

Exercise 2. Risk management using scenarios

Purpose

To practise identifying misconduct risks for a scenario that learners are likely to encounter when deployed and practise developing an action plan to prevent misconduct.

Participant learning outcomes

By the end of the session, learners will be able to:

- Identify misconduct risks for situations that they are likely to encounter when deployed.
- Identify measures to put in place to mitigate those risks and prevent misconduct.
- Identify which parts of the UN Field Mission can be approached to help put in place measures to prevent misconduct.

Method

Scenario-based action planning exercise, group work (with an option for individual work), plenary discussion.

Instructions and time

Total time: 1 hour 15 minutes.

The exercise instructions and timings are for an exercise that uses both scenarios, conducts group work using four groups (e.g. with five persons per group), and where each group does a different scenario.

Before the exercise:

- Ask participants to do the pre-reading, which is to read the **Deployment Guide** (see '**Key Resources**').
- Decide how to divide the participants into groups.
- (Optional) Identify break-out rooms that two groups can use during the group work to keep noise levels down in the classroom and help groups focus.
- Prepare the training materials and supplies (see below).

During the exercise, follow these instructions:

Exercise instructions	Time
<p>Introduction</p> <p>Introduce the purpose and participant learning outcomes and explain how performance will be assessed (see the section Learning evaluation method below and the same section in the 'Instructor's Guide to Classroom-based Exercises').</p> <p>Give guidance on handling strong emotions and disagreements over values (see 'Instructor's Guide to Classroom-based Exercises').</p> <p>Divide participants into four groups. Explain that two groups will do scenario 1 and the other two groups will do scenario 2. Explain that the scenarios are fictitious but based on real cases.</p> <p>Explain that they will assess misconduct risks described in the scenario and then develop an action plan to prevent and mitigate those risks.</p> <p>Distribute the scenarios and the Misconduct Action Plan Template.</p>	5 min.
<p>Group work</p> <p>Ask each group to read the scenario and answer the three discussion questions in their groups and write their answers to the three questions on a flip chart (30 minutes). Ask each group to assign one person to provide the group's feedback during the plenary discussion. Explain that detailed instructions for the group work are on the scenario handout.</p> <p>Then ask them to work as a group and fill in the relevant columns in the Misconduct Action Plan Template (10 minutes). Each group should complete one Misconduct Action Plan Template. If learners are unsure how to fill in the template, given them one example from the Misconduct Action Plan Example but do not distribute this document until the end of the exercise. The Misconduct Action Plan Example is a fictitious example of a misconduct action plan.</p> <p>Ask some of the groups to move to the break-out rooms (optional).</p> <p>During the group work, trainers should listen to the group discussions and assess the quality of the discussions using the solution keys. The solution keys contain columns to tick whether learning points have been met and space to add comments about the group's performance.</p> <p>Alternative (individual work): Instead of each group producing one misconduct action plan, ask each individual learner to produce their own misconduct action plan.</p>	40 min.

<p>Plenary discussion</p> <p>The trainer briefly summarises the key points from the first scenario. The trainer asks group 1 to present their findings on all three discussion questions, and then ask group 2 to add any new points that were missed. This should take 10 minutes.</p> <p>The trainer briefly summarises the key points from the second scenario. The trainer asks group 3 to present their findings on all three discussion questions, and then ask group 4 to add any new points that were missed. This should take 10 minutes.</p> <p>During all group presentations, trainers should take notes about the performance of each group using the solution keys.</p> <p>Trainer feedback</p> <p>Once all four groups have presented, the lead trainer provides feedback using the solution keys for the two scenarios, highlighting any points that are missing or misunderstood. This should take 10 minutes. Note that both scenarios have the same discussion questions and most of the learning points are the same. This means that, when providing feedback on scenario 2, the trainer may need to skip some of the details in the solution key in order to avoid repetition of content. The solution key to scenario 2 also contains some 'additional information' that applies to both scenarios and can be mentioned during the feedback to scenario 2.</p> <p>At the end of the session, collect up the misconduct action plans from each group/learner as these will be reviewed to assess performance. Remind groups/learners to write their names on the misconduct action plans.</p> <p>Distribute a clean copy of the Misconduct Action Plan Template as well as the Misconduct Action Plan Example and Examples Misconduct Prevention (which provides examples of measures that commanders can take to prevent misconduct by their personnel) and ask learners to take these documents with them on their upcoming deployment.</p>	<p>30 min.</p>
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Training materials and supplies

The trainer should prepare the following training materials and supplies:

- **Exercise instructions:** 1 copy per trainer.
- **Solution Key for Scenario 1:** 1 copy per trainer.
- **Solution Key for Scenario 2:** 1 copy per trainer.
- **Scenario 1:** 1 copy per learner + 1 copy per trainer.
- **Scenario 2:** 1 copy per learner + 1 copy per trainer.
- **Misconduct Action Plan Template:** 2 copies per learner + 1 copy per trainer (see 'Key Resources').
- **Misconduct Action Plan Example:** 1 copy per learner + 1 copy per trainer (see 'Key Resources').
- **Examples Misconduct Prevention:** 1 copy per learner + 1 copy per trainer (see 'Key Resources').
- **Glossary:** 1 copy per trainer (see 'Key Resources').
- Flip charts, flip chart pens and flip chart stands (1 per group)

Learning evaluation method

This exercise is assessed through trainer observation and a review of group work produced. In other words, trainers will collect evidence of the performance of learners through observing their performance during the group discussions and plenary presentations as well as by reviewing the content of misconduct action plans collected from each group/learner.

Solution Key for Scenario 1: Misconduct risks (town/city location)

1. Based on the scenario, **what types of misconduct** are contingent personnel most likely to engage in **and how?** List the main types of misconduct in column 1 (Misconduct) of the template.

The types of misconduct that the contingent personnel are most likely to engage in are:

Tick		Learning Points
Group 1	Group 2	
		Theft of UN fuel. How? <ul style="list-style-type: none"> Fuel shortages and high prices for fuel in the country create incentives for fuel theft. Weak oversight of the management of fuel creates opportunities to divert fuel and sell it at high prices to local traders.
		Theft of UN rations. How? <ul style="list-style-type: none"> High food prices in the country creates incentives for theft or misuse of UN rations. Weak oversight of the distribution of UN rations to sub-units in other deployment sites creates opportunities to divert rations and sell them to local traders at high prices.
		Sexual misconduct (e.g. sexual exploitation and abuse (SEA), sexual assault or sexual harassment). How? <ul style="list-style-type: none"> Social events are high-risk situations for many forms of misconduct such as physical assaults (fights), sexual misconduct and drunk driving. The location of the shop close to the contingent's accommodation block and sharing of common facilities (e.g. a toilet block) with the contingent creates opportunities for contingent members to fraternise and engage in sexual misconduct such as SEA and sexual harassment. The camp is located away from residential areas, which lowers the risk of personnel fraternising and engaging in SEA. However, social norms that tolerate transactional sex as a way out of poverty create a permissive environment for acts of SEA to occur.

		<p>Drunk driving. How?</p> <ul style="list-style-type: none"> • Easy access to alcohol, few restrictions on alcohol use and the lack of camp standing orders to implement the mission-specific policy on drinking and driving create opportunities for personnel to engage in drunk driving. <p>Other alcohol-related offences. How?</p> <ul style="list-style-type: none"> • Easy access to alcohol and few restrictions on alcohol use create opportunities for personnel to engage in excessive drinking. Many forms of misconduct happen in situations where there is excessive drinking of alcohol such as physical assault (fights), sexual misconduct and drunk driving.
		<p>Speeding. The lack of trackers increases the likelihood of speeding going undetected and creates a permissive environment for speeding to occur.</p>
		<p>Other general factors that increase the risk of contingent personnel engaging in various forms of misconduct are:</p> <ul style="list-style-type: none"> • The commander's and senior officers' lack of knowledge of the specific misconduct risks in the mission. By not receiving a hand-over and not attending the mission-specific induction training, the commander (and her senior officers) will have weaker knowledge of what the main misconduct risks are in the mission and how to prevent misconduct. • The commander did not set the tone and did not send a strong message to the contingent members that addressing misconduct is a priority. Both the fact that the commander and her senior officers have not attended the mission-specific induction training and the fact that the contingent has not been trained on UN standards of conduct within a month of arrival (which is the recommended timeframe set by the UN) sends a message to the contingent members that addressing misconduct is not a priority.

2. What measures (or 'internal controls') should be put in place to mitigate and prevent these misconduct risks? In column 2 (Internal Controls) of the template, list the main measures to mitigate and prevent the misconduct risks listed in column 1.

Examples of measures (or internal controls) that should be put in place to mitigate and prevent these misconduct risks are:

Tick		Learning Points
Group 1	Group 2	
		<p>Theft of UN fuel and theft of UN rations. The commander's measures to prevent theft of UN fuel and rations are inadequate. The 'Food and Fuel Committee' needs one or more persons who have an oversight role. These persons should not have a vested interest in managing the fuel and food rations. For example, this oversight role could be filled by a subordinate commander (e.g. the Deputy Commander) or a member of the command staff team such as a Legal Adviser.</p> <p>Other measures to prevent theft or misuse of UN fuel and food include:</p> <ul style="list-style-type: none"> • Conduct random spot checks of records on the receipt and use of UN rations and fuel as well as its re-distribution to sub-units (e.g. vehicle fuel logs, generator fuel logs, food ration records, daily 'fuel dip' reports to measure fuel levels). • Put in place tight security around fuel storage, the car/vehicle fleet and generators, including CCTV. • Authorise only a small number of people to refuel vehicles and generators.
		<p>Sexual misconduct. A wide range of measures should be put in place to lower the risk of personnel engaging in SEA, sexual assault and sexual harassment both inside and outside the contingent camp. These include, for example:</p> <ul style="list-style-type: none"> • Providing training to contingents on UN standards of conduct within one month of arriving and regular refresher training thereafter. • Measures to prevent fraternisation. • Greater oversight of contingent members when outside the camp and at social events. • More stringent measures to control alcohol use inside and outside the camp. • Designating specific toilet blocks for use by locals working inside the camp, which are separate from those used by contingent members.

		<p>Drunk driving and other alcohol-related offences. The commander should put in place greater controls on alcohol use and include in the camp standing orders the mission-specific policy on drinking and driving.</p>
		<p>Speeding. Even though the contingent vehicles do not have speed tracking devices, there are many other measures that can be put in place to discourage speeding. This includes briefing drivers on local speed limits, and monitoring the duration of journeys (if the journey is unusually fast, this could be a sign of speeding).</p>
		<p>General measures.</p> <ul style="list-style-type: none"> • The commander should join the next available mission-specific induction briefing on conduct and discipline to get a better understanding of the misconduct risks and how to address them. • The commander should set the tone and make it clear that misconduct will be taken seriously. She can do this, for example, by leading by example and attending the mission-specific induction briefing on conduct and discipline herself, prioritising training of the contingent members on conduct and discipline, and ensuring that a senior officer participates in the trainings for the contingent on conduct and discipline.

Additional information:

On arrival in the UN Field Mission, the commander should also contact the UN Field Mission's Conduct and Discipline Team or Focal Point and ask for a copy of the misconduct workplan and related risk register for their deployment location. This will give the commander a better understanding of the misconduct risks in the deployment location and how to address them.

3. For each measure, identify an **action owner** (who is in charge of implementing each measure) **and a due date/timeframe?** If you need the support of another part of the UN Field Mission, please mention this in column 3 (action owner).

Examples of Action Owners and due dates/timeframes can be found in the **Misconduct Action Plan Example**.

Action owners: The group should identify a specific person in the contingent who will be responsible for implementing each measure.

For measures relating to training, the group may wish to include the UN Field Mission's Conduct and Discipline Team or Focal Point in a support role. The Conduct and Discipline Team or Focal Point is expected to conduct train-the-trainer (ToT) events for the contingent's trainers on the UN standards of conduct as well as mission-specific rules and regulations on conduct and discipline.

Although not relevant to scenario 1, the UN Field Mission's 'Mission Support' component may also need to be mentioned in a support role as providing help with fixing perimeter fences and security lights.

Due date/Timeframe: The **Misconduct Action Plan Example** has due dates/timeframes expressed in terms of weeks and months to show that some measures are one-off measures and others are on-going. In a real plan, specific dates would be included whenever possible.

	Trainer Notes on Group/Learner Performance
Group 1	
Group 2	

	Names of Learners
Group 1	
Group 2	

Solution Key for Scenario 2: Misconduct risks (remote location)

1. Based on the scenario, what types of misconduct are contingent personnel most likely to engage in and how? List the main types of misconduct in column 1 (Misconduct) of the template.

The types of misconduct that the contingent personnel are most likely to engage in are:

Tick		Learning Points
Group 3	Group 4	
		<p>Theft of UN fuel. How?</p> <ul style="list-style-type: none"> Weak oversight of the management of fuel creates opportunities to divert fuel and sell it at high prices to local traders. A substantiated allegation of fuel theft against the previous contingent means that there is a credible risk that this could happen again and that there is a local market to sell stolen UN fuel.
		<p>Violation of mission-specific non-fraternisation rules. How?</p> <ul style="list-style-type: none"> Allowing contingent members to move freely outside of the camp (e.g. to attend church/mosque, buy items in the local market and shops, buy phone/wifi credits) without supervision and without other restrictions (e.g. wearing of uniform) creates opportunities for them to fraternise with the local population, in violation of the mission-specific non-fraternisation rules. <p><u>What are non-fraternisation rules?</u></p> <p>Engaging with the local population is a critical part of military and police operations. However, this cannot include romantic or sexual relationships with the local population. Several UN Field Missions have put in place non-fraternisation rules for uniformed personnel aimed preventing uniformed personnel from engaging in sexual exploitation and abuse. Fraternisation means establishing personal contacts or relationships that are not strictly necessary for the conduct of official duties (e.g. developing a romantic or sexual relationship with someone from the local population).</p>

		<p>Sexual exploitation and abuse (SEA) of the local population. How?</p> <ul style="list-style-type: none"> • Social norms that tolerate transactional sex as a way out of poverty create a permissive environment for acts of SEA to occur. • The hotel opposite is a possible location where SEA could occur. • Allowing contingent members to move freely outside of the camp (e.g. to attend church/mosque, buy items in the local market and shops, buy phone/wifi credits) without supervision and without other restrictions (e.g. wearing of uniform) creates opportunities for them to fraternise with the local population and engage in SEA. • Holes in the perimeter fence and the presence of women and children selling fruit near the perimeter fence create opportunities for personnel to fraternise with the local population and engage in SEA both inside and outside of the camp. • The limited visibility of the camp from the guard posts enables personnel to enter and leave the camp unseen and for unauthorised guests to be brought into the camp and into accommodation blocks unseen. • Poor monitoring of movements through the main gate (entry/exit logs) can allow unauthorised guests and contingent personnel to enter and leave the camp unnoticed.
		<p>Alcohol-related offences. How?</p> <ul style="list-style-type: none"> • Easy access to alcohol (in the market, in the bar opposite the camp) and no restrictions on alcohol use create opportunities for personnel to engage in excessive drinking. Many forms of misconduct happen in situations where there is excessive drinking of alcohol such as physical assault (fights), sexual exploitation and abuse, sexual harassment of local women (e.g. in the hotel bar/restaurant, shops and at the market) and drunk driving.
		<p>Other violations of UN standards of conduct. How?</p> <ul style="list-style-type: none"> • Contingent personnel have opportunities to buy ivory artifacts at the market, which is a violation of the <u>Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)</u> and prohibited under UN standards of conduct. • Contingent personnel have opportunities to buy weapons and ammunition at the market to bring home as souvenirs. This is prohibited under UN standards of conduct.

		<p>Other general factors that increase the risk of contingent personnel engaging in various forms of misconduct are:</p> <ul style="list-style-type: none"> • The commander did not set the tone and did not send a strong message to the contingent members that addressing misconduct is a priority. How? <ul style="list-style-type: none"> ◦ The fact that the contingent has not been trained on UN standards of conduct within a month of arrival (which is the recommended timeframe set by the UN) sends a message to the contingent members that addressing misconduct is not a priority. ◦ In addition, the general lack of restrictions on personnel movement outside of the camp creates a permissive environment for misconduct to occur. ◦ The UN Field Mission has mission-specific rules in place on non-fraternisation, yet the commander has not put in place measures to prevent fraternisation. This sets the wrong tone and is a failure to comply with a mission-specific rule. • Poor welfare provision (lack of provision of internet access, lack of sporting/gym facilities) also increases stress and risk-taking behaviour, which may lead to misconduct. • Lack of awareness of the UN standards of conduct, mission-specific rules and regulations and local laws. How? The lack of posters displayed in the camp, lack of pocket cards issued to the personnel and lack of training provided to contingent personnel on UN standards of conduct, mission-specific rules and regulations and local laws creates a risk that they don't know what they are and may inadvertently violate them.
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2. What measures (or 'internal controls') should be put in place to mitigate and prevent these misconduct risks? In column 2 (Internal Controls) of the template, list the main measures to mitigate and prevent the misconduct risks listed in column 1.

Examples of measures (or internal controls) that should be put in place to mitigate and prevent these misconduct risks are:

Tick		Learning Points
Group 3	Group 4	
		<p>Theft of UN fuel. The commander should put in place oversight mechanisms to monitor fuel use. For example, in many UN Field Missions, there is a risk of theft of both UN fuel and rations. Examples of oversight mechanisms to prevent theft of UN fuel and rations are:</p> <ul style="list-style-type: none"> • Establish a 'Food and Fuel Committee' to oversee the management of UN fuel and UN food rations, where one or more persons has an oversight role. These persons should not have a vested interest in managing the fuel and food rations. For example, this oversight role could be filled by a subordinate commander (e.g. the Deputy Commander) or a member of the command staff team such as a Legal Adviser. • Conduct random spot checks of records on the receipt and use of UN rations and fuel as well as its re-distribution to sub-units (e.g. vehicle fuel logs, generator fuel logs, food ration records, daily 'fuel dip' reports to measure fuel levels). • Put in place tight security around fuel storage, the car/vehicle fleet and generators, including CCTV. • Authorise only a small number of people to refuel vehicles and generators.
		<p>Fraternisation and sexual exploitation and abuse (SEA). A wide range of measures should be put in place to lower the risk of personnel fraternising with the local population and to lower the risk of personnel engaging in SEA both inside and outside of the camp. These include, for example:</p> <ul style="list-style-type: none"> • Providing training to contingents on UN standards of conduct within one month of arriving and regular refresher training thereafter. • Issuing pocket cards to contingent members with the UN standards of conduct. • Displaying posters about the UN standards of conduct around the camp. • Stronger monitoring of movements in- and out of the camp.

		<ul style="list-style-type: none"> • Ensuring good perimeter security to prevent unauthorised guests and personnel leaving the camp without permission. • Measures to prevent fraternisation and supervise contingent members when outside the camp (e.g. a requirement to wear a uniform at all times when outside of the camp, assigning a senior officer to supervise groups when outside of the camp). • Measures to control alcohol use inside and outside the camp.
		<p>Alcohol-related offences. The commander should put in place greater controls on alcohol use both inside and outside the camp.</p>
		<p>General measures.</p> <ul style="list-style-type: none"> • The commander should set the tone and make it clear that misconduct will be taken seriously. He can do this, for example, by providing regular training to the contingent members on conduct and discipline, and ensuring that a senior officer participates in these trainings to send the message that this is an important issue. These training should also address local risks: they should explain that contingent members are prohibited from buying ivory artifacts and buying weapons and ammunition as souvenirs. • Welfare provision should be improved to reduce stress and risk-taking behaviour.

Additional information that applies to both scenario 1 and scenario 2:

For further examples of measures that military and FPU commanders can take to prevent misconduct, please refer to **Examples Misconduct Prevention**.

Note that many acts of misconduct happen when there is excessive drinking of alcohol. Commander should therefore put in place measures to prevent excessive drinking by their personnel. For example, they can help prevent excessive drinking by assigning a superior officer to be on duty and monitor social outings, and by providing good welfare and recreation to reduce stress. If the contingent has its own bar inside the camp, measures can be put in place to prevent excessive drinking such as assigning an officer to monitor the bar, limiting how much alcohol is issued to each person, and only issuing alcohol to drivers on their rest days when they are off duty.

Commanders should also keep an eye on minor violations as these could be warning signs of more serious misconduct taking place.

Why should you monitor minor violations? For example, if a group of contingent personnel are caught violating the curfew while out of uniform and with an unauthorised passenger in their vehicle, this could be a warning sign of personnel engaging in more serious forms of misconduct such as illegal trade or even sexual exploitation and abuse. In the past, as a precautionary measure, commanders have repatriated contingent members for repeated lower-level violations of good order and discipline.

3. **For each measure, identify an action owner (who is in charge of implementing each measure) and a due date/timeframe? If you need the support of another part of the UN Field Mission, please mention this in column 3 (action owner).**

Examples of Action Owners and due dates/timeframes can be found in the **Misconduct Action Plan Example**.

Action owners: The group should identify a specific person in the contingent who will be responsible for implementing each measure.

For measures relating to training, the group may wish to include the UN Field Mission's Conduct and Discipline Team or Focal Point in a support role. The Conduct and Discipline Team or Focal Point is expected to conduct train-the-trainer (ToT) events for the contingent's trainers on the UN standards of conduct as well as mission-specific rules and regulations on conduct and discipline.

The UN Field Mission's 'Mission Support' component may also need to be mentioned in a support role as providing help with fixing perimeter fences and security lights.

Due date/Timeframe: The **Misconduct Action Plan Example** has due dates/timeframes expressed in terms of weeks and months to show that some measures are one-off measures and others are on-going. In a real plan, specific dates would be included whenever possible.

Additional information that applies to both scenario 1 and scenario 2:

When discussing Action Owners, the trainer may also choose to:

- Highlight the legal obligations of military and FPU commanders to maintain good conduct and discipline amongst their contingents contained in the revised model MOU between the UN and troop-and police-contributing countries:

For commanders of military contingents: '7.5. The Government acknowledges that the Commander of its national contingent is responsible for the discipline and good order of all members of the contingent while assigned to [United Nations peacekeeping operation]. The Government accordingly undertakes to ensure that the Commander of its national contingent is vested with the necessary authority and takes all reasonable measures to maintain discipline and good order among all members of the national contingent and to ensure compliance with United Nations standards of conduct, mission-

specific rules and regulations and obligations under national and local laws and regulations in accordance with the status-of-forces agreement.'

For commanders of FPUs: '7.8. The Government acknowledges that the Commander of the formed police unit is responsible for the discipline and good order of all members of the unit while assigned to [United Nations peacekeeping operation]. The Government accordingly undertakes to ensure that the Commander of the unit is vested with the necessary authority and takes all reasonable measures to maintain discipline and good order among all members of the unit and to ensure compliance with United Nations standards of conduct, mission-specific rules and regulations and obligations under national and local laws and regulations in accordance with the [status-of-forces agreement/status-of-mission agreement]'. Source: Chapter 9 - Generic model memorandum of understanding (MOU) for military contingents and generic model MOU for formed police units, A/75/121, of 31 August 2020.

- Explain that implementation of the contingent commander's legal responsibilities under paragraphs 7.5 (military) and 7.8 (FPU) will need to be supported by members of the command staff team. But at the same time underline that the legal responsibility to maintain good conduct and discipline amongst their contingent members remains with the contingent commander.

	Trainer Notes on Group/Learner Performance
Group 3	
Group 4	

	Names of Learners
Group 3	
Group 4	

Scenario 1: Misconduct risks (town/city location)

What is the context? The country is undergoing an economic crisis and there are frequent protests against rising fuel and food prices. Fuel shortages are acute. In recent years, social norms have changed and some families encourage relationships between their daughters and foreigners as a way out of poverty. The camp is located on the edge of a town. The nearest residential area is 1 km away. The UN Field Mission has a strict policy in place for drinking and driving, which means that all UN personnel are not allowed even one drink when driving a vehicle on the local roads.

A UN team arrives at a camp to conduct a **misconduct risk assessment visit**. The team notes the following information about how contingent personnel might engage in misconduct and the measures currently in place to prevent misconduct.

Commander's briefing. The visit starts with a briefing by the commander. The commander explains that the contingent (mostly men and a few women) is deployed for one year, and that she only arrived two months ago. During the commander's briefing, the following information is obtained:

- **Induction training and refresher training.** The commander confirmed that she did not receive a hand-over from the out-going commander. She confirmed that she has not attended the mission-specific induction training on conduct and discipline for commanders and neither have any of her senior officers. The contingent has been trained on a range of topics since they arrived, but they have not yet been trained on the UN standards of conduct, mission-specific rules and regulations and local laws.
- **Monitoring of UN fuel and UN rations.** The contingent's main operational task is to conduct patrols. The commander confirms that she has set up a contingent 'Food and Fuel Committee' to monitor fuel use (since they have very high fuel use due to their patrol activities) as well as to monitor the distribution of UN food rations to sub-units in other deployment sites. The Committee is composed of two contingent members: a junior officer in charge of fuel and a junior officer in charge of food rations.
- **Contingent vehicles.** The commander confirmed that patrol vehicles are not equipped with trackers to detect speeding.
- **Alcohol use.** The camp standing orders state that contingent members are permitted to buy and drink alcohol from the contingent's shop or from shops in town, but are only allowed to drink in moderation when off-duty.
- **Social events.** Contingent members are allowed to attend the main UN compound on Friday and Saturday nights when there are social events happening. They are permitted to drink alcohol at these events, but only in moderation.

Camp visit. During the visit around the camp, the UN team notice that there is a contingent shop within the camp, run by a local trader. The shop sells food, toiletries, phone cards and alcohol. The shop is located close to the contingent's accommodation

blocks and those who work in the shop are allowed to use one of the contingent's toilet blocks.


Instructions for group work:

Read the scenario and answer these discussion questions in your groups. Then, fill in the relevant columns in the misconduct action plan template.

1. Based on the scenario, **what types of misconduct** are contingent personnel most likely to engage in **and how**? List the main types of misconduct in column 1 (Misconduct) of the template.

Prompt questions:

- How does the external context create opportunities for contingent personnel to engage in misconduct?
 - What message does the commander send to her contingent members by not attending the mission-specific induction training on conduct and discipline?
 - Are the measures put in place by the commander strong enough to deter contingent personnel from engaging in misconduct?
2. What **measures (or 'internal controls')** should be put in place to mitigate and prevent these misconduct risks? In column 2 (Internal Controls) of the template, list the main measures to mitigate and prevent the misconduct risks listed in column 1.
 3. For each measure, identify an **action owner** (who is in charge of implementing each measure) **and a due date/timeframe**? If you need the support of another part of the UN Field Mission, please mention this in column 3 (action owner).

 United Nations		Misconduct Action Plan for a UN Military Contingent/Unit or Formed Police Unit	
Contingent name:		Plan approved by:	Date of plan:
1. Misconduct Which types of misconduct are your personnel most likely to engage in during the deployment and how?	2. Internal controls List the measures you have put in place to prevent misconduct by your personnel	3. Action owner Who is in charge of implementing each measure?	4. Due date/Timeframe Measure to be implemented by:

Scenario 2: Misconduct risks (remote location)

The country context. A contingent (mostly men and a few women) is stationed in a remote part of the country that can only be accessed along a poorly-maintained road that becomes impassable during the rainy season. There are no other UN contingents and no UN Field Office in the area. This part of the country has been badly affected by fighting, jobs are scarce, and poverty and malnutrition levels are high. In recent years, social norms have changed, and some families encourage relationships between their daughters and foreigners as a way out of poverty. The UN Field Mission has non-fraternisation rules in place for all uniformed personnel, which means that they are prohibited from developing romantic or sexual relationships with the local population.

The camp's location. The contingent's camp is located on the edge of a village. Close to the camp, there are huts, a hotel with a bar and restaurant and a few shops. About 2 kilometres away, there is a market where most things can be bought, including alcohol, ivory artifacts as well as old weapons and ammunition.

Past allegations. A year ago, there was an investigation into an allegation against the previous contingent that they were falsifying fuel records for their generators and selling UN fuel on the local market. The investigation found that the allegation was true.

A UN team arrives at the contingent's camp to conduct a **misconduct risk assessment visit**. The team notes the following information about how contingent personnel might engage in misconduct and the measures currently in place to prevent misconduct.

Commander's briefing. The visit starts with a briefing by the commander. During the briefing, the following information is obtained:

- **Induction training and refresher training.** The contingent has received training on a range of topics since they arrived in the country four months ago, but they have not yet been trained on the UN standards of conduct, mission-specific rules and regulations and local laws.
- **Contact with the local population.** The commander allows his personnel to visit a local church/mosque in the village once a week as well as the market once a week to buy toiletries and other essentials. The commander allows his personnel to eat and drink in the hotel opposite, when they are off-duty.
- **Fuel management.** There is one contingent member in charge of managing the fuel for the generators and keeping records on fuel use.

Camp visit. During the visit around the camp, the UN team notice the following:

Security. There is a hole in the perimeter fence. They notice that from the guard posts, parts of the camp close to the accommodation block (a row of tents) cannot be seen. When the team look at the entry/exit logs for the main gate, they notice that the movements of unit members in and out of the camp are not always recorded on the

days when they are allowed to attend religious services. They also noticed that women and children selling fruit can come right up to the edge of the perimeter fence.


Welfare. Part of the mess is used as a gym and recreation room. In one corner of the mess, there are some skipping ropes and a TV with a DVD player. The contingent does not provide internet access. Instead, contingent members use their private phones to connect to the internet and call home and buy phone/wifi credits at the shops near the camp.

Awareness-raising. Although the UN Field Mission provides all contingents with posters and pocket cards (for the contingent members) about the UN standards of conduct, these are not being used in this camp.

Instructions for group work:

Read the scenario and answer these discussion questions in your groups. Then, fill in the relevant columns in the misconduct action plan template:

1. Based on the scenario, what types of misconduct are contingent personnel most likely to engage in and how? List the main types of misconduct in column 1 (Misconduct) of the template.
2. What measures (or ‘internal controls’) should be put in place to mitigate and prevent these misconduct risks? In column 2 (Internal Controls) of the template, list the main measures to mitigate and prevent the misconduct risks listed in column 1.
3. For each measure, identify an action owner (who is in charge of implementing each measure) and a due date/timeframe? If you need the support of another part of the UN Field Mission, please mention this in column 3 (action owner).

 United Nations		Misconduct Action Plan for a UN Military Contingent/Unit or Formed Police Unit	
Contingent name:		Plan approved by:	Date of plan:
1. Misconduct Which types of misconduct are your personnel most likely to engage in during the deployment and how?	2. Internal controls List the measures you have put in place to prevent misconduct by your personnel	3. Action owner Who is in charge of implementing each measure?	4. Due date/Timeframe Measure to be implemented by: