudes towards immigrants

# 2030 INCLUSIVE GROWTH

SCENARIO  
DETAIL  
CARDS



# 2030

## INCLUSIVE GROWTH

1. Balkans integrated into the EU, minor boost to intra-EU mobility
2. Convergence on stronger EU social policies, immigrants also included
3. Sending countries: decrease in fertility rates in some areas
4. Areas in Africa & Asia uninhabitable due to draughts
5. Migration flows diversified, more circular, EU attractive but among other destinations
6. EU-wide recognition of education & professional qualifications of third country nationals

# 2020 SHOCKS, INEQUALITY AND CONTROL

SCENARIO  
DETAIL  
CARDS

# 2020

## SHOCKS, INEQUALITY AND CONTROL

1. Weak international organisations, including the EU - mostly cooperate on border control
2. Some countries lead on R&D, robotics and engineering
3. Low-income countries not competitive due to automation
4. Youth bulges, unemployment, frustration & authoritarian regimes in the EU neighbourhood
5. Protectionist policies exclude migrants; returns negotiated bilaterally
6. People stuck in transit countries; EU steps up exports of border control technologies to neighbours

# 2025 SHOCKS, INEQUALITY AND CONTROL

SCENARIO  
DETAIL  
CARDS

# 2025

## SHOCKS, INEQUALITY AND CONTROL

1. More cooperation among some cities, also on migration and integration
2. Sense of insecurity in the EU, populists on the rise
3. More extremism and political violence in Africa and Asia
4. Shift to regional and domestic markets in Africa and Asia
5. Migrants marginalised in the EU by the lack of investment in integration; their rights curtailed
6. Emigration from the EU increases

# 2030 SHOCKS, INEQUALITY AND CONTROL

SCENARIO  
DETAIL  
CARDS

# 2030

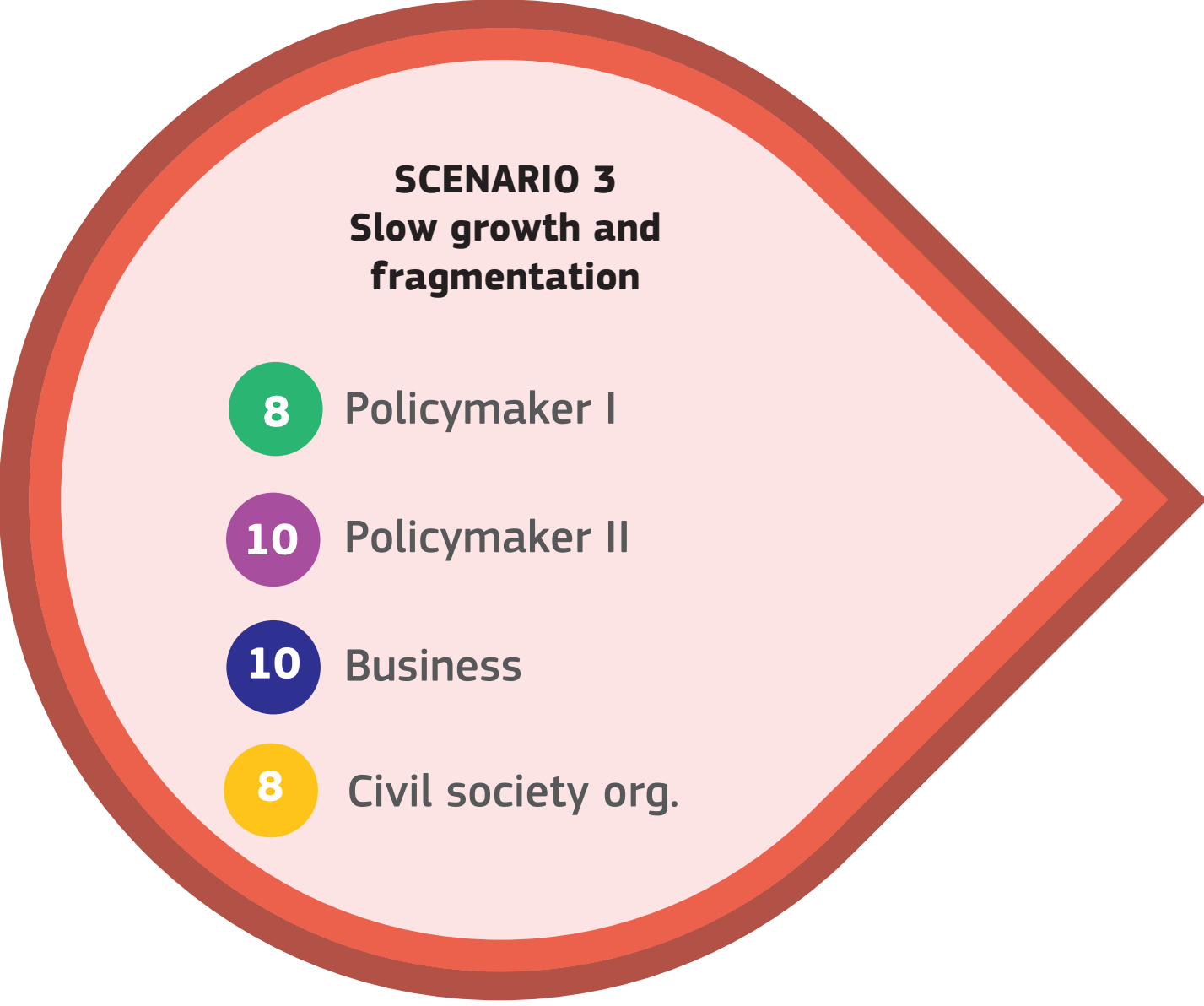
## SHOCKS, INEQUALITY AND CONTROL

1. EU border controls reintroduced by some Member States, strong reliance on technology
2. Lower spending on education, social housing and social care
3. Migration pressures from low- and lower-middle-income countries, largely irregular
4. China leads on environmentally induced relocation
5. Thriving EU Member States compete for highly skilled migrants as EU becomes less attractive
6. Migration to emerging countries goes up but migrants lack rights

**SCENARIO 1**  
**Crisis with collaboration**

- 10** Policymaker I
- 8** Policymaker II
- 8** Business
- 12** Civil society org.





**SCENARIO 3**  
**Slow growth and**  
**fragmentation**

- 8** Policymaker I
- 10** Policymaker II
- 10** Business
- 8** Civil society org.

**SCENARIO 2**  
**Inclusive growth**

**12** Policymaker I

**10** Policymaker II

**10** Business

**10** Civil society org.

**SCENARIO 4**  
**Shocks, inequality and**  
**control**

- 6** Policymaker I
- 8** Policymaker II
- 12** Business
- 6** Civil society org.





### **LEGISLATE**

Launch a process of new or changed legislation



### **SUMMIT**

Organise a regional summit



### **CONSULT**

Talk to stakeholders and experts to understand their points of view



### **DIASPORA**

Engage with diasporas



### **TRADE**

Negotiate a trade agreement



### **FUNDING**

Increase funding for...





## **UN**

Negotiate with the UN



## **CLIMATE**

Invest in climate change mitigation



## **MISSION**

Send a humanitarian mission



## **CONFLICT**

Engage in conflict resolution / prevention



## **BORDERS**

Enhance border controls



## **RETURNS**

Negotiate returns and readmission agreements







**INTEGRATION**

Invest in integration and inclusive policies



**RECOGNITION**

Improve recognition of foreigners' qualifications



**BEST PRACTICE**

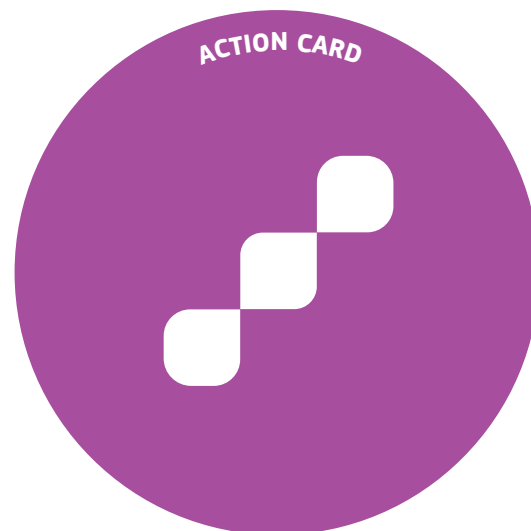
Facilitate sharing of best practices



**PRIZE**

Launch a high-profile prize







### **LEGISLATE**

Launch a process of a new or changed legislation



### **SUMMIT**

Organise a regional summit



### **CONSULT**

Talk to stakeholders and experts to understand their points of view



### **DIASPORA**

Engage with diasporas



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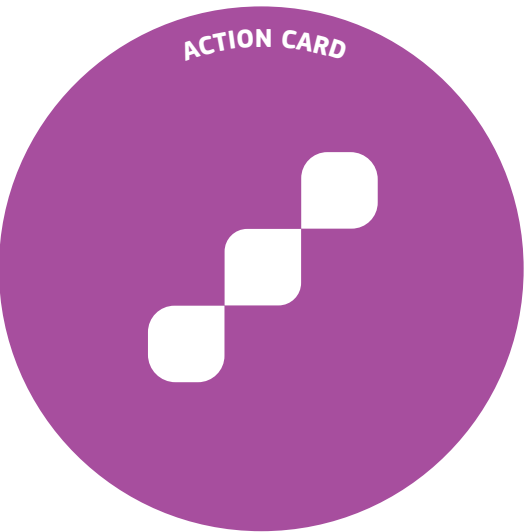
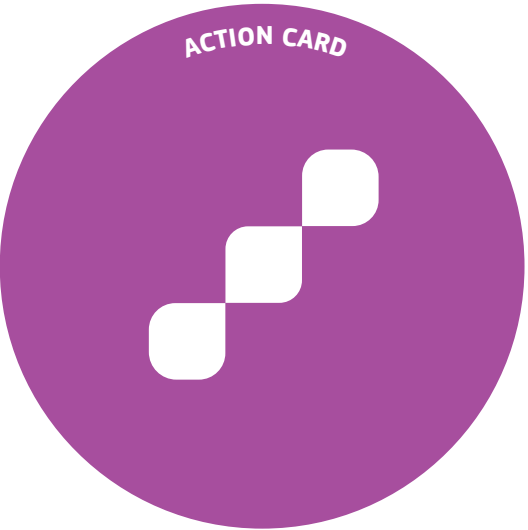
### **DEVELOP INFRASTRUCTURE**

Invest in infrastructure to pave the way for other developments



### **BORDERS**

Enhance border controls





### **RETURNS**

Negotiate returns and readmission agreements



### **INTEGRATION**

Invest in integration and inclusive policies



### **RECOGNITION**

Improve recognition of foreigners' qualifications



### **BEST PRACTICE**

Facilitate sharing of best practices



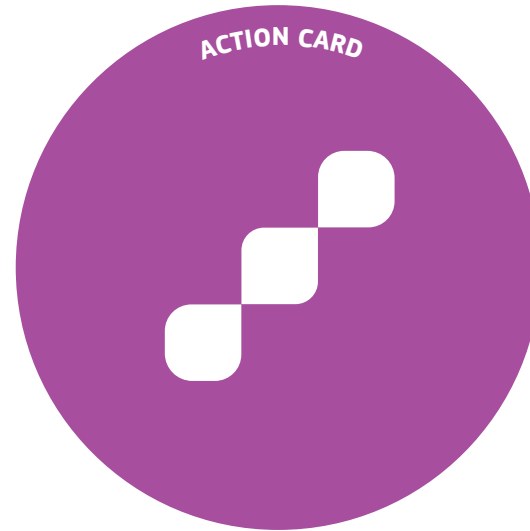
### **PRIZE**

Launch a high-profile prize



### **POLICY**

Implement new policies on...







**LABOUR  
MARKET**

Change labour market  
regulations



**MIGRATION**

Change migration policy



**FINANCIAL**

Improve financial literacy



**REGIONAL  
COOPERATION**

Seek regional  
cooperation







**DEVELOP  
INFRASTRUCTURE**

Invest in infrastructure to pave  
the way for other  
developments



**EXPAND**

Branch out your activities in  
substance or geographically



**PERSONNEL**

Train, layoff or recruit staff



**RAISE  
CAPITAL**

To support expansion or  
development



**CHANGE**

Change your business model



**CAMPAIGN**

Raise awareness for a  
particular cause





### **LOBBY**

Seek to influence a politician or public official on an issue



### **EXPAND**

Branch out your activities in substance or geographically



### **CSR**

Develop a corporate social responsibility strategy



### **RAISE CAPITAL**

To support expansion or development







### **CAMPAIGN**

Raise awareness for a particular cause



### **FUNDRAISE**

Gather money to develop your activities



### **LOBBY**

Seek to influence a politician or public official on an issue



### **MOBILISE**

Activate supporters for action



### **PARTNERSHIP**

Build a new partnership to support your actions



### **REACH OUT**

Address new groups you have not worked with yet







**DEVELOP  
INFRASTRUCTURE**

Invest in infrastructure to pave  
the way for other  
developments



**TECHNOLOGY**

Invest in technology to  
enhance your actions



**LIAISE**

Cooperate with other CSOs  
on common issues



**TRAIN**

Invest in training to  
enhance your actions







**DEMOGRAPHIC  
IMBALANCES**



**CONTINUING  
URBANISATION**



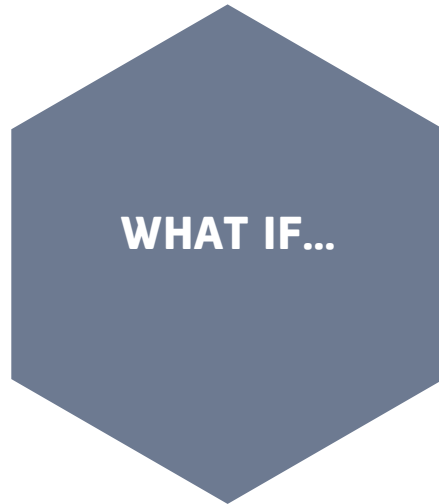
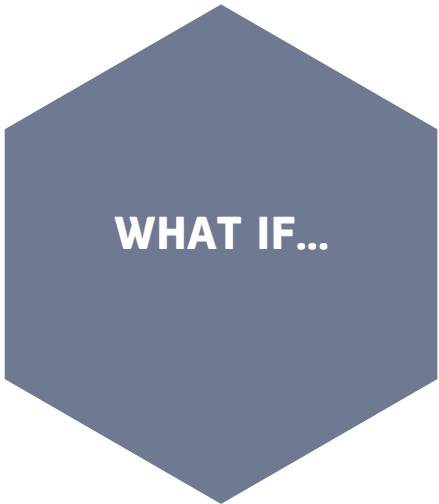
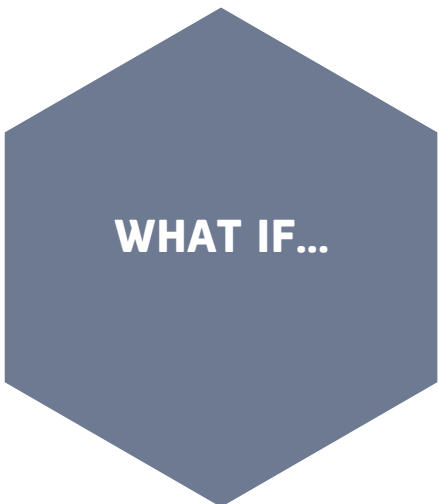
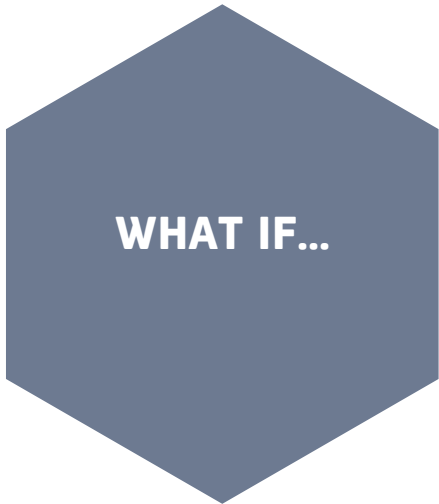
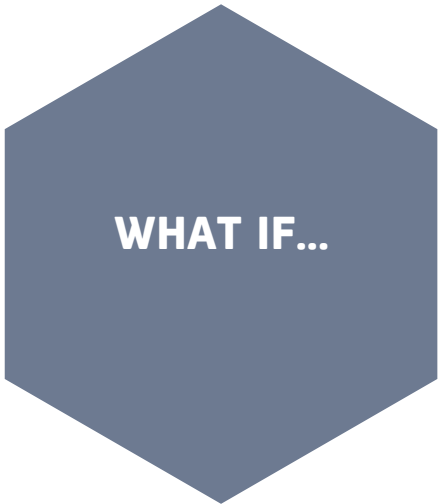
**CLIMATE CHANGE  
AND  
ENVIRONMENTAL  
DEGRADATION**



**TECHNOLOGICAL  
CHANGE  
AND  
HYPER-  
CONNECTIVITY**



**INCOME AND  
WEALTH  
INEQUALITY**



**UPRISING IN  
WESTERN AFRICA**

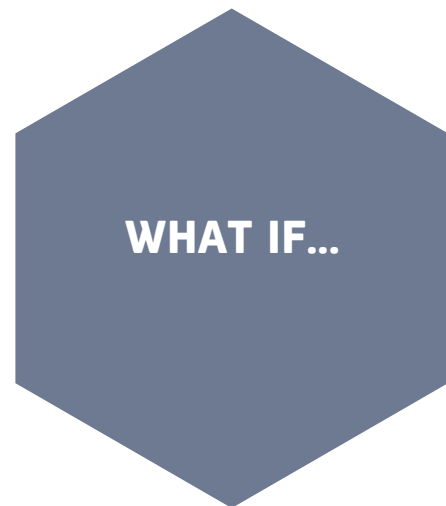
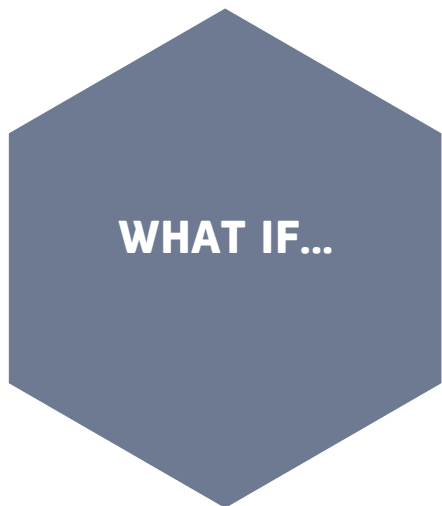
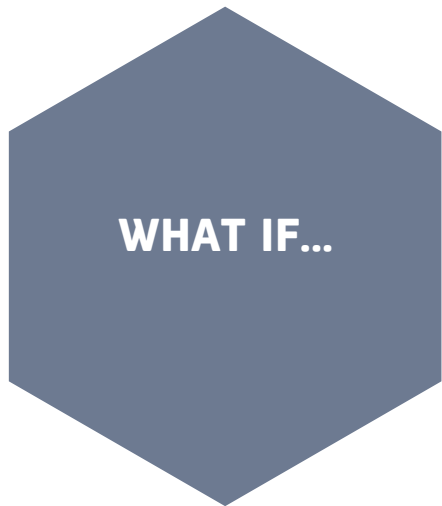
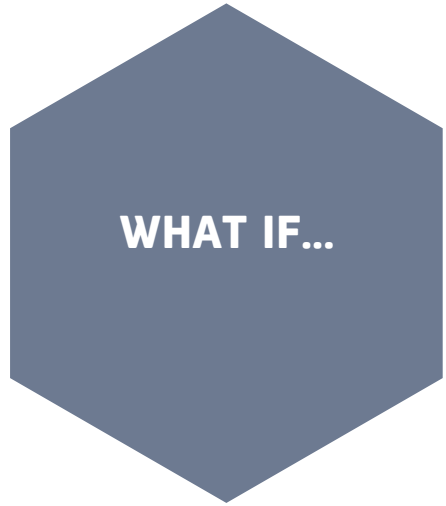
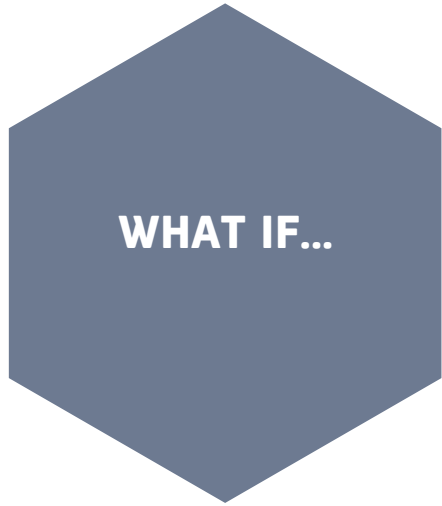
**ARMED  
CONFLICT IN  
SOUTH CHINA  
SEA**

**COORDINATED  
TERRORIST  
ATTACKS IN  
MULTIPLE EU  
COUNTRIES**

**ENVIRON-  
MENTALLY  
INDUCED  
COLLAPSE OF  
INFRASTRUCTURE  
IN AN AFRICAN  
REGION**

**FOOD CRISIS  
IN SAHEL  
CAUSES MASS  
MIGRATION**

**MAJOR CYBER  
ATTACK IN  
GERMANY**



**BREAKTHROUGH  
IN RENEWABLE  
ENERGY IN THE  
US**

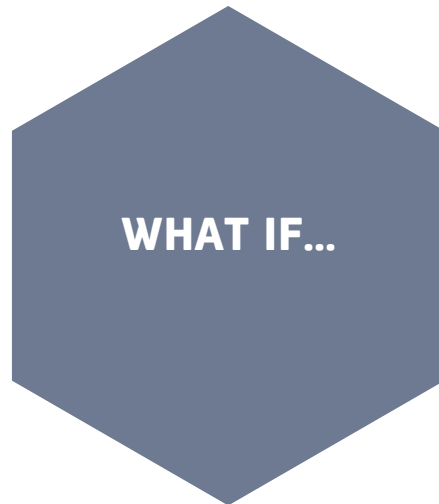
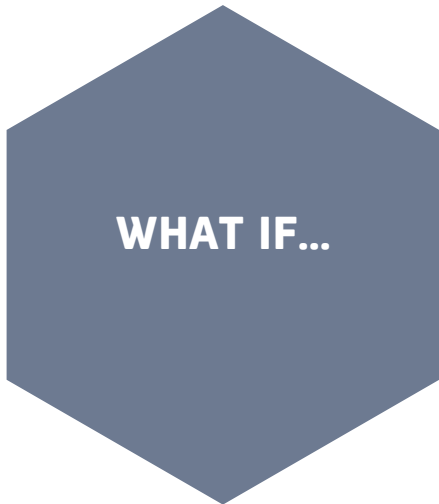
**SUCCESSFUL  
RESETTLEMENT  
OF ENVIRON-  
MENTALLY  
DISPLACED**

**BACKLASH  
AGAINST LIBERAL  
VALUES IN EU  
EASTERN STATES**

**DEADLY  
AIRBORNE  
PATHOGEN IN  
ASIA KILLS  
THOUSANDS**

**UNIVERSAL  
BASIC INCOME  
ROLLED OUT IN  
FINLAND AND  
ITALY**

**ASYLUM SEEKER  
WINS A NOBEL  
PRIZE**





**REGIONAL  
MILITARY  
CONFLICT IN THE  
EU  
NEIGHBOURHOOD**

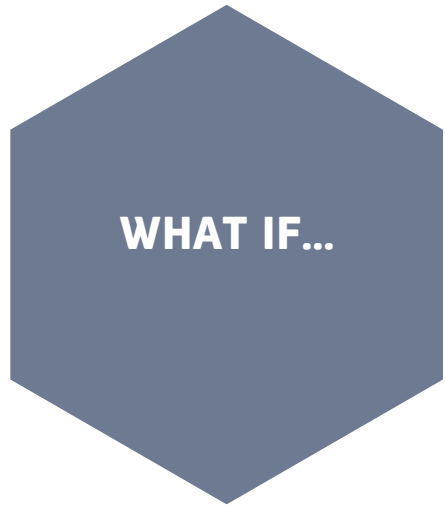
**SHARP OIL PRICE  
INCREASE**

**DEVASTATING  
DROUGHTS AND  
FIRES IN  
SOUTHERN  
EUROPE**

**BREAKTHROUGH  
IN THE USE OF  
ROBOTICS IN  
ELDERLY CARE**

**MASSIVE FLOODS  
IN MULTIPLE EU  
COASTAL CITIES**

**NEW VOCAL PAN-  
EUROPEAN ANTI-  
IMMIGRATION  
MOVEMENT**





**MAJOR POLITICAL  
CHANGE IN THE US**



**IMPROVED  
ACCESS TO  
FINANCE IN  
AFRICA**



**TECHNICAL  
BREAKTHROUGH  
ON CLIMATE  
CHANGE**

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

**A friend in the right place has dropped a good word for you.**

Work together for free (equals 1 resource token)

To be played **during** negotiations on collaboration



**Long-term thinking helped you invest in the right area, your action gets a boost.**

Gain 2 additional resource tokens to be used whenever you want

To be played **before** a player's turn



**This action is taken in a context of uncertainty ...**

Roll the die

1-2 remove all public voice

tokens of another player

3-4 nothing happens

5-6 double your public voice tokens

To be played **after** the public voice



**Unreliable partner**

Cancel all collaborations on an action of your choice

To be played **after** the public voice



**Contrary to the perception of the public, your action is very successful.**

Double the public voice tokens on your action

To be played **after** the public voice



**Generous gift**

Double the resource tokens on a civil society action

To be played **before** the public voice



REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

### Good governance

Double the resource tokens of a government action



To be played **before** the public voice

### Accounting scandal!

Remove up to 2 resource tokens on another players' action



Played **after** the public voice

### Past experience has taught you to be very vigilant.

Block another players' real life card



To be played **immediately** after the real life card to be blocked

### Bad press!

Remove 2 public voice tokens from another player's action of your choice



To be played **after** the public voice

### A friend in the right place has dropped a good word for you.

Work together for free (equals 1 resource token)



To be played **during** negotiations on collaboration

### Long-term thinking helped you invest in the right area, your action gets a boost.

Gain 2 additional resource tokens to be used whenever you want



To be played **before** a player's turn

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS



**This action is taken in a context of uncertainty ...**

Roll the die  
1-2 remove all public voice tokens of another player  
3-4 nothing happens  
5-6 double your public voice tokens



To be played **after** the public voice

**Unreliable partner**

Cancel all collaborations on an action of your choice



To be played **after** the public voice

**Contrary to the perception of the public, your action is very successful.**

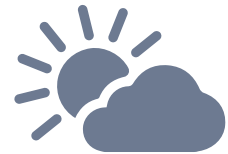
Double the public voice tokens on your action



To be played **after** the public voice

**Generous gift**

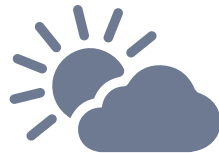
Double the resource tokens on a civil society action



To be played **before** the public voice

**Good governance**

Double the resource tokens of a government action



To be played **before** the public voice

**Accounting scandal!**

Remove up to 2 resource tokens on another players' action



Played **after** the public voice

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

REAL  
LIFE  
CARDS

**Past experience has taught you to be very vigilant.**

Block another players' real life card

To be played **immediately** after the real life card to be blocked



**Bad press!**

Remove 2 public voice tokens from another player's action of your choice

To be played **after** the public voice



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Work together for free (equals 1 resource token)

To be played **during** negotiations on collaboration



**Long-term thinking helped you invest in the right area, your action gets a boost.**

Gain 2 additional resource tokens to be used whenever you want

To be played **before** a player's turn



**This action is taken in a context of uncertainty ...**

Roll the die

1-2 remove all public voice tokens of another player  
3-4 nothing happens  
5-6 double your public voice tokens

To be played **after** the public voice



# SCORING RECORD SHEET

SCENARIO TITLE: \_\_\_\_\_

PLACE/DATE: \_\_\_\_\_

ROLES:



## ROUND 1

	RESOURCE TOKENS	PUBLIC VOICE TOKENS	SCORE (resource tokens X public voice tokens)

## ROUND 2

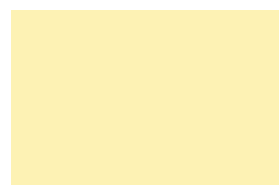
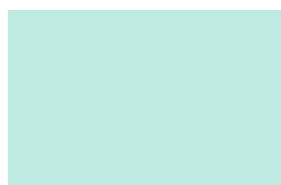
	OWN RESOURCE TOKENS	COLLABORATION				PUBLIC VOICE TOKENS	SCORE PER ACTION	SCORE PER EXPLORER

## ROUND 3

	OWN RESOURCE TOKENS	COLLABORATION				PUBLIC VOICE TOKENS	SCORE PER ACTION	SCORE PER EXPLORER

SCENARIO  
EXPLORATION  
SYSTEM

## END SCORES







# SCORING RECORD SHEET









SCENARIO TITLE: ..... PLACE/DATE: .....

ROLES: .....  
 .....  .....  ..... 









## ROUND 1

	RESOURCE TOKENS	PUBLIC VOICE TOKENS	SCORE (resource tokens X public voice tokens)
			
			
			
			

## ROUND 2

	OWN RESOURCE TOKENS	COLLABORATION				PUBLIC VOICE TOKENS	SCORE PER ACTION	SCORE PER EXPLORER
								
								
								
								
								

## ROUND 3

	OWN RESOURCE TOKENS	COLLABORATION				PUBLIC VOICE TOKENS	SCORE PER ACTION	SCORE PER EXPLORER
								
								
								
								
								

SCENARIO  
EXPLORATION  
SYSTEM

## END SCORES

 .....  .....  .....  .....  
 .....  .....  ..... 

SCENARIO TITLE: \_\_\_\_\_

PLACE/DATE: \_\_\_\_\_

ROLE: \_\_\_\_\_

NAME: \_\_\_\_\_

DESCRIPTION OF THE ACTIVITY: \_\_\_\_\_

LONG TERM VISION: \_\_\_\_\_

## ACTIONS TAKEN AND WHY:

### ROUND 1

ACTION AND RATIONALE: \_\_\_\_\_

### ROUND 2

ACTION AND RATIONALE: \_\_\_\_\_

### ROUND 3

ACTION AND RATIONALE: \_\_\_\_\_

SCENARIO TITLE:

## ACTIONS TAKEN AND WHY:

### ROUND 1

ACTION AND RATIONALE:

### ROUND 2

ACTION AND RATIONALE:

### ROUND 3

ACTION AND RATIONALE:

SCENARIO TITLE: \_\_\_\_\_

PLACE/DATE: \_\_\_\_\_

DESCRIPTION OF THE TYPE OF OPINION REPRESENTED:

## YOUR OPINION ON THE ACTIONS TAKEN:

### ROUND 1

1

2

3

4

### ROUND 2

1

2

3

4

### ROUND 3

1

2

3

4



SCENARIO TITLE: \_\_\_\_\_

## YOUR OPINION ON THE ACTIONS TAKEN:

### ROUND 1

1

2

3

4

### ROUND 2

1

2

3

4

### ROUND 3

1

2

3

4

# PARTICIPANT SURVEY

SCENARIO TITLE: \_\_\_\_\_

PLACE/DATE: \_\_\_\_\_

What was your role in today's game? (circle as appropriate):

Policy I

Policy II

Business

Civil society

Public voice

Other

How would you rate the session (circle as appropriate):

0 (terrible experience)

2

4

6

8

10 (excellent experience)

What did you like?

What would you change to make the experience more useful?

How well did the session help you develop a future-oriented perspective?

0 (not at all)      2      4      6      8      10 (very well)

How well did the session help you understand the scenarios?

0 (not at all)      2      4      6      8      10 (very well)

Did anything surprise you during the session? If yes what?

Did you learn anything through the session? If yes, what?

If you have any other comments, please write them below.

Thank you for your feedback!

