



CARANA

Scenario-Based Exercise

INJECTS

for Facilitators

for United Nations Staff Officers Specialised
Training Materials

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General Instructions

1. Introduction

This document outlines the general guidelines for each inject of the Scenario-Based Exercise (SBE) and should be read in conjunction with the “Injects for Participants” document.

It is important to note that the guidelines presented herein encompass the basic concepts explored during the UNSO course, as well as broad expected outcomes for each inject that could be explored and discussed with participants during the exercise.

The selection, modification, customisation, sequence, precise timing, and means of delivering injects are at the discretion of the SBE Exercise Director and Facilitators, based on the needs of the target audience.

For further guidance on methodology, delivery, organisation, expected outcomes, and a suggested schedule for the SBE, refer to the “Facilitator Guidance for Conducting the CARANA Scenario-Based Exercise” and “Sequence of Events” documents.

2. Structure of the Injects Guidelines

All Injects Guidelines available in this document follow the structure outlined below:

SBE Activity Inject ## - Title	
Essential Capability	Detail the type of capability of the MSO expected to be exercised during the activity (Inject).
Type	Detail the type of Inject issued to the HQs, which will require action: <ul style="list-style-type: none"> • Routine: Day-to-day routine staff work • Tasks: Specific activities, such as plan, brief, meeting, visit • Reaction: Responses to incidents/Injects
Distribution	Detail the origin (“from”), destination (“to”), and other recipients (“Info”) of the Inject.
Method	The means of sending the Injects to the HQs.

<p>Time</p>	<p>Detail the suggested time for the activity (Inject). The suggested timing for the activity encompasses from the delivery of the Inject until the accomplishment of the requirements detailed in the Inject.</p> <p>Facilitators may increase or reduce timings as required. It is worth noting that participants will be dealing with more than one Inject at the same time.</p>
<p>Expected outcome</p>	<p>Detail the main products, skills, or attitudes (Orders, Reports, Briefings, Coordination, Liaison, etc.) that participants are expected to present or achieve as a result of engaging in the activity.</p> <p>Note: It represents the intended learning objectives that guide the design and implementation of the activity. Therefore, this list should be further developed, customised and detailed by Facilitators from Peacekeeping Training Centres based on the needs of participants and respective PKTCs.</p>
<p>Expected Liaison and Cooperation</p>	<p>Detail the list of FHQ/SHQ branches, stakeholders, subordinates, and decision-makers, among others that participants, based on the content of the Inject, will need to liaise and coordinate to effectively manage the situation presented.</p>
<p>Tips for Facilitators</p>	<p>Detail some suggestions for Directing Staff, Facilitators and Mentors to consider when conducting the Inject.</p>
<p>Additional Resources</p>	<p>Detail any additional resources needed for participants to accomplish the requirements of the Inject.</p> <p>Note: The minimum necessary material for the SBE includes the CARANA Country Study “Light Version”, CARANA maps, and the templates for reporting and presentations (all available in the training package).</p>
<p>Facilitator/Mentor AAR Comments</p>	<p>This space is designated for Facilitators and Mentors to take notes during the execution of the learning activity to assist in providing feedback during the After-Action Review (AAR).</p>

Example:

SBE Activity Inject ## - Title	
Essential Capability	Analysis, reporting, briefing
Type	Routine
Distribution	From: MHQ (HiCon) To: FHQ Info: SHQ
Method	Email
Time	Total: 70 minutes Preparation: 45 minutes Presentation: 15 minutes Debriefing by Facilitator: 10 minutes
Expected outcome	<ul style="list-style-type: none"> • Present a Situation Briefing to the FC. • A FRAGO/WARNORD to increase patrols in the attacked areas should be prepared and sent to Sector 2. • - A report on the ceasefire violations should be prepared and sent to JOC, JMAC and MHQ.
Expected Liaison and Cooperation	<ul style="list-style-type: none"> • All staff cells. • U4 should liaise with DMS staff (HiCon) to discuss possible solutions for logistic shortfalls.
Tips for Facilitators	Remind participants that since the complete AOE was conducted during the LA of Lesson 3.5, the situation briefing should focus on the current situation (M+210) and provide general information updates on other subjects.
Additional Resources	Media Extracts handouts
Facilitator AAR Comments	<ul style="list-style-type: none"> • The group successfully achieved the expected outcome of the inject. Well done! • In general, I noticed that some participants struggled to remember the purpose and importance of conducting the “Actor Evaluation” (Sub-Step 2 of the AOE) of the UN MDMP during this exercise. Therefore, it is important to recall that the “Actor Evaluation” aims to identify relevant non-UN actors’ intent, capabilities, strengths, weaknesses, and other critical factors, which will impact the UNPKO and mandate implementation.

Injects



UNSO STM Carana Scenario-Based Exercise

Inject 1 – Situation Briefing	
Essential Capability	Routine staff work, analysis, briefing
Type	Routine
Distribution	From: Exercise Control To: FHQ, SHQ
Method	Printed document
Time	Total: 70 minutes Preparation of the briefing: 45 minutes Delivery of briefing: 15 minutes Debriefing by Facilitator: 10 minutes
Expected outcome	The Situation Briefing is delivered to the Force Commander and Sector Commander
Expected Liaison and Cooperation	All staff cells
Tips for Facilitators	<ul style="list-style-type: none"> • Verify if the participant assigned as COS is guiding other participants in the HQ in the preparation and conduct of the Situation Briefing to the Commander (sequence, content, etc.) • Remind participants that since the complete AOE was conducted during the LA of Lesson 3.5, this situation briefing should focus on the current situation (M+210) and provide general information updates on other subjects
Additional Resources	<ul style="list-style-type: none"> • M+210 situation update • Template of Situation Briefing (PPT)
Facilitator AAR Comments	

Inject 2 – Media Extracts	
Essential Capability	Routine staff work, analysis, liaison, coordination, internal communication
Type	Routine
Distribution	From: MPIO (HiCon) To: FHQ Info: SHQ
Method	Printed document (in colour)
Time	Total: 40 minutes Staff work and coordination: 35 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> Coordination and communication within the HQ in the distribution of analysed information drawn from the media extracts Reports to MHQ (HiCon) FRAGO/WARNORD to SHQ (depending on the group's decision)
Expected Liaison and Cooperation	<ul style="list-style-type: none"> FHQ and MPIO (HiCon) U1, U2, U3 and U5 cells (G for SHQ)
Tips for Facilitators	<ul style="list-style-type: none"> Observe reactions from U2, U3 and U5 (G for SHQ) concerning the news Explore actions that should be taken for each situation: e.g. coordinate with MPIO (HiCon) a press release regarding the dead peacekeepers; U1 to prepare NOTICAS to UHNQ (HiCon); request Info/clarify the situation regarding the UNMO selling vehicle; increase patrols concerning the security situation due to MPC attacks; coordination/support to the electoral team in Sureen), among others
Additional Resources	Template for NOTICAS
Facilitator AAR Comments	

Inject 3 – Call from UNMO Team Site	
Essential Capability	Routine staff work, communications, coordination, leadership
Type	Reaction
Distribution	From: UNMO (LoCon) To: SHQ Info: FHQ
Method	<ul style="list-style-type: none"> Telephone call from a UNMO (Facilitator) to G3. P.S.: The Facilitator is to appear reluctant to deploy and doesn't mind putting it off for some more time Printed copy
Time	Total: 40 minutes Staff work and coordination: 35 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> Deployment Order to the UNMO TS Coordination with FHQ Daily report on the status of UNMO TS deployment to FHQ
Expected Liaison and Cooperation	<ul style="list-style-type: none"> G1, G3, G4 – U1, U3; U4 U4 and MSC (HiCon)
Tips for Facilitators	<ul style="list-style-type: none"> COS and FHQ/SHQ staff should act firmly to assure the UNMO team leader that he will be deploying as soon as possible COS should instruct staff to prepare an order for deployment G4 should check with U4 to ascertain team sites are ready FHQ Mentor: a) U4 should confirm with MSC (HiCon) that the TS is ready for occupation; b) U1, U2 and U3 should prepare a deployment order and check routes for safety and security status FHQ should request SHQ to report the TS deployment daily (Situation Briefing and SITREP)
Additional Resources	x-x-x
Facilitator AAR Comments	

Inject 4 – Logistic Support Updates	
Essential Capability	Routine staff work, analysis, situational awareness, coordination
Type	Routine
Distribution	From: MSC (HiCon) To: FHQ Info: SHQ
Method	E-mail
Time	Total: 60 minutes Staff work and coordination: 50 minutes Debriefing by Facilitator: 10 minutes
Expected outcome	<ul style="list-style-type: none"> FRAGO/WARNORD to Sectors 2 and 3 to increase patrols in the attacked areas (MUKA, MIA, KIKA, LUROK, SUREEN-FARON) U4 liaise with DMS staff (HiCon) to discuss possible solutions for logistic shortfalls, brief COS/FC (Mentor), and prepare a report to Mission HQ (HiCon) Report FOM concerns (PERKES-FARON) and ceasefire violations to JOC, JMAC and Mission HQ Incorporate all this Info for the next Morning Briefing for COS/FC
Expected Liaison and Cooperation	U1, U3, U4, MSC, Movement Control Section (MCS), DMS, JOC, JMAC
Tips for Facilitators	<ul style="list-style-type: none"> Guide participants in case the procedures to achieve the expected outcomes are not followed. Some of the procedures could include: FHQ staff should analyse the reports and liaise with relevant MHQ staff to determine the impact of the reported issues on the Force's ability to achieve its mandate FHQ staff together with the DMS staff to brief FC on issues and identify the impact of logistics shortfalls on mission and tasks. Discuss possible solutions Ensure attacks against the civilian population (Sector 2) and fighting between FDC and CISC (Sector 3) have been reported correctly to JOC, JMAC and MHQ Ensure FHQ prepare FRAGO/WARNORD to increase patrols in the attacked areas Ensure FOM and ceasefire violation incidents have been reported to JOC, JMAC and MHQ

	<ul style="list-style-type: none">• Ensure participants incorporate all this Info for the next Morning Briefing
Additional Resources	Mission Structure Organogram
Facilitator AAR Comments	

Inject 5 – Incidents Summary	
Essential Capability	Communication, situational awareness, coordination
Type	Routine, Reaction
Distribution	From: Exercise Control To: SHQ Info: FHQ
Method	E-mail
Time	Total: 40 minutes Staff work and coordination: 35 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> • SHQ: Prepare and submit SITREP to FHQ • FHQ: Analyse the SHQ Report and submit the FHQ report to JOC and JMAC • SHQ: task Military Unit and UNMO TS to verify the shooting incident in KARO and IDP situation • G4 coordinate with U4 logistic situation, including ALUR airport • U4 coordinate with DMS (HiCon) options to fix the airport • FHQ: Follow-up with UNHCR office regarding IDPs
Expected Liaison and Cooperation	<ul style="list-style-type: none"> • - All staff cells (SHQ and FHQ) • - FHQ, DMS, JOC, JMAC, UNHCR
Tips for Facilitators	<p>Guide participants in case the procedures to achieve the expected outcomes are not followed. Some of the procedures could include:</p> <ul style="list-style-type: none"> • HQ staff to obtain further information, verify the incident and prepare SITREP to FHQ • Impact of ALUR airport damage to be assessed on operations & logistics and SHQ and FHQ to be informed. Alternative options for consideration: airdrop, interim landing sites, road convoy, including force requirements for airdrop, landing site, etc. • FHQ coordinate with DMS and for CARANA government to fix the airport with UNAC assistance (airport is national infrastructure) • SHQ task military unit and UNMO TS to conduct a patrol to verify the incident • Discuss with participants if UNMO TS can or cannot provide shelter to IDPs (assuming no immediate threat to the life of the

	IDPs). Discuss actions and necessary coordination with UNHCR office
Additional Resources	x-x-x
Facilitator AAR Comments	

Inject 6 – Call from the International Committee of the Red Cross (ICRC)	
Essential Capability	Communication, coordination, situational awareness
Type	Task
Distribution	From: ICRC (LoCon) To: SHQ
Method	Telephone Call (facilitator) and printed copy
Time	Total: 50 minutes Staff work and coordination: 40 minutes Debriefing by Facilitator: 10 minutes
Expected outcome	<ul style="list-style-type: none"> • SHQ: Prepare and submit SITREP to FHQ • FHQ: Analyse the SHQ Report and liaise with MHQ and OCHA • SHQ should offer support to ICRC (in consultation and approval from FHQ) • SHQ should arrange a coordination meeting with ICRC to discuss, plan and organise the type of support to be provided (without jeopardising the IGO/NGO and ICRC independence)
Expected Liaison and Cooperation	<ul style="list-style-type: none"> • U2, U3, U4, and U9 to coordinate with Mission Partners on Civil-Military Cooperation (Gs at SHQ level). • Coordination Gs and Us (SHQ – FHQ) • Coordination Gs and ICRC (SHQ- LowCon) • Coordination Us and OCHA, MHQ (FHQ – HiCon)
Tips for Facilitators	<ul style="list-style-type: none"> • Role Play the ICRC representative. Act as if it is the first contact directly with the UNAC military component. The ICRC representative is hesitant and misinformed. He/she assumes that the UNAC military has all the answers, yet he/she does not want to depend on them too much • The Facilitator needs to stress that the convoy will go ahead irrespective of UN advice. A telephone conversation may be followed by a meeting if necessary • Topics for discussion with participants during the exercise or AAR: <ol style="list-style-type: none"> a) How to capitalise and ensure security without jeopardising IGO/NGO independence? b) A meeting should be arranged, in close coordination with OCHA, to discuss the type of support to be provided to ICRC and IGO/NGOs. • The decision to support ICRC and IGO/NGO needs to be taken at the MHQ level.

Additional Resources	X-X-X
Facilitator AAR Comments	

Inject 7 – Explosion near SALOBO DAM	
Essential Capability	Communication, coordination, situational awareness, crisis management
Type	Reaction
Distribution	From: TANBAT (LoCon) To: SHQ
Method	Telephone Call (facilitator) and printed copy
Time	Total: 40 minutes Staff work and coordination: 35 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> • SHQ: Flash Report to FHQ • FHQ: Coordinate with JOC for potential urgent aerial evacuation • Follow up: <ul style="list-style-type: none"> • SHQ: Generate Incident Report and update FHQ as further information becomes available • SHQ/FHQ: CASEVAC process to be followed • FHQ: Consultation/information exchange with Host Government and UNCT
Expected Liaison and Cooperation	<ul style="list-style-type: none"> • All staff cells (SHQ and FHQ) • FHQ, JOC, UNDSS, SC, FC, DMS, SRSG, UNHQ, Host Government (HiCon)
Tips for Facilitators	Remind participants of the Flash Report and CASEVAC procedures and necessary follow-up actions throughout the entire crisis management process
Additional Resources	Templates for Flash Report and CASEVAC
Facilitator AAR Comments	

Inject 8 – Mine Incident	
Essential Capability	Communication, coordination, situational awareness, CASEVAC/MEDEVAC
Type	Reaction
Distribution	From: NGO (HiCon) To: FHQ
Method	Telephone Call (facilitator) and printed copy
Time	Total: 40 minutes Staff work and coordination: 35 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> • Flash Report to JOC for potential urgent aerial evacuation • Generate Incident Report and update JOC and MHQ as further information becomes available from liaison with PAKBAT • CASEVAC process to be initiated – if not already done (MEDEVAC if necessary) • NOTICAS to be prepared and sent to UNHQ if required • MPIO to prepare a press release to MHQ if required
Expected Liaison and Cooperation	U1, U2, U3, U4, MPIO, DMS, FC, SRSG, UNHQ, HALO (HiCon)
Tips for Facilitators	Remind participants of the Flash Report, CASEVAC and MEDEVAC procedures
Additional Resources	Templates for Flash Report, CASEVAC, MEDEVAC, NOTICAS
Facilitator AAR Comments	

Inject 9 – CIMIC (Quick Impact Projects)	
Essential Capability	Routine staff work, analysis, briefing, liaison
Type	Task
Distribution	From: SRSG (HiCon) To: FHQ
Method	E-mail
Time	Total: 25 minutes Staff work and coordination: 20 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	U9 to prepare a report of suggested QIPs/CIMIC projects for implementation within the next 12 months (including project name, estimated costs and the impact for local population and military operations)
Expected Liaison and Cooperation	U9, CIMCORD, FC, DSRSG, Electoral and UNCT (HiCon)
Tips for Facilitators	Remind participants of the importance of QIPs to support military operations
Additional Resources	Template for QIP
Facilitator AAR Comments	

Inject 10 – JMAC Report	
Essential Capability	Communication, coordination, situational awareness, Protection of Civilians (POC), supporting UNCT
Type	Routine
Distribution	From: JMAC (HiCon) To: FHQ Info: SHQ
Method	Printed copy
Time	Total: 30 minutes Staff work and coordination: 25 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	Prepare and present a short situation briefing to FC/COS. Measures to address: <ul style="list-style-type: none"> Insecurity of IDPs in KARO, PERKES, AKKABAR and FARON (explore the need for coordination with UNPOL and UNCT) and options (COAs) to mitigate/manage civil unrest in GALASI WARNORD to SHQ 1 (LoCon) to mitigate/manage civil unrest in GALASI and Protect Civilians (if required) WARNORD to SHQ 2 and 3 to increase patrols and conduct operations to Protect Civilians (if required) Coordinate and provide support to OCHA and DDR (if required)
Expected Liaison and Cooperation	U2, U3, U5, U9, JMAC, UNDSS, UNCT, UNPOL, MPIO, UNPIO, SHQs, OCHA (HiCon)
Tips for Facilitators	<ul style="list-style-type: none"> This particular Inject could generate different actions to be taken by the FHQ. Guide participants in case the group discussion to achieve the customised/modified expected outcomes is not followed. The Facilitator/Mentor representing the FC could determine MSOs to prepare different COAs to deal with the situation in the mission. A WARNORD to SHQs (Sector 2) could be sent to initiate the planning process.
Additional Resources	x-x-x
Facilitator AAR Comments	

Inject 11 – Situation Report	
Essential Capability	Communication, coordination, situational awareness, Protection of Civilians (POC), supporting UNCT, contingency planning (UN MDMP)
Type	Routine, Task
Distribution	From: Exercise Control To: FHQ, SHQ
Method	E-mail and printed copy
Time	Total: 55 minutes Staff work and coordination: 45 minutes Debriefing by Facilitator: 10 minutes
Expected outcome	The Mission Analysis Briefing is delivered to the Force Commander and Sector Commander
Expected Liaison and Cooperation	All staff cells
Tips for Facilitators	<ul style="list-style-type: none"> • Remind participants of the Sub-Steps of the Mission Analysis Step of the UN MDMP if necessary • Verify if the participant assigned as COS is guiding other participants in the HQ in the preparation and conduct of the Mission Analysis Briefing to the Commander (sequence, content, etc.) • Refer to the previous Inject (No 10) for participants to follow the deterioration of the security situation in the mission area
Additional Resources	Template for Mission Analysis Briefing
Facilitator AAR Comments	

Inject 12 – Media Visit	
Essential Capability	Routine staff work, analysis, briefing, liaison
Type	Routine, Task
Distribution	From: MHQ (HiCon) To: FHQ
Method	E-mail
Time	Total: 40 minutes Staff work and coordination: 35 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> Prepare and Conduct a Visitor Information Briefing (5 min) on UNAC POC Draft statement, covering incidents from Deployment Day until now, highlighting the UNAC efforts to ensure the POC given the ongoing crisis situation, including possible questions from media for Mission COS Submit the draft to the MHQ (represented by the Facilitator)
Expected Liaison and Cooperation	U3, U5, MPIO, Mission/Military POC Adviser, COS, UN PIO (HiCon)
Tips for Facilitators	Guide participants on how to prepare the briefing if necessary (content of the briefing with only unclassified information)
Additional Resources	Template for Visitor Information Briefing
Facilitator AAR Comments	

Inject 13 – UNPOL Report	
Essential Capability	Routine staff work, liaison. coordination
Type	Reaction
Distribution	From: IPO (LoCon) To: SHQ
Method	A telephone call from an IPO (Facilitator) to duty officer. Note: The Facilitator should appear reluctant to get involved and take action and should also seem inclined to release him to UNAC MP custody
Time	Total: 20 minutes Staff work and coordination: 15 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> • SHQ staff to advise IPO accordingly • Refer to UNDSS, CoC-Unit and SNR for action • Incorporate this incident in the daily SITREP
Expected Liaison and Cooperation	SHQ, UNDSS, Code of Conduct Unit (CoC-unit), Force Provost Marshall (FPM), Unit Commander, Senior National Representative (HiCon)
Tips for Facilitators	Discuss the legal aspects and possible consequences for the UN Staff Officer with participants during the AAR
Additional Resources	Mission Structure Organogram
Facilitator AAR Comments	

Inject 14 – Unexpected Visit by Head of EAD	
Essential Capability	Analysis, coordination, communication, liaison, situational awareness
Type	Reaction
Distribution	From: EAD (LoCon) To: SHQ
Method	E-mail
Time	Total: 20 minutes Staff work and coordination: 15 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> Task the InfBat in the AOR (B Coy PAKBAT) to provide a situation update and secure the area as lives may be in danger Task the PAKBAT to provide security to the electoral staff members Special incident report to be submitted to FHQ, as well as the incident to be included in the daily SITREP SHQ coordinates with FHQ (and FHQ coordinates with MSC) the helicopter support if required
Expected Liaison and Cooperation	G2, G3, G4, G5, DMS (rep) responsible for aviation, FHQ, DMS, DSRSG, JOC (HiCon)
Tips for Facilitators	Discuss the different types of support that could be provided to the electoral team in this situation. For example: Do not commit resources (helicopters) before the situation becomes clearer and possible alternative means for security/evacuation are identified.
Additional Resources	x-x-x
Facilitator AAR Comments	

Inject 15 – Conflict-Related Sexual Violence (CRSV)	
Essential Capability	Communication, coordination, situational awareness, Protection of Civilians (POC), liaison
Type	Reaction
Distribution	From: A Coy TANBAT (LoCon) To: SHQ Info: FHQ
Method	Printed copy
Time	Total: 60 minutes Staff work and coordination: 50 minutes Debriefing by Facilitator: 10 minutes
Expected outcome	<p>This is a case of grave CRSV, which has the potential for a cross-mission response.</p> <p>Actions at SHQ:</p> <ul style="list-style-type: none"> • Task subordinate Units to reinforce the area with Battalion reserves, QRFs etc • Liaise with local police and authorities • Submit a Flash Report to FHQ • Provide guidance to TANBAT Commander <p>Actions at the FHQ:</p> <ul style="list-style-type: none"> • Prepare and submit WARNORD to subordinate Units/Sectors to be ready to reinforce Sector II • Report the situation to JOC, JMAC, SRSG and UNHQ (DPO/DOS), via UNOCC (if approved) • Prepare and present a Situation Briefing to FC and propose possible response measures (COAs)
Expected Liaison and Cooperation	All staff sections at SHQ/FHQ levels, FC, JOC, JMAC, UNDSS, SRSG, UNHQ
Tips for Facilitators	<ul style="list-style-type: none"> • Discuss the severity of the situation with participants five minutes after distributing the Inject. • Brainstorm possible actions to be taken by the SHQ, FHQ, Mission, and the UN as a whole. • Discuss the kind of guidance that should be provided to the TANBAT Commander regarding actions to be taken at this moment to secure the location, assist the victims, support the local population, liaise and coordinate with local police and authorities, among other necessary measures.

Additional Resources	Templates for Flash Report and Situation Briefing
Facilitator AAR Comments	

Inject 16 – Situation Updated by JOC	
Essential Capability	Routine staff work, analysis, briefing, liaison, coordination
Type	Routine
Distribution	From: JOC (HiCon) To: FHQ, SHQ
Method	E-mail
Time	Total: 110 minutes Staff work and coordination: 95 minutes Debriefing by Facilitator: 15 minutes
Expected outcome	<ul style="list-style-type: none"> The Situation Briefing is delivered to the Force Commander and Sector Commander FHQ: Development of COAs
Expected Liaison and Cooperation	All staff cells
Tips for Facilitators	<ul style="list-style-type: none"> Verify if the participant assigned as COS is guiding other participants in the HQ in the preparation and conduct of the Situation Briefing to the Commander (sequence, content, etc.) Suggest coordination with external partners (JOC, UNDSS, etc) if necessary Suggest the FHQ staff to develop different COAs to deal with the current situation
Additional Resources	Template for Situation Briefing and COA Briefing
Facilitator AAR Comments	

Inject 17 – Sexual Exploitation and Abuse (SEA) Allegations	
Essential Capability	Routine staff work, coordination, liaison
Type	Reaction
Distribution	From: NGO (LoCon) To: SHQ Info: FHQ
Method	Printed copy
Time	Total: 40 minutes Staff work and coordination: 35 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<p>SHQ:</p> <ul style="list-style-type: none"> • Coordinate with FHQ the initiation of an investigation by UNDSS and CDT • Prepare a report to inform the SRSG via FHQ <p>FHQ:</p> <ul style="list-style-type: none"> • Follow-up with MHQ on the reports submitted by SHQ
Expected Liaison and Cooperation	G1, U1, Sector and Force Legal Advisers, UNDSS and Conduct and Discipline Team (CDT)
Tips for Facilitators	Discuss the legal aspects and possible consequences for the UNAC soldier with participants during the AAR
Additional Resources	Mission Structure Organogram
Facilitator AAR Comments	

Inject 18 – Attack on UN Convoy	
Essential Capability	Leadership, communication, coordination, situational awareness, CASEVAC
Type	Reaction
Distribution	From: SHQ (to be provided by LoCon) To: FHQ
Method	E-mail
Time	Total: 30 minutes Staff work and coordination: 25 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> Prepare and submit a Flash Report to FHQ and JOC and follow-on Incident Report FHQ to have permanent communication with SHQ to obtain updates on the situation Situation update to all staff and FC/SC Task subordinate units (QRF, InfBat) to provide support to Ugandan troops and initiate CASEVAC measures to evacuate casualties Coordinate for CASEVAC (“nine-liner”) Coordinate actions with MHQ to conduct an assessment of the environmental effect
Expected Liaison and Cooperation	U1, U2, U3, U4, U9, MSC, JOC, Environment Section (HiCon)
Tips for Facilitators	Remind participants of the Flash Report and CASEVAC procedures and necessary follow-up actions throughout the entire process
Additional Resources	Templates for Flash Report and CASEVAC
Facilitator AAR Comments	

Inject 19 – Attack on Temporary Operating Base (TOB)	
Essential Capability	Communication, coordination, situational awareness, crisis management
Type	Reaction
Distribution	From: TOB (LoCon) To: SHQ
Method	E-mail
Time	Total: 30 minutes Staff work and coordination: 25 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> SHQ: Prepare and submit a Flash Report to FHQ. Task subordinate Units to deploy a QRF to the TOB location FHQ: Coordinate with JOC for potential urgent aerial evacuation and/or CASEVAC for casualties <p>Follow up:</p> <ul style="list-style-type: none"> SHQ: Generate Incident Report and update FHQ as further information becomes available SHQ/FHQ: CASEVAC procedures to be followed FHQ: Consultation/information exchange with the CARANA Government. Prepare and submit NOTICAS to UNHQ if required
Expected Liaison and Cooperation	<ul style="list-style-type: none"> All staff (SHQ and FHQ) FHQ and JOC, UNDSS, SC, FC, DMS, SRSG, UNHQ, Host Government (HiCon)
Tips for Facilitators	Remind participants of the Flash Report and CASEVAC procedures and necessary follow-up actions throughout the entire crisis management process
Additional Resources	Templates for Flash Report, CASEVAC, NOTICAS
Facilitator AAR Comments	

Inject 20 – Local Protest/Demand for Re-establishment of the TOB	
Essential Capability	Situation awareness, coordination, analysis, briefing
Type	Routine
Distribution	From: Media update (HiCon) To: FHQ Info: SHQ
Method	E-mail
Time	Total: 80 minutes Staff work and coordination: 70 minutes Debriefing by Facilitator: 10 minutes
Expected outcome	<ul style="list-style-type: none"> • The situation briefing is delivered to the Force Commander and Sector Commander • FHQ/SHQ staff: short UN MDMP on how to improve the security situation in the area (prepare COAs to present to FC/SC)
Expected Liaison and Cooperation	All staff cells
Tips for Facilitators	<ul style="list-style-type: none"> • Verify if the participant assigned as COS is guiding other participants in the HQ in the preparation and conduct of the Situation Briefing to the Commander (sequence, content, etc.) • Guide participants to discuss how the military component could improve the security situation in the area (suggest the development of different COAs to present to the FC/SC)
Additional Resources	Template for Situation Briefing and COA presentations
Facilitator AAR Comments	

Inject 21 – Misinformation and Disinformation	
Essential Capability	Information management, strategic communication and public information
Type	Reaction
Distribution	From: Media information (HiCon) To: FHQ Info: SHQ
Method	E-mail
Time	Total: 30 minutes Staff work and coordination: 25 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> • Task SHQ 3 (LoCon) to clarify this “information” • Prepare and submit a report to the MHQ, suggesting initiating an investigation in coordination with UNPOL and UNDSS • MPIO should prepare and submit a statement to PIO at MHQ
Expected Liaison and Cooperation	U2, U3, U9, MPIO, UNDSS, Social Media Monitoring Team
Tips for Facilitators	Discuss the different types of actions that could be taken by the FHQ to deal with misinformation
Additional Resources	Refer to the UN webpage on Countering Disinformation and Report available at https://www.un.org/en/coutering-desinformation
Facilitator AAR Comments	

Inject 22 – Protests/Civil Unrest	
Essential Capability	Situation awareness, crowd control, management and coordination, crisis communication, negotiation, leadership
Type	Reaction
Distribution	From: Exercise Control To: FHQ, SHQ
Method	Printed copy of Injects 21 and 22
Time	Total: 30 minutes Staff work and coordination: 25 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> Prepare and conduct a Situation Briefing update to FC and SC Prepare and present possible COAs for dealing with the protests/civil unrest Prepare and submit a Flash Report to JOC, JMAC and MHQ if required Propose to mission senior leadership (MLT) to activate the camp security plan in all Sectors Liaise with the host government authorities, local Police and key leaders
Expected Liaison and Cooperation	All staff, MLT, UNDSS, Civil Affairs, Host Nation Liaison Officer (HNLO)
Tips for Facilitators	Discuss the different types of actions that could be taken by the F/SHQs to deal with this situation
Additional Resources	x-x-x
Facilitator AAR Comments	

Inject 23 – Locally Employed Personnel Strike	
Essential Capability	Routine staff work, analysis, briefing, liaison
Type	Reaction
Distribution	From: UNDSS (HiCon) To: FHQ Infor: SHQ
Method	E-mail
Time	Total: 30 minutes Staff work and coordination: 25 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> • Prepare and conduct a Situation Briefing update to FC and SC • Prepare and submit a WARNORD to all SHQ to activate the camp security plan (note: not available in the training package) and reinforce security measures in all UN locations
Expected Liaison and Cooperation	U2, U3, U4, MSC, UN HR, UN Procurement, UNDSS.
Tips for Facilitators	Discuss the different types of actions that could be taken by the F/SHQs to deal with this situation
Additional Resources	x-x-x
Facilitator AAR Comments	

Inject 24 – Flash Flood	
Essential Capability	Leadership, crisis response and management, integrated crisis planning, situational awareness, POC, support to natural disaster, contingency planning, support to civilian personnel and families, coordination with external partners
Type	Reaction
Distribution	From: Exercise Control To: FHQ, SHQ
Method	E-mail
Time	Total: 40 minutes Staff work and coordination: 35 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> Prepare and conduct a Situation Briefing update to FC and SC Prepare and submit a WARNORD to all SHQ to activate the emergency plan to deal with the situation (note: not available in the training package) Coordination with the mission support team and external partners (UNCT, OCHA), as well as with the host government to support the emergency and relief activities
Expected Liaison and Cooperation	U2, U3, U4, U8, U9, JOC, Medical, MSC, DSRSG(H) and OCHA
Tips for Facilitators	Discuss the different types of actions and support provided by the military component in emergency situations like this one or others (earthquake, tsunami, drought, etc)
Additional Resources	x-x-x
Facilitator AAR Comments	

Inject 25 – Casualties from Traffic Accident	
Essential Capability	Force protection, leadership, negotiation, safety and security of UN personnel, coordination with local authorities
Type	Reaction
Distribution	From: UNMO (LoCon) To: SHQ
Method	E-mail
Time	Total: 50 minutes Staff work and coordination: 40 minutes Debriefing by Facilitator: 10 minutes
Expected outcome	<ul style="list-style-type: none"> Prepare and submit a Flash Report and follow-on Incident Report Coordinate actions with UNPOL, UNDSS Liaise with local authorities if required Task the closest UN military unit to provide security to the UNMO TS Inform the National Senior Officer from the UNMO's country
Expected Liaison and Cooperation	U1, U2, U3, CMO, UNDSS, MSC, National Senior Officer, local police and government
Tips for Facilitators	<ul style="list-style-type: none"> Discuss the different types of actions that could be taken by the F/SHQs to deal with this situation. Discuss the importance of awareness of the rules, regulations, and procedures related to traffic (UN and host nation). Discuss UN immunity (rights and privileges of UN personnel and mission position on accepting responsibility/liability, etc.) Awareness of Mission SOPs: <ul style="list-style-type: none"> Negotiation and compensation procedures Safety/security of the UNMO Investigation by UNDSS Incident report Recovery of the vehicle Others
Additional Resources	x-x-x
Facilitator AAR Comments	

Inject 26 – Attack on UN Staff Houses	
Essential Capability	Protection of UN personnel
Type	Reaction
Distribution	From: UNDSS (HiCon) To: FHQ
Method	E-mail
Time	Total: 30 minutes Staff work and coordination: 25 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> Task QRF from the nearest unit Prepare and submit a Flash Report and prepare an incident report to JOC Alert all Military Staff Officers and UN civilians living outside the camp about the incident, via MHQ Coordinate actions with UNDSS to increase security in the UN residential cleared areas
Expected Liaison and Cooperation	U2, U3, JOC, Local Authorities, UNDSS
Tips for Facilitators	Discuss the implications of continued use of outside accommodation versus MSA camps (Pros and Cons)
Additional Resources	x-x-x
Facilitator AAR Comments	

Inject 27 – IDPs seeking shelter in TOB	
Essential Capability	Protection of Civilians (POC)
Type	Reaction
Distribution	From: Kenyan TOB (LoCon) To: SHQ
Method	Telephone call and printed copy
Time	Total: 40 minutes Staff work and coordination: 35 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> Prepare and submit a Flash Report and prepare an incident report to FHQ (and JOC) Task the KENBAT to reinforce the TOB SHQ staff: short UN MDMP on how to improve the security situation in the area (prepare COAs to present to SC) The situation briefing is delivered to the Sector Commander Coordinate with local authorities and UN agencies
Expected Liaison and Cooperation	U2, U3, U4, JOC, U9, UNDSS, UNHCR, Local Police and Authorities
Tips for Facilitators	Discuss with participants if the TOB can or cannot provide shelter to IDPs (assuming that civilians are under IMMEDIATE threat to their lives). Discuss actions and necessary coordination with the UNHCR office
Additional Resources	x-x-x
Facilitator AAR Comments	

Inject 28 – UNMOs taken hostage	
Essential Capability	Negotiation, situational awareness, coordination, communication
Type	Reaction
Distribution	From: UNMO TS (LoCon) To: SHQ Info: FHQ
Method	Printed copy
Time	Total: 40 minutes Staff work and coordination: 35 minutes Debriefing by Facilitator: 05 minutes
Expected outcome	<ul style="list-style-type: none"> • Prepare and submit a Flash Report and Incident Report to FHQ (and JOC) • SHQ/FHQ: Coordinate actions with UNDSS and local authorities • FHQ: Share information with all UN entities (BLACK and BLUE UN), via MHQ. • Continuous update JOC of the situation • SHQ: Task subordinate Units to increase patrols in the area
Expected Liaison and Cooperation	U1, U2, U3, JOC, QRF, SNR, MSC, UNDSS
Tips for Facilitators	Remind participants that all activities concerning the hostage are dealt with by UNDSS only
Additional Resources	x-x-x
Facilitator AAR Comments	