



Facilitator Guidance for Conducting the CARANA Scenario-Based Exercise

for United Nations Staff Officers Specialised
Training Materials

Overview



1. General:

The CARANA Scenario-Based Exercise (SBE) is designed to enhance the ability of the military staff officers (MSOs) in understanding the mission environment, the headquarters functioning of the Force and Sector Headquarters (FHQ and SHQ), and their roles in a United Nations Peacekeeping Operation (UNPKO).

The SBE is proposed to be conducted as a continuation exercise of the Learning Activities (LA) of Lesson 3.5 - UN Military Decision-Making Process (UN MDMP). Therefore, it is recommended to conduct all five (5) LA as presented in "Facilitator Guidance for Conducting the Learning Activities of Lesson 3.5 – UN MDMP" before conducting the SBE.

The participating MSOs will be exposed to different operational situations (called "Injects") which will require participants to carry out an in-depth analysis of the events taking place and be able to plan and prepare for dealing with the unforeseen situations as the exercise progresses; applying the knowledge of the UN MDMP gained during Lesson 3.5. At the end of the exercise, the participating MSOs should be confident and well-equipped to tackle day-to-day situations which will arise once they are deployed in the mission.

There are 28 injects available in this training package, and the minimum suggested time to conduct all these injects is three (3) days. However, Peacekeeping Training Centres (PKTCs) are encouraged to select, modify, and customise the injects, as well as the timing for the SBE, based on the needs and level of experience of the target audience.

In addition, the aim of the SBE is not to rush to finish but to learn. If the tempo in a particular branch is too high or low, the mentor/Directing Staff (DS) needs to manage the situation in coordination with the Exercise Director. Continuous mentorship and guiding the MSOs in identifying their tasks and assisting them in properly undertaking the staff duties will be the key to the success of this type of exercise.

Therefore, PKTCs should examine the learning outcomes and design their culminating activity to achieve those within their available resources.

2. Purpose:

The purpose of the SBE is to enable participants to practice and apply the UN MDMP within a secure and safe learning environment, as well as to work in a fictitious mission environment and understand the MSO responsibilities and tasks in a Force and Sector Headquarters (FHQ and SHQ).

3. Learning Outcomes:

- a. Apply the UN MDMP followed in UN FHQ and SHQ throughout the SBE.
- b. Demonstrate adaptability and ability to apply the knowledge of national military planning process doctrines in a UN environment, using the UN MDMP, in different operational situations.
- c. Incorporate UN principles and values into the planning process.
- d. Prepare planning documents and orders (OPORD, FRAGO, and WARNORD), when required.
- e. Prepare and conduct various types of UN briefings for Commanders (facilitators).
- f. Analyse and generate reports.
- g. Demonstrate coordination and cooperation between different Sections and HQs (e.g. FHQ, SHQ, U2, U3, JOC, JMAC and MSC) and external partners (e.g. NGOs, local security forces etc.).

Methodology



1. General Guidance for Facilitators:

The selection, modification, customisation, sequence, exact timing, and means of sending injects are at the discretion of the SBE Director and Facilitators.

The injects are designed to be delivered by three methods: Crawl - Heavily assisted by facilitators; Walk - Medium assistance from facilitators; and Run - no assistance from facilitators.

These may be adjusted subject to the specific learning outcomes, resources available, participants' learning capabilities, as well as possible time constraints.

Guidance is provided on the intended learning outcome of each inject.

2. Time Required:

A minimum of three (3) days will be required to conduct the designed Scenario-Based Exercise (SBE) in this training package.

3. Mission Timing:

While the conduct of this exercise can notionally take place during any of the three phases of the Mission Life Cycle (Start-up, Implementation, or Transition), it is recommended to assume that this is taking place during the Implementation Stage of the mandate due to the breadth of activities taking place in the FHQ and SHQ during this phase. The Start-Up and Transition phases include unique and specific activities that are not feasible to replicate for all participants in all missions.

4. Roles:

- a. Participants will play the main roles (e.g. U2/U3) within both FHQ and SHQ.
- b. Depending on course size, participants may 'double hat' a minor and major branch role. E.g. someone will be U1 and U3.
- c. Where possible, the participants will play the role they will be deploying into.
- d. Facilitators will deliver the exercise. Delivery is dependent on the number of facilitators. E.g. A small number of facilitators will mean they have more roles to

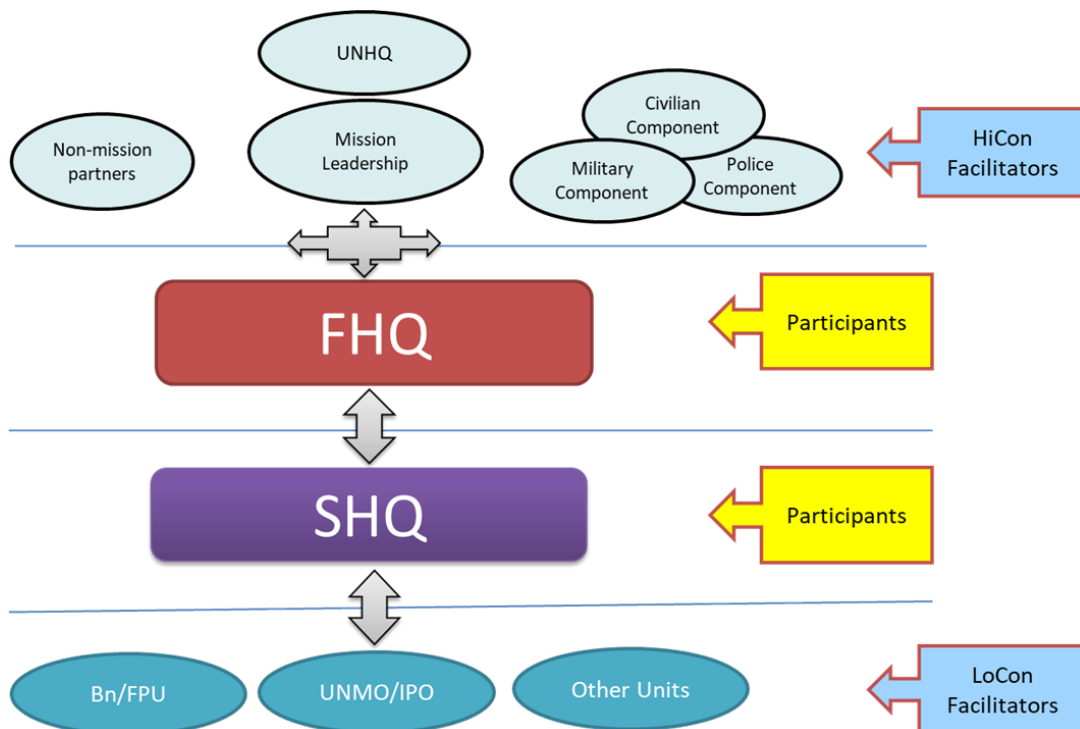
play for the injects. If there is a larger number, they may play fewer roles and differentiate between LoCon and HiCon and any specific individuals, like the FC and SC.

- e. Where available, mentors should be used. Mentors observe participants throughout the SBE and provide feedback during After Action Reviews (AAR) or as required during exercise play. Any personnel employed as a mentor must have sufficient knowledge, skills, and experience to fulfil that role.

5. Organisation:

- a. The SBE will be a two-tier exercise depicting a FHQ and SHQ (Sector 2) for the participants (players), while two SHQs (Sector 1 and 3) will remain notional.
- b. Only FHQ and one SHQ (Sector 2) are normally played. If there is a large number of participants (e.g. more than 25), then an extra Sector may be added, or roles can be doubled up (or having one FHQ and two Sectors 2 due to the content of the injects being heavily customised for Sector 2).
- c. Two exercise controls:
 - 1) the Higher Control (HiCon) - represented by the UNHQ, AU (CRC), Mission HQ, UNCT, JOC, JMAC, external mission partners.
 - 2) the Lower Control (LoCon) - represented by the contingents (units) or the part of contingents (subunits), UNMO and IPO team sites, FPU, and other operational elements deployed in the mission area.
- d. Injects and any follow-up interaction regarding the injects will be provided by HiCon (i.e. any Mission structures above or to the side of FHQ or SHQ) and LoCon (i.e. any mission structures below or to the side of FHQ or SHQ), which the facilitators will role-play.

5. Exercise Structure:



a. Staff Positions in FHQ and SHQ

- i. COS
- ii. U2
- iii. U3
- iv. U4
- v. U5
- vi. U9
- vii. Duty officer
- viii. U1, U6, U7 & U8 (may be double-hatted depending on course size)

b. HiCon and LoCon

- i. Facilitators (recommended minimum of 2 in each Control)

c. Mentors

- i. Recommended minimum of 2 (1 for FHQ and 1 for SHQ)



1. Sequence of Events:

A suggested sequence of activities is summarised below:

a. Preparation:

- Three weeks before starting the course:

The Exercise Director and facilitators select which injects will be used based on the needs of the target audience, organise the schedule plan for the SBE, and decide the customisations needed for each selected inject if needed.

- Two weeks before starting the course:

a) Send out the "CARANA pre-reading" package to participants.

b) The Course Director discusses with the Exercise Director, facilitators and mentors the procedures on how to conduct the SBE: expected outcomes, guidance to provide to participants, and evaluation methodology, among others.

- Not later than one week before the course:

All selected injects (adjusted if necessary) are ready, the roles of facilitators and mentors are defined, and the final schedule plan for the SBE is approved by the Course Director.

- First day of course:

a) Hand out the "CARANA country study (light version)" to participants.

b) Participants are expected to study it during the first three (3) days of the course in their free time. This version is intended to be used during the Learning Activities for Lesson 3.5 and the Scenario-Based Exercise.

- Not later than a day before the SBE:

Learning environment ready. Recommended minimum material for the learning environment are:

a) 1 room for each group.

- b) 1 large CARANA map per group.
- c) Map overlay acetate sheeting.
- d) Packs of non-permanent marker pens for writing on map overlays (minimum red, blue and black).
- e) Map marking symbols stencil.
- f) Tables and chairs for all participants in the breakout rooms.
- g) General stationery for all participants (e.g. pens, markers, paper, notebooks).
- h) Flip charts per group.
- i) Projector, computers and other IT facilities.

2. Injects:

a. Overview:

There are 28 injects available in this training package, which will provide information, and some will require action from participants at FHQ or SHQ.

If participants fail to identify the action required by them, the Directing Staff (DS) are required to assist them. This will always be a challenge in this type of exercise and DS should be adequately briefed by the Exercise Director about their role before starting the exercise.

b. Supporting Documentation:

i. Injects – Facilitator Guidance (Annex A)

Provides the injects, details suggested timings, and expected outcomes to assist the facilitator with the delivery of the injects and for Mentors to provide feedback.

ii. Injects – Participant Guidance (Annex B)

Provides only the inject material – scenario and requirements - for participants (e.g. SITREP, media report, telephone call, e-mail).

iii. Injects – Sequence of Events (Annex C)

Provides a suggested timeline for the delivery of the injects, which can be adjusted by facilitators to maximise learning of the participants (e.g. facilitators can remove injects, spend longer or shorter times on injects, adjust the order of delivery of the injects).

The sequence of the main events is summarised below:

Day	Time	Inject	Activity	Distribution			Suggested Time
				From	To	Info	
1	Before SBE start	0	Carana SBE Guidance Briefing and Carana M+210 Situation Update	All			120 min
	0900h 1010h	1	Situation Briefing	Exercise Control	All		70 min
	1010h 1050h	2	Media Extracts	MPIO (HiCon)	FHQ	SHQ	40 min
	1010h 1050h	3	Call from UNMO Team Site	UNMO (LoCon)	SHQ	FHQ	40 min
	1050h 1150h	4	Logistic Support Updates	MSC (HiCon)	FHQ	SHQ	60 min
	1150h 1230h	5	Incidents Summary	Exercise Control (LoCon)	SHQ	FHQ	40 min
	1330h 1420h	6	Call from the International Committee of the Red Cross (ICRC)	ICRC (LoCon)	SHQ		50 min
	1420h 1500h	7	Explosion near SALOBO DAM	TANBAT (LoCon)	SHQ		40 min
	1420h 1500h	8	Mine Incident	NGO (HiCon)	FHQ		40 min
	1500h 1525h	9	CIMIC (Quick impact projects)	SRSR (HiCon)	FHQ		25 min
	1525h 1555h	10	JMAC Report	JMAC (HiCon)	FHQ	SHQ	30 min
	1555h 1650h	11	Situation Report	Exercise Control	All		55 min
	1620h 1650h	12	Media visit	MHQ (HiCon)	FHQ		40 min
	2	0900h 0930h	xx	Morning Briefing	Exercise Control	All	
0930h 0950h		13	UNPOL Report	IPO (LoCon)	SHQ		20 min
0950h 1010h		14	Unexpected visit by the Head of EAD	EAD (LoCon)	SHQ		20 min
1010h 1110h		15	Conflict-Related Sexual Violence (CRSV)	A Coy TANBAT (LoCon)	SHQ	FHQ	60 min
1110h 1300h		16	Situation update by JOC	JOC (HiCon)	All		110 min
1400h 1440h		17	Sexual Exploitation and Abuse (SEA) Allegations	NGO (LoCon)	SHQ	FHQ	40 min
1440h 1510h		18	Attack on UN convoy	SHQ (LoCon)	FHQ		30 min

	1510h 1540h	19	Attack on Temporary Operating Base (TOB)	TOB (LoCON)	SHQ		30 min
	1540 1650	20	Local Protest / Demand for Re- establishment of the TOB	Media update (HiCon)	All		80 min
3	0900h 0930h	xx	Morning Briefing	Exercise Control	All		30 min
	0930h 1000h	21	Misinformation and Disinformation	Media Info (HiCon)	FHQ	SHQ	30 min
	1000h 1030h	22	Protests / Civil Unrest	Exercise Control	All		30 min
	1030h 1100h	23	Locally Employed Personnel (Strike/Threat)	UNDSS (LoCon)	FHQ	SHQ	30 min
	1100h 1140h	24	Flash Flood	Exercise Control	All		40 min
	1140h 1230h	25	Casualties from Traffic Accident	UNMO (LoCON)	SHQ		50 min
	1140h 1210h	26	Attack on UN Staff houses	UNDSS (HiCon)	FHQ		30 min
	1330h 1410h	27	IDPs Seeking shelter in TOB	Kenyan TOB (LoCon)	SHQ		40 min
	1410h 1450h	28	UNMOs Taken Hostage	UNMO (LoCON)	SHQ	FHQ	40 min

3. Mapping:

See Carana Country Study (Light Version) for basic mapping which can be used. The best practice is to use the topographical map and have participants mark up the map. In addition, a PowerPoint presentation is also available in the training package, in case participants want to use the maps in their briefing presentations.

4. Communication Diagram:

Facilitators should provide a communication diagram (e.g. emails, telephone extensions, radios, etc.) to participants. This will depend on the availability of communication equipment in the PKTC or exercise area.

5. Conclusion:

The purpose of the SBE is not to rush but to learn. If the tempo in a particular HQ is too high or low, the DS needs to manage the situation in coordination with the Exercise Director. Continuous mentorship and participants guidance in identifying their tasks and assisting them in the undertaking will be the key to the success of this type of exercise.

Annexes:

- A. Carana Country Study Briefing (PowerPoint Presentation)
- B. Canara Scenario-Based Exercise Briefing (PowerPoint Presentation)
- C. Injects – Facilitators Guidance
- D. Injects – Participants Guidance
- E. Injects – Sequence of Events - Detailed Schedule Plan, Expected Outcomes, Facilitator's Guidance for the Scenario-Based Exercise
- F. Current Situation M+210
- G. Maps and Organograms for Briefings (PowerPoint Presentation)
- H. 22 Different Templates (COA Analysis, Daily SITREP, Decision Briefing, Flash Report, Incident Report, Morning Briefing, FRAGO, OPORD, etc.)

Summary of Documents for Directing Staff



CARANA Reading Material

- A. Carana Country Study (Pre-reading)
- B. Carana Country Study (Light version)
- C. Carana Country Study (Complete Package)
- D. Current Situation M+210

Briefings

- E. Carana Country Study Briefing
- F. Carana SBE Briefing

SBE Injects

- G. Injects – Facilitator Guidance
- H. Injects – Participant Guidance
- I. Injects – Sequence of events

Product Templates

- J. Situation Briefing
- K. Morning Briefing
- L. Mission Analysis Briefing
- M. Decision Briefing