



CARANA
Scenario-Based Exercise

**Suggested Sequence of events
for Facilitators**

for United Nations Staff Officers Specialised Training Materials

Suggested Sequence of Events

Day	Time	Inject	Activity	Expected outcome	Tips for facilitators	Distribution			Total Time
						From	To	Info	
1	Before SBE start	0	Carana SBE Guidance Briefing and Carana M+210 Situation Update	<ul style="list-style-type: none"> - Participants understand the overall purpose, methodology, roles and sequence of events of the SBE. - Participants understand the current situation at M+210. 	<ul style="list-style-type: none"> - All participants are to read the M+210 Situation Update. - Participants are sent to the breakout rooms (Force and Sector HQs). - Participants organise the HQs. - Participants test comms and IT equipment. - Note: All presentations and documents are available in the training package. 	All			120 min
	0900h 1010h	1	Situation Briefing	<ul style="list-style-type: none"> - The Situation Briefing is delivered to the Force Commander and Sector Commander. 	<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 	Exercise Control	All		70 min
	1010h 1050h	2	Media Extracts	<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 	<ul style="list-style-type: none"> - Observe reactions from U2, U3 and U5 (Gs 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. 	MPIO (HiCon)	FHQ	SHQ	40 min
	1010h 1050h	3	Call from UNMO Team Site	<ul style="list-style-type: none"> - Deployment Order to the TS - Coordination with FHQ 	<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 	UNMO (LoCon)	SHQ	FHQ	40 min

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				<ul style="list-style-type: none"> - Daily report to FHQ 	<ul style="list-style-type: none"> - 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) 				
	1050h 1150h	4	Logistic Support Updates	<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 	<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 - Ensure participants incorporate all this Info for the next Morning Briefing. 	MSC (HiCon)	FHQ	SHQ	60 min

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	1150h 1230h	5	Incidents Summary	<ul style="list-style-type: none"> - SHQ: Prepare and send SITREP to FHQ - FHQ: Analyse the SHQ Report and submit the FHQ report to JOC and JMAC. - G4 coordinate with U4 logistic situation, including ALUR airport. - U4 coordinate with DMS (HiCon) options to fix the airport. - SHQ: task Military Unit and UNMO TS to verify the shooting incident in KARO. - FHQ: Follow-up with UNHCR office regarding IDPs. 	<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: - SHQ staff to obtain further information, verify 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 CARANA government to UNAC fix the airport. - 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. 	Exercise Control (LoCon)	SHQ	FHQ	40 min
	1230h 1330h		LUNCH						
	1330h 1420h	6	Call from the International Committee of the Red Cross (ICRC)	<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 	<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 	ICRC (LoCon)	SHQ		50 min

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				organise the type of support to be provided (without jeopardising the IGO/NGO and ICRC independence)	- Topics for discussion with participants during the exercise or AAR: 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				
	1420h 1500h	7	Explosion near SALOBO DAM	- SHQ: Flash Report to FHQ - FHQ: Coordinate with JOC for potential aerial evacuation Follow up: - 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	Remind participants of the Flash Report and CASEVAC procedures and necessary follow-up actions throughout the entire crisis management process	TANBAT (LoCon)	SHQ		40 min
	1420h 1500h	8	Mine Incident	- 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	Remind participants of the Flash Report, CASEVAC and MEDEVAC procedures	NGO (HiCon)	FHQ		40 min

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						From	To	Info	
				<ul style="list-style-type: none"> - CASEVAC process to be followed (MEDEVAC if necessary) - NOTICAS to be prepared and sent to UNHQ if required - MPIO to prepare a press release to MHQ if required 					
	1500h 1525h	9	CIMIC (Quick impact projects)	<ul style="list-style-type: none"> - 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) 	Remind participants of the importance of QIPs projects to support military operations	SRSG (HiCon)	FHQ		25 min
	1525h 1555h	10	JMAC Report	<ul style="list-style-type: none"> - 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 (LowCon) 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) 	<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. 	JMAC (HiCon)	FHQ	SHQ	30 min

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						From	To	Info	
				- Coordinate and provide support to OCHA and DDR (if required)					
	1555h 1650h	11	Situation Report	- The Mission Analysis Briefing is delivered to the Force Commander and Sector Commander	- 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 (n° 10) for participants to follow the deterioration of the security situation in the mission area	Exercise Control	All		55 min
	1620h 1650h	12	Media visit	- 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)	Guide participants on how to prepare the briefing if necessary (content of the briefing with only unclassified information)	MHQ (HiCon)	FHQ		40 min
1650h xxxxh			After-Action Review Day 1						

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Day	Time	Inject	Activity	Expected outcome	Tips for facilitators	Distribution			Total Time
						From	To	Info	
2	0900h 0930h	xx	Morning Briefing	The Morning Situation Briefing is delivered to the Force Commander and Sector Commander	Summary of the main events that happened on the previous day and activities for the day (guidance from the participant assigned as COS)	Exercise Control	All		30 min
	0930h 0950h	13	UNPOL Report	<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 	Discuss the legal aspects and possible consequences for the UN Staff Officer with participants during the AAR	IPO (LoCon)	SHQ		20 min
	0950h 1010h	14	Unexpected visit by the Head of EAD	<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 	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.	EAD (LoCon)	SHQ		20 min
	1010h 1110h	15	Conflict-Related Sexual Violence (CRSV)	<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"> - 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. 	A Coy TANBAT (LoCon)	SHQ	FHQ	60 min

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Day	Time	Inject	Activity	Expected outcome	Tips for facilitators	Distribution			Total Time
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				<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) 	- 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.				
	1110h 1300h	16	Situation update by JOC	<ul style="list-style-type: none"> - The Situation Briefing is delivered to the Force Commander and Sector Commander - FHQ: Development of COAs 	<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 	JOC (HiCon)	All		110 min
	1300h		LUNCH						

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						From	To	Info	
	1400h								
	1400h 1440h	17	Sexual Exploitation and Abuse (SEA) Allegations	<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 	Discuss the legal aspects and possible consequences for the UNAC soldier with participants during the AAR	NGO (LoCon)	SHQ	FHQ	40 min
	1440h 1510h	18	Attack on UN convoy	<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 	Remind participants of the Flash Report and CASEVAC procedures and necessary follow-up actions throughout the entire process	SHQ (LoCon)	FHQ		30 min

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	1510h 1540h	19	Attack on Temporary Operating Base (TOB)	<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 	Remind participants of the Flash Report and CASEVAC procedures and necessary follow-up actions throughout the entire crisis management process	TOB (LoCON)	SHQ		30 min
	1540 1650	20	Local Protest / Demand for Re-establishment of the TOB	<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) 	<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) 	Media update (HiCon)	All		80 min
1650h xxxxh			After-Action Review Day 2						

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						From	To	Info	
3	0900h 0930h	xx	Morning Briefing	The Morning Situation Briefing is delivered to the Force Commander and Sector Commander	Summary of the main events that happened on the previous day and activities for the day (guidance from the participant assigned as COS)	Exercise Control	All		30 min
	0930h 1000h	21	Misinformation and Disinformation	<ul style="list-style-type: none"> - Task SHQ 3 (LowCon) to clarify this "information" - Prepare and submit a report to the MHQ, suggesting to initiate an investigation in coordination with UNPOL and UNDSS - MPIO should prepare and submit a statement to PIO at MHQ 	Discuss the different types of actions that could be taken by the FHQ to deal with misinformation	Media Info (HiCon)	FHQ	SHQ	30 min
	1000h 1030h	22	Protests / Civil Unrest	<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 	Discuss the different types of actions that could be taken by the F/SHQs to deal with this situation	Exercise Control	All		30 min

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	1030h 1100h	23	Locally Employed Personnel (Strike/Threat)	<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 	Discuss the different types of actions that could be taken by the F/SHQs to deal with this situation	UNDSS (LoCon)	FHQ	SHQ	30 min
	1100h 1140h	24	Flash Flood	<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 	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)	Exercise Control	All		40 min
	1140h 1230h	25	Casualties from Traffic Accident	<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 	<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.) 	UNMO (LoCON)	SHQ		50 min

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				<ul style="list-style-type: none"> - Task the closest UN military unit to provide security to the UNMO TS - Inform the National Senior Officer from the UNMO's country 	<ul style="list-style-type: none"> - 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 				
	1140h 1210h	26	Attack on UN Staff houses	<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 	Discuss the implications of continued use of outside accommodation versus MSA camps (Pros and Cons)	UNDSS (HiCon)	FHQ		30 min
	1230h 1330h	LUNCH							
	1330h 1410h	27	IDPs Seeking shelter in TOB	<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 	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	Kenyan TOB (LoCon)	SHQ		40 min

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				<ul style="list-style-type: none"> - 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 					
	1410h 1450h	28	UNMOs Taken Hostage	<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 	Remind participants that all activities concerning the hostage are dealt with by UNDSS only	UNMO (LoCON)	SHQ	FHQ	40 min
	1450h 1600h			Debriefing of the Exercise					