



Facilitator's Guidance for Conducting Module 3 Learning Activities

UNMO Operational Framework

for United Nations Military Observers Specialised
Training Materials

General Instructions



1. **General:**

Module 3 provides an overview of the operational framework and skills relevant to United Nations Military Observers (UNMO) tasks within United Nations Peacekeeping Operations (UNPKO), aimed at supporting and contributing to the successful achievement of the mission's mandate.

The Learning Activities (LAs) available in this package are designed to reinforce the learning outcomes of each lesson and enhance participants' ability to apply the knowledge from CPTM and UNMO STM lessons. They also provide an opportunity to practise the necessary UNMO skills in UNPKO using the fictitious CARANA country scenario.

Peacekeeping Training Centres (PKTCs) are encouraged to conduct the LAs outlined in this document after completing the respective lesson(s) and to reinforce them further during the Field Training Exercise (FTX). PKTCs should also review the learning outcomes and design their culminating LAs to achieve them within their available resources.

The modification, customisation and timing of these LAs are at the discretion of the Course Director and the Facilitator of each Lesson, considering the learning outcomes, participants' level of knowledge and experience, and potential time and resource constraints.

Guidance is provided below on the expected outcomes and the minimum time required for each LA to assist the Facilitator in conducting the activity and to help Mentors provide feedback.

The first section presents the Facilitator's Guidance, while the second contains the handout for distribution to participants.

2. **Purpose:**

Consolidate the key learning outcomes from Module 3 Lessons, allowing participants to practise and apply their knowledge in a safe and controlled learning environment using the fictitious CARANA country scenario.

3. Structure of Module 3 Learning Activities and minimum suggested time:

Module 3 contains seven (7) practical LAs, as outlined below:

LA	Topic	Minimum suggested time	Notes
LA 1	Basic UN Verification and Investigation Techniques, and Use of Language Assistant	45 min	Combined LA for Lessons 3.1 and 3.2
LA 2	Liaison and Coordination, and Use of Language Assistant	45 min	Combined LA for Lessons 3.2 and 3.3
LA 3	Negotiation and Mediation, and Use of Language Assistant	90 min	Combined LA for Lessons 3.2 and 3.4
LA 4	Interviewing Techniques, and Use of Language Assistant	45 min	Combined LA for Lessons 3.2 and 3.5
LA 5	Media Relations	45 min	Lesson 3.9
LA 6	Preparations and Conduct of UNMO Patrol	90 min	Lesson 3.11
LA 7	UNMO Reporting Procedures	50 min	Lesson 3.12

4. Learning Outcomes:

- a. Apply the knowledge gained during the Module 3 lessons in a safe and controlled environment.
- b. Demonstrate the ability to apply UN principles and values during the LAs.
- c. Demonstrate adaptability and ability to apply the knowledge of national military doctrines, tactics, techniques, and procedures in a UN environment.
- d. Demonstrate how a UNMO should perform their duties once deployed on a UNPKO.

5. Definitions:

- a. **Scenario:** A broad, hypothetical or real-world context or storyline used for training, planning, or decision-making. It provides a framework for exercises or analysis, describing the environment, actors, and challenges. Example: conflict scenario in the CARANA country.
- b. **Situation:** A specific set of circumstances or conditions at a given period that defines the operational environment. It describes the status of forces, terrain, weather, and other factors affecting operations. Example: Situation on M+210 day in UNAC.
- c. **Incident:** A specific, discrete event or occurrence that requires action or response. It is often an unexpected development that could escalate or disrupt operations. Example: During the patrol along the road SUREEN-NIXAN, the UNMO patrol was stopped at an illegal checkpoint established by MPC combatants.
- d. **Expected Outcomes:** An acceptable solution, course of action, or decision that aligns with the UN policies, procedures, Standard Operating Procedures (SOP), and best practices to effectively address the challenge presented by an incident.

6. Structure of the Learning Activities:

All LAs available in this document follow the structure outlined below:

LA ## - Title	
Method	Detail the LA methodology.
Purpose	Detail the purpose of the LA.
Time	Detail the minimum suggested time for the activity.
Additional Resources	Detail any additional resources needed for participants to accomplish the requirements of the Inject.
Learning Activity Guidelines	Detail how to conduct the LA.
Situation	Provides a specific set of circumstances or conditions at a given period that defines the operational environment.
Incident	Provides a specific, discrete event or occurrence that

	requires action or response from participants.
Requirement (s)	Detail what participants should do to address the situation and incident presented above.
Expected Outcomes	Detail the main products, skills, or attitudes that participants are expected to present or achieve as a result of engaging in the activity.
Facilitator/Mentor AAR Comments	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).

Learning Activity 1

Basic UN Verification and Investigation Techniques - Facilitators



UNMO STM 2025 – Module 3 Learning Activity

LA 1 - Basic UN Verification and Investigation Techniques		
Method	Role-playing, group work, discussion.	
Purpose	The purpose of this Learning Activity is to enable participants to practice, consolidate, and reinforce the learning outcomes of Lessons 3.1 and 3.2 by applying their knowledge of the Basic Verification and Investigation Techniques and the use of Language Assistant.	
Time	Total time for the activity: 45 min	
	Introduce the activity and distribute the handout	5 min
	Participants read the scenario, situation, incident and requirements	5 min
	Role-playing exercise	25 min
	Debriefing	10 min
Additional Resources	- Two (02) supporting staff team members to perform the roles of Rebel Commander and Language Assistant. - Assign at least one facilitator/mentor to observe the investigation process and report back to the group after the role-playing exercise (debriefing). - Print the handouts for all participants. - Prepare flipcharts to record the key points that participants raise during the LA.	
Learning Activity Guidelines	- This LA is linked to Lessons 3.1 and 3.2. - Introduce the activity and its purpose. - Read through the situation, incident, and requirements for participants. Clarify any questions. - Distribute the handouts, allowing participants a few minutes to read through them. - Divide the participants into three or four equally sized groups, ensuring a gender-balanced distribution. - Allow each group to study its own brief and decide on a strategy. Each group should select one of its	

	members to play the role. - Allow the investigations to proceed according to the scenario until ten minutes before the end of the exercise. Role players may take short breaks (of no longer than one minute) to revise their strategy, adjust their approach, or consult with other role players. Arrange for a time-out signal for this purpose. - Have each group evaluate its own performance in terms of investigative efforts and report back to the plenary room for debriefing. - As facilitators, monitor the progress and content of the discussions, and regularly remind participants of the exercise's objectives without interfering excessively.
Situation	UNAC has now been deployed for 8 months and is well established. You are deployed as UNMO in UNMO TS-5, Sector II.
Incident	During the past 7 days, various incidents have occurred within the UNMO TS-5 AOR. UNAC Sector II HQ has received information that MPC fighters attacked SPATOKA village two days ago, which included several shooting incidents, reports of smuggling, unrest, and recruitment activities in the internally displaced persons (IDP) camps. UNAC Sector II HQ has tasked your TS with verifying this information, conducting a preliminary investigation, and collecting evidence if possible.
Requirement (s)	As the Patrol Leader of the UNMO team (comprising four UNMO and one language assistant), you are responsible for leading a patrol to SPATOKA village to accomplish the tasks assigned by Sector II HQ.
Expected Outcomes	Refer to the Verification and Investigation procedures and the documentation of evidence highlighted in Lesson 3.1. The main expected outcomes include, but are not limited to: - Engage with other UN entities at the Sector/Team-Site Level (TCC, UNPOL, UNICEF, Human Rights Unit, Child Protection Unit) to organise a potential joint patrol to investigate the situation.

	- Engage with local authorities to gather detailed information about the incidents. - Ensure the documentation and immediate reporting of incidents to FHQ/SHQ, providing accurate details of the circumstances, the need for further investigation, and including any involvement of the mission's human rights component. - Engage with the local population to gather additional information about the armed group's activities, the purpose of the attack, and any known threat locations. - Coordinate with local authorities and UNPOL to initiate a formal investigation, leveraging their local knowledge and presence to gain more context on the current security situation, and following protocol on human rights violations. - Coordinate with Peacekeeping (PK) Forces for Security by communicating with PK forces to arrange additional support, ensuring the security of the surrounding area and aiding in the protection of the local population. - Ensure detailed documentation of the incident, including actions taken, and any evidence of violence or aggression. This documentation will support reporting to higher command and can be used to request additional resources or military support if stabilization becomes necessary.
Facilitator/Mentor AAR Comments	

Learning Activity 1

Basic UN Verification and Investigation Techniques - Participants



UNMO STM 2025 – Module 3 Learning Activity

Learning Activity 1 – Basic UN Verification and Investigation

Situation

UNAC has now been deployed for 8 months and is well established.

You are deployed as UNMO in UNMO TS-5, Sector II.

Incident

During the past 7 days, various incidents have occurred within the UNMO TS-5 AOR.

UNAC Sector II HQ has received information that MPC fighters attacked SPATOKA village two days ago, which included several shooting incidents, reports of smuggling, unrest, and recruitment activities in the internally displaced persons (IDP) camps.

UNAC Sector II HQ has tasked your TS with verifying this information, conducting a preliminary investigation, and collecting evidence if possible.

Requirement

As the Patrol Leader of the UNMO team (comprising four UNMO and one language assistant), you are responsible for leading a patrol to SPATOKA village to accomplish the tasks assigned by Sector II HQ.

Instructions:

- Time for preparation: 5 minutes
- Role-playing: 25 minutes
- Debriefing: 10 minutes

Learning Activity 2 Liaison and Coordination - Facilitators



UNMO STM 2025 – Module 3 Learning Activity

LA 2 – Liaison and Coordination		
Method	Role-playing, group work, discussion.	
Purpose	The purpose of this Learning Activity is to enable participants to practice, consolidate, and reinforce the learning outcomes of Lessons 3.3 and 3.2 by applying their knowledge of the Liaison and Coordination and the use of Language Assistant.	
Time	Total time for the activity: 45 min	
	Introduce the activity and distribute the handouts	5 min
	Participants read the scenario, situation, incident and requirements	5 min
	Role-playing exercise	25 min
	Debriefing	10 min
Additional Resources	- Two (02) supporting staff team members to perform the roles of MPC Commander and Language Assistant. - Assign at least one facilitator/mentor to observe the liaison and coordination process and report back to the group after the role-playing exercise (debriefing). - Print the handouts for all participants. - Prepare flipcharts to record the key points that participants raise during the LA.	
Learning Activity Guidelines	- This LA is linked to Lessons 3.2 and 3.3. - Introduce the activity and its purpose. - Read through the situation, incident, and requirements for participants. Clarify any questions. - Distribute the handouts, allowing participants a few minutes to read through them. - Divide the participants into three or four equally sized groups, ensuring a gender-balanced distribution. - Allow each group to study its own brief and decide on a strategy. Each group should select one of its	

	members to play the role. - Allow the liaison with MPC Commander to proceed according to the scenario until ten minutes before the end of the exercise. Role players may take short breaks (of no longer than one minute) to revise their strategy, adjust their approach, or consult with other role players. - Have each group evaluate its own performance in terms of liaison and coordination efforts and report back to the plenary room for debriefing. - As facilitators, monitor the progress and content of the discussions, and regularly remind participants of the exercise's objectives without interfering excessively.
Situation	UNAC has now been deployed for 8 months and is well established. You are deployed as UNMO in UNMO TS-5, Sector II. Recently, there has been heightened tension between MPC and FDC in the region. Your TS is tasked to establish communication and liaison with the armed groups to reduce the possibility of future clashes. Accordingly, you are conducting a patrol in KALEI (30 km east of TS-5). As part of the patrol, you plan a scheduled special liaison/ coordination visit to a local MPC Unit based at KALEI.
Incident	You reached the gate of the MPC Unit to attend the pre-scheduled visit. However, the MPC soldier guarding the gate instantly denied your entry. Considering the importance of the visit, you requested the guard again. The guard went in and came back with a more aggressive gesture and shouted to go away. After the approval of the MPC commander, UNMO team were allowed to get in for the meeting.
Requirement (s)	As the Patrol Leader of the UNMO team (comprising four UNMO and one language assistant), you are responsible for leading a patrol to the MPC Unit and liaise with the MPC commander. You will also need to deal with this incident in front of the gate.
Expected Outcomes	Refer to the Liaison and Coordination procedures in

	Lesson 3.3. The main expected outcomes include, but are not limited to: - Assess the situation by observing the surroundings for any additional signs of hostility or reinforcements arriving at the gate. - Instruct your team to remain calm and avoid making any gestures or movements that could escalate the situation. - Politely request to speak with a senior officer or liaison officer from the MPC Unit. - Involve your Language Assistant to communicate and emphasize your agreed pre-scheduled visit. - If possible, show official documentation or a written agreement about the scheduled visit to reinforce the legitimacy of your presence. - If you have previously established rapport with any MPC leaders or units in the area, attempt to contact them via phone to resolve the issue. - Inform your TS of the situation, detailing the denial of entry, the guard's aggressive behaviour, and your current location. - If the guard becomes increasingly hostile, prioritize your team's safety and return to the TS. - Explain the UNAC's intentions and try to clarify what is causing the increased tensions between MPC and FDC. - Report the incident and the results of the liaison meeting by submitting a comprehensive report detailing observations, any information obtained from the MPC commander, and an assessment of the immediate risk to the escalation of tensions aid further action and coordination. - Recommend senior UN officials or mediators engage with MPC leadership to address the root causes of the hostility and establish clearer protocols for future visits. - Do not make any promises.
Facilitator/Mentor AAR Comments	

Learning Activity 2

Liaison and Coordination

- Participants



UNMO STM 2025 – Module 3 Learning Activity

Learning Activity 2 – Liaison and Coordination

Situation

UNAC has now been deployed for 8 months and is well established.

You are deployed as UNMO in UNMO TS-5, Sector II.

Recently, there has been heightened tension between MPC and FDC in the region.

Your TS is tasked to establish communication and liaison with the armed groups to reduce the possibility of future clashes.

Accordingly, you are conducting a patrol in KALEI (30 km east of TS-5). As part of the patrol, you plan a scheduled special liaison/ coordination visit to a local MPC Unit based at KALEI.

Incident

You reached the gate of the MPC Unit to attend the pre-scheduled visit. However, the MPC soldier guarding the gate instantly denied your entry. Considering the importance of the visit, you requested the guard again. The guard went in and came back with a more aggressive gesture and shouted to go away.

After the approval of the MPC commander, UNMO team were allowed to get in for the meeting.

Requirement

As the Patrol Leader of the UNMO team (comprising four UNMO and one language assistant), you are responsible for leading a patrol to the MPC Unit and liaise with the MPC commander. You will also need to deal with this incident in front of the gate.

Instructions:

- Time for preparation: 5 minutes
- Role-playing: 25 minutes
- Debriefing: 10 minutes

Learning Activity 3

Negotiation and Mediation

- Facilitators



UNMO STM 2025 – Module 3 Learning Activity

LA 3 – Negotiation and Mediation		
Method	Role-playing, group work, discussion.	
Purpose	The purpose of this Learning Activity is to enable participants to practice, consolidate, and reinforce the learning outcomes of Lessons 3.4 and 3.2 by applying their knowledge of Negotiation and Mediation and the use of Language Assistant.	
Time	Total time for the activity: 90 min	
	Introduce the activity and distribute the handout	10 min
	Participants read the scenario, situation, incident and requirements	10 min
	Role-playing exercise	50 min
	Debriefing	20 min
Additional Resources	- Three (03) supporting staff team members to perform the roles of MPC Commander, FDC Commander and Language Assistant. - Assign at least one facilitator/mentor to observe the negotiation and mediation process and report back to the group after the role-playing exercise (debriefing). - Print the handouts for all participants. - Prepare flipcharts to record the key points that participants raise during the LA.	
Learning Activity Guidelines	- This LA is linked to Lessons 3.2 and 3.4. - Introduce the activity and its purpose. - Read through the situation, incident, and requirements for participants. Clarify any questions. - Distribute the handouts, allowing participants a few minutes to read through them. - Divide the participants into three or four equally sized groups, ensuring a gender-balanced distribution. - Allow each group to study its own brief and decide on a strategy. Each group should select one of its	

	members to play the role. - Allow the mediation to proceed according to the scenario until ten minutes before the end of the exercise. Role players may take short breaks (of no longer than one minute) to revise their strategy, adjust their approach, or consult with other role players. Arrange for a time-out signal for this purpose. - Have each group evaluate its own performance in terms of investigative efforts and report back to the plenary room for debriefing. - As facilitators, monitor the progress and content of the discussions, and regularly remind participants of the exercise's objectives without interfering excessively.
Situation	UNAC has now been deployed for 8 months and is well established. You are deployed as UNMO in UNMO TS-5, Sector II. During the last few months, various incidents indicate an increase in tension between the MPC and FDC in and around XERANI Village (40 km northeast of TS-5) in Sector II. As the Team Leader of TS-5, you have been in constant dialogue with the local leaders of both parties. After repeated efforts, representatives from the two groups have finally agreed to come to the table to de-escalate the tension.
Incident	On the day of the meeting, the representatives of both parties arrived at the venue in XERANI village. In the middle of the mediation, the representatives of both parties suddenly became agitated over an issue, and both groups began verbally offending each other.
Requirement (s)	You, as the UNMO Team Site Leader, are the main mediator to de-escalate the ongoing tension. Accompanying you in this mediation meeting are the S-2, S-3/5, and the Language Assistant.
Expected Outcomes	Refer to the Mediation procedures highlighted in Lesson 3.4. The main expected outcomes include, but are not limited to: - Gather detailed information on the tension between the MPC and FDC.

	- Understand each party's interest/ perspective, key grievances, cultural/ historical context, and prior agreements or points of contention before starting the mediation process. - Define the role of the language assistant for the mediation meeting and rehearse. - Prepare the agenda applying the mediation principles and techniques. - Ensure the town hall is a neutral space and seek the assistance of the UN Contingent to prepare the venue for the meeting (e.g., seating arrangements, refreshments, security). - Open the talk by welcoming and introducing one another, and outlining the agenda. - Establish and communicate clear rules for the meeting to ensure mutual respect and constructive dialogue. - Emphasize the UN's role as a mediator and impartial facilitator. - Highlight shared interests, such as the local population's safety, economic stability, or communal harmony. - Allow both parties to present their concerns without interruption. - Guide discussions on contentious issues with sensitivity and neutrality. Do not reveal anything about one party that the other party could exploit. - During the discussion between the parties, intervene calmly and remind participants of the ground rules. Suggest a break to allow participants to regroup/calm down. - Summarise the meeting by repeating what has been agreed. If possible, have agreements confirmed in writing and signed by the parties, and provide a signed copy. - Convene with the UN delegation to evaluate the outcomes, challenges, and next steps. - Maintain communication with both parties to ensure commitments are upheld and tensions remain de-escalated. - Submit a comprehensive report to FHQ/SHQ about the
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	outcome of the mediation, detailing observations of the incident and the agreements achieved between the parties.
Facilitator/Mentor AAR Comments	

Learning Activity 3

Negotiation and Mediation

- Participants



UNMO STM 2025 – Module 3 Learning Activity

Learning Activity 3 – Negotiation and Mediation

Situation

UNAC has now been deployed for 8 months and is well established.

You are deployed as UNMO in UNMO TS-5, Sector II.

During the last few months, various incidents indicate an increase in tension between the MPC and FDC in and around XERANI Village (40 km northeast of TS-5) in Sector II. As the Team Leader of TS-5, you have been in constant dialogue with the local leaders of both parties. After repeated efforts, representatives from the two groups have finally agreed to come to the table to de-escalate the tension.

Incident

On the day of the meeting, the representatives of both parties arrived at the venue in XERANI village. In the middle of the mediation, the representatives of both parties suddenly became agitated over an issue, and both groups began verbally offending each other.

Requirement

You, as the UNMO Team Site Leader, are the main mediator to de-escalate the ongoing tension. Accompanying you in this mediation meeting are the S-2, S-3/5, and the Language Assistant.

Instructions:

- Time for preparation: 5 minutes
- Role-playing: 25 minutes
- Debriefing: 10 minutes

Learning Activity 4

Interviewing Techniques

- Facilitators



UNMO STM 2025 – Module 3 Learning Activity

LA 4 – Interviewing Techniques		
Method	Role-playing, group work, discussion.	
Purpose	The purpose of this Learning Activity is to enable participants to practice, consolidate, and reinforce the learning outcomes of Lessons 3.5 and 3.2 by applying their knowledge of Interviewing Techniques and the use of Language Assistant.	
Time	Total time for the activity: 45 min	
	Introduce the activity and distribute the handout	5 min
	Participants read the scenario, situation, incident and requirements	5 min
	Role-playing exercise	25 min
	Debriefing	10 min
Additional Resources	- Two (02) supporting team staff members to perform the roles of IDP/Refugee and Language Assistant. - Assign at least one facilitator/mentor to observe the interviewing process and report back to the group after the role-playing exercise (debriefing). - Print the handouts for all participants. - Prepare flipcharts to record the key points that participants raise during the LA.	
Learning Activity Guidelines	- This LA is linked to Lessons 3.2 and 3.5. - Introduce the activity and its purpose. - Read through the situation, incident, and requirements for participants. Clarify any questions. - Distribute the handouts, allowing participants a few minutes to read through them. - Divide the participants into three or four equally sized groups, ensuring a gender-balanced distribution. - Allow each group to study its own brief and decide on a strategy. Each group should select one of its	

	members to play the role. - Allow the interview to proceed according to the scenario until ten minutes before the end of the exercise. Role players may take short breaks (of no longer than one minute) to revise their strategy, adjust their approach, or consult with other role players. Arrange for a time-out signal for this purpose. - Have each group evaluate its own performance in terms of investigative efforts and report back to the plenary room for debriefing. - As facilitators, monitor the progress and content of the discussions, and regularly remind participants of the exercise's objectives without interfering excessively.
Situation	UNAC has now been deployed for 10 months and is well established. You are deployed as UNMO in UNMO TS-5, Sector II. You were tasked to conduct a regular monitoring patrol in RECKE village, approximately 20 km south of the Team Site.
Incident	At RECKE village, you were approached by a local community leader who relayed allegations of Sexual Exploitation and Abuse (SEA) involving a soldier from the Sector II peacekeeping contingent. According to the leader, the soldier had reportedly sexually exploited a young woman from RECKE, who had been working as a vendor supplying vegetables to the Sector II camp in SUREEN. The woman is said to have become pregnant, and the situation has created tensions between the young woman and her family. Her father, citing distress over the incident, formally complained to the local leadership, demanding accountability and justice.
Requirement (s)	As the Patrol Leader of the UNMO team (comprising four UNMO and one language assistant), your task is to conduct an initial interview with the community leader to gather more information.
Expected Outcomes	Refer to the Interview Techniques highlighted in Lesson 3.5 (and Verification and Investigation procedures in Lesson 3.1, if needed). The main expected outcomes include, but are not

	limited to: - Carefully document the details provided by the local leaders, ensuring accuracy and impartiality. - Use directive, non-directive, or hybrid approaches to interview the local leaders and use different types of questions to obtain all the information needed and to ensure its accuracy. - Respect the do's and don'ts explained in Lesson 3.5 by fostering a respectful and inclusive environment, asking clear and simple questions, actively listening, avoiding biases, ensuring interviewee protection, and maintaining professionalism through accurate data recording, effective communication, and trust-building practices. - Politely ask for additional details or clarifications to understand the full context of the allegation without showing bias or judgment. - Attempt to find out if the victim is a minor or of legal age. If of legal age, a female UNMO may interview her to collect basic information without further traumatizing the victim. If necessary, employ a female language assistant. Seek for specialized support from HQ (human rights component or women protection advisers). If the victim is a minor, refrain from interviewing and immediately contact the human rights component or child protection advisers, as applicable. Apply the "do no harm" principle in both cases. - Assure the local leaders that their concerns will be treated with discretion and reported through the appropriate channels. - Reaffirm UN Policies and emphasize the UN's zero-tolerance policy on SEA and assure the community leaders that the allegation will be taken seriously. - Report the allegation to FHQ/SHQ and recommend further investigation by the Mission Conduct and Discipline Team (CDT) and human rights component. - Keep the incident confidential to avoid any intimidation or risk to the victim. - Work with Community Liaison Assistant CLA, civil affairs or community outreach teams to mitigate potential fallout
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	and reassure the local population. - Facilitate Support Mechanisms and advocate for the alleged victim's access to counselling, medical care, and other support services, as provided under UN policies. - Assess Operational Risks and evaluate whether this incident could affect the mission's relationship with the local community or overall operational effectiveness.
Facilitator/Mentor AAR Comments	

Learning Activity 4 Interviewing Techniques - Participants



UNMO STM 2025 – Module 3 Learning Activity

Learning Activity 4 – Interviewing Techniques

Situation

UNAC has now been deployed for 10 months and is well established.

You are deployed as UNMO in UNMO TS-5, Sector II.

You were tasked to conduct a regular monitoring patrol in RECKE village, approximately 20 km south of the Team Site.

Incident

At RECKE village, you were approached by a local community leader who relayed allegations of Sexual Exploitation and Abuse (SEA) involving a soldier from the Sector II peacekeeping contingent.

According to the leader, the soldier had reportedly sexually exploited a young woman from RECKE, who had been working as a vendor supplying vegetables to the Sector II camp in SUREEN.

The woman is said to have become pregnant, and the situation has created tensions between the young women and her family. Her father, citing distress over the incident, formally complained to the local leadership, demanding accountability and justice.

Requirement

As the Patrol Leader of the UNMO team (comprising four UNMO and one language assistant), your task is to conduct an initial interview with the community leader to gather more information.

Instructions:

- Time for preparation: 5 minutes
- Role-playing: 25 minutes
- Debriefing: 10 minutes

Learning Activity 5

Media Relations - Facilitators



UNMO STM 2025 – Module 3 Learning Activity

LA 5 – Media Relations		
Method	Role-playing, group work, discussion.	
Purpose	The purpose of this Learning Activity is to enable participants to practice, consolidate, and reinforce the learning outcomes of Lesson 3.9 by applying their knowledge of developing positive media relations and managing interviews.	
Time	Total time for the activity: 45 min	
	Introduce the activity and distribute the handout	5 min
	Participants read the scenario, situation, incident and requirements	5 min
	Role-playing exercise	25 min
	Debriefing	10 min
Additional Resources	- Two (02) supporting staff team members to perform the roles of the local reporter and camera operator/photographer. Where possible, media professionals are recommended for these roles. - It is advisable for PKTC to assign a second reporter with a photo camera (International Newspaper Press Reporter). This reporter should create a newspaper front page featuring a photo of the most suitable participant along with a corresponding headline. The front page should be provided to each group during the debriefing in the plenary discussion. - Ensure that all participants' interviews are recorded so they can be reviewed and discussed after the role-playing exercise. - Assign at least one facilitator/mentor to observe the media interview and report back to the group after the role-playing exercise (debriefing). - Print the handouts for all participants. - Prepare flipcharts to record the key points that	

	participants raise during the LA.
Learning Activity Guidelines	- Introduce the activity and its purpose. - Read through the situation, incident, and requirements for participants. Clarify any questions. - Distribute the handouts, allowing participants a few minutes to read through them. - Divide the participants into three or four equally sized groups, ensuring a gender-balanced distribution. - Allow each group to study its own brief and decide on a strategy. Each group should select one of its members to play the role. - Allow media interview to proceed according to the scenario until ten minutes before the end of the exercise. Role players may take short breaks (of no longer than one minute) to revise their strategy, adjust their approach, or consult with other role players. Arrange for a time-out signal for this purpose. - Have each group evaluate its own performance in terms of investigative efforts and report back to the plenary room for debriefing. - As facilitators, monitor the progress and content of the discussions, and regularly remind participants of the exercise's objectives without interfering excessively. Suggested questions to use during the interview: - What is your name and rank? - What do you do here? Can you explain your duties? - What the UNAC is doing to stop the violence in the country? - As you can see, the population is very upset with the UN because you are not doing anything to protect them. How soon will we have peace? - Why is the UN not taking action against the MPC rebel group?
Situation	During the last few months, various incidents indicate an increase in tension between the MPC and FDC in and around NIXAN region (35 km east of SUREEN) in Sector II. Last month, the MPC rebel group burnt a village in the NIXAN region, in which 15 villagers were killed, and many were injured. The local population are blaming the inaction of UN peacekeepers for this tragedy. Hence, the general discontent of the locals against the UN is prevailing

	in your AOR. Today, you are conducting a patrol in SUREEN. Your patrol consists of four UNMO and two UN vehicles. You are also accompanied by a female language assistant to facilitate interaction with local populations. You were authorised by the CMO to engage with local media, if necessary. The mission PIO and Sector MPIO have provided you with the following guidance: - The mandate of UNAC is outlined in the Security Council resolution. UNMO should be familiar with the main points of the mandate. Understanding the mandate helps UNMO contextualise their work and communicate effectively with the media. - UNMO must follow UN guidelines when speaking to the media to ensure positive and effective relations. - The Secretary-General encourages transparency and openness with the media. - UNMO may speak to reporters about their work or personal responsibility, provided they are cleared to do so. - UNMO are not obliged to speak to the media and may politely decline requests for information or personal views. - Understand UNAC SOPs relating to media relations. - Ensure timely and accurate reporting to the chain of command, especially for critical incidents likely to attract media attention. - Report media inquiries at UNMO team sites through appropriate channels to the PIO in a timely manner. - Monitor and report negative media trends, especially on social media, that may undermine peacekeeping efforts. - If interviewed by a reporter in the field, remember the reporter's name and their media organisation. Report the interaction to the mission's PIO through the appropriate channels. - Be prepared with responses to unexpected media inquiries. - Avoid actions or public statements that could negatively reflect on the peacekeeper's status or
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	compromise the UN's duty of integrity, independence, and impartiality.
Incident	During the patrol, you noticed a gathering of locals in front of the town hall. After monitoring closely, you found out that the people had started demonstrating against the UN. The demonstration blamed the UN for the recent tragedy and started demanding the withdrawal of UN peacekeepers from CARANA. The demonstration went louder after the locals observed your presence in the town. Local reporters approached you to discuss the escalating tensions in the region and the actions taken by UNAC to stop the violence.
Requirement (s)	As the Patrol Leader of the UNMO team (comprising four UNMO and one female language assistant), you are responsible for giving a media interview.
Expected Outcomes	Refer to the Media Relations guidelines highlighted in Lesson 3.9. The main expected outcomes include, but are not limited to: - UNMO must follow UN guidelines when speaking to the media to ensure positive and effective relations. - Remember the reporter's name and their media organisation. Report the interaction to the mission's PIO through the appropriate channels. - Be prepared with responses to unexpected media inquiries. - Avoid actions or public statements that could negatively reflect on the peacekeeper's status or compromise the UN's duty of integrity, independence, and impartiality. - Communicating factually, impartially, and precisely tend to receive positive responses from the locals. - UNMO should engage with the locals respectfully, showing empathy for their situation while avoiding remarks that may damage their dignity. - Always use respectful and clear language when referring to both men and women (gender-neutral language). - Maintain politeness, professionalism and firmness when

	dealing with media reporters, even if they appear rude or unfriendly. - Use concise sentences. - If a reporter asks a question that you are not authorised to answer, refer them to the PIO. - UNMO should be cautious not to disclose information to the media about incidents or events under investigation. Journalists inquiring about such incidents or events should be referred to the mission PIO. - Do not offer personal opinions about the peace process or UN activities. Any answer you provide could be perceived as an official position. - Avoid answering speculative questions, such as "What would happen if...?" Responding to these may lead to providing incorrect information, which could negatively affect the mission. - Do not disclose any information about the mission's security plans or procedures. Refrain from discussing the state or activities of local or other combatant forces. - Do not appear to support or favour one side over another. Remember, you must remain impartial. - Do not make promises about what will or will not be done. - Do not be intimidated by the camera or the reporter. - Always focus on the reporter and avoid looking at the camera. - Listen carefully to each question. If necessary, ask the reporter to repeat a question to give yourself time to compose your answer. Speak naturally, provide factual information, and avoid exaggerated movements with your hands or face. - Be mindful of the background or camera image. Avoid positioning yourself in front of any objectionable image that could be manipulated or exploited by the media. - Avoid using the expression "off the record" with a reporter. If you have any doubts about the matter, it is best to decline to answer.
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Facilitator/Mentor AAR Comments	
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Learning Activity 5

Media Relations - Participants



UNMO STM 2025 – Module 3 Learning Activity

Learning Activity 5 – Media Relations

Situation

During the last few months, various incidents indicate an increase in tension between the MPC and FDC in and around NIXAN region (35 km east of SUREEN) in Sector II.

Last month, the MPC rebel group burnt a village in the NIXAN region, in which 15 villagers were killed, and many were injured. The local population are blaming the inaction of UN peacekeepers for this tragedy. Hence, the general discontent of the locals against the UN is prevailing in your AOR.

Today, you are conducting a patrol in SUREEN. Your patrol consists of four UNMO and two UN vehicles. You are also accompanied by a female language assistant to facilitate interaction with local populations.

You were authorised by the CMO to engage with local media, if necessary.

The mission PIO and Sector MPIO have provided you with the following guidance:

- The mandate of UNAC is outlined in the Security Council resolution. UNMO should be familiar with the main points of the mandate. Understanding the mandate helps UNMO contextualise their work and communicate effectively with the media.
- UNMO must follow UN guidelines when speaking to the media to ensure positive and effective relations.
- The Secretary-General encourages transparency and openness with the media.
- UNMO may speak to reporters about their work or personal responsibility, provided they are cleared to do so.
- UNMO are not obliged to speak to the media and may politely decline requests for information or personal views.
- Understand UNAC SOPs relating to media relations.
- Ensure timely and accurate reporting to the chain of command, especially for critical incidents likely to attract media attention.
- Report media inquiries at UNMO team sites through appropriate channels to the PIO in a timely manner.
- Monitor and report negative media trends, especially on social media, that may undermine peacekeeping efforts.

- If interviewed by a reporter in the field, remember the reporter's name and their media organisation. Report the interaction to the mission's PIO through the appropriate channels.
- Be prepared with responses to unexpected media inquiries.
- Avoid actions or public statements that could negatively reflect on the peacekeeper's status or compromise the UN's duty of integrity, independence, and impartiality.

Incident

During the patrol, you noticed a gathering of locals in front of the town hall. After monitoring closely, you found out that the people had started demonstrating against the UN.

The demonstration blamed the UN for the recent tragedy and started demanding the withdrawal of UN peacekeepers from CARANA. The demonstration went louder after the locals observed your presence in the town.

Local reporters approached you to discuss the escalating tensions in the region and the actions taken by UNAC to stop the violence.

Requirement

As the Patrol Leader of the UNMO team (comprising four UNMO and one female language assistant), you are responsible for giving a media interview.

Instructions:

- Time for preparation: 5 minutes
- Role-playing: 25 minutes
- Debriefing: 10 minutes

Learning Activity 6

Preparations and Conduct of UNMO Patrol - Facilitators



UNMO STM 2025 – Module 3 Learning Activity

LA 6 – Preparations and Conduct of UNMO Patrol		
Method	Group work, discussion.	
Purpose	The purpose of this Learning Activity is to enable participants to practice, consolidate, and reinforce the learning outcomes of Lesson 3.11 by applying their knowledge of the UNMO preparing, conducting and debriefing on patrol.	
Time	Total time for the activity: 90 min	
	Introduce the activity and distribute the handout	5 min
	Participants read the scenario, situation, and requirements	10 min
	Group work exercise – Preparation of Patrol Briefing	30 min
	Presentation of Patrol Briefing (10 min per group)	30 min
	Debriefing	15 min
Additional Resources	- CARANA maps (01 copy per group). - CARANA country study – Tactical Version Package. - Assign one facilitator/mentor to observe the development of the Patrol Briefing and report back to the group after the exercise (debriefing). Any personnel employed as a mentor must have sufficient knowledge, skills, and experience to fulfil that role. - Print the handouts for all participants. - Prepare flipcharts to record the key points that participants raise during the LA.	
Learning Activity Guidelines	- Introduce the activity and its purpose. - Read through the situation, incident, and requirements for participants. Clarify any questions. - Distribute the CARANA country study – Tactical Version Package. - Distribute the handouts, allowing participants a few	

- minutes to read through them.
- Divide the participants into three or four equally sized groups, ensuring a gender-balanced distribution.
 - Assign the following UNMO roles to participants in each group:
 - o Team Site Leader
 - o Patrol Leader
 - o S-2
 - o S-3
 - o S-4
 - o S-6
 - Depending on course size, participants may 'double hat' a minor and major UNMO role, e.g. someone will be Team Site Leader and S-6.
 - The group should prepare the Patrol Briefing based on the scenario.
 - The structure of the Patrol Briefing should follow the one presented in Lesson 3.11:

Briefer	Subject
Patrol Leader	• Mission assigned • Patrol members orientation, timelines for task completion
S-2	• Situation (general aspects of area, local village chiefs) • Threat and Risk Analysis
S-3	• Tasks as per weekly patrol plan • Execution (patrol route, information required) • Contingency response guidelines
S-4	Logistics
S-6	Radio checks and patrol way points checks with team site
Team Site Leader	Guidance

- As facilitators, monitor the progress and content of the discussions, and regularly remind participants of the exercise's objectives without interfering excessively.
- Keep in mind that the suggested time for this LA is the

	minimum required for preparing and delivering a Patrol Briefing. Depending on the participants' level of knowledge and military experience, additional time may be granted, if necessary.
Situation	The transitional government in GALASI has been constituted and started its work. During the past few weeks, tensions have intensified between the fighters of the CISC and the government of CARANA. The UN is thereby seen as an extended arm of the transitional government and has been denied FOM and is being increasingly attacked by armed groups. One UNAC UNMO and one UNAC interpreter have been killed so far. The movement of IDPs from the camps around the coastal cities towards their former communities in the central/west of CARANA continued. The first clashes between the returnees and the local population are reported from the KOLONI and MAHBK regions. The Force and Sector HQs have almost reached Full Operational Capability (FOC). The Force Commander is concerned about the developing security situation in Sectors II and III. You are deployed as UNMO in UNMO TS-5, Sector II: - Personnel: 14 UNMO (08 male and 06 female) - Language Assistants: 01 Male and 01 Female - Vehicles: 05 4x4 vehicles (one in maintenance)
Incident	During the past 7 days, various incidents have occurred within the UNMO TS-5 AOR. UNAC Sector II HQ has received information of the killing of ten civilians in FORELLO village, approximately 30 km south of the team site. UNAC Sector II HQ has tasked your TS with verifying this information, conducting a preliminary investigation, and collecting evidence, if possible.
Requirement (s)	As the Patrol Leader of the UNMO team (comprising four UNMO and one language assistant), you are responsible for leading a patrol to FORELLO village to accomplish the tasks assigned by Sector II HQ.

	Prepare and present the Patrol Briefing.
Expected Outcomes	Refer to the Patrol Preparation and Patrol Briefing content highlighted in Lesson 3.11. The main expected outcomes include, but are not limited to: - Patrol Briefing Process - Patrol Leader: In close coordination with S-3 and S-2, the Patrol Leader will brief the patrol members on the following: - Purpose of the Patrol. - Primary and secondary tasks of the patrol. - Composition of the patrol: navigator, driver(s), language assistant, number of vehicles, force protection (if required), other stakeholders (UN teams, agencies, national monitors, etc.) - Timeline for task execution. - S-2 (Intelligence Officer): Provides an overview of the general profile of the area, including threat analysis and risk assessment. - S-3 (Operations Officer): Details the execution of the Patrol: - Assigns specific patrol tasks, in line with the weekly patrol programme. - Defines patrol routes and contingency plans. - S-4 (Logistics Officer): Provides updates on logistical aspects, including necessary supplies and equipment to the patrol. - S-6 (Communications Officer): Conducts radio checks with drivers and TS Duty Officer/radio room. - Team Site Leader: Provides final guidance and concludes the briefing.
Facilitator/Mentor AAR Comments	

Learning Activity 6

Preparations and Conduct of UNMO Patrol - Participants



UNMO STM 2025 – Module 3 Learning Activity

Learning Activity 6 – Preparation and Conduct of UNMO Patrol

Situation

The transitional government in GALASI has been constituted and started its work.

During the past few weeks, tensions have intensified between the fighters of the CISC and the government of CARANA.

The UN is thereby seen as an extended arm of the transitional government and has been denied FOM and is being increasingly attacked by armed groups. One UNAC UNMO and one UNAC interpreter have been killed so far.

The movement of IDPs from the camps around the coastal cities towards their former communities in the central/west of CARANA continued. The first clashes between the returnees and the local population are reported from the KOLONI and MAHBEEK regions.

The Force and Sector HQs have almost reached Full Operational Capability (FOC). The Force Commander is concerned about the developing security situation in Sectors II and III.

You are deployed as UNMO in UNMO TS-5, Sector II:

- Personnel: 14 UNMO (08 male and 06 female)
- Language Assistants: 01 Male and 01 Female
- Vehicles: 05 4x4 vehicles (one in maintenance)

Incident

During the past 7 days, various incidents have occurred within the UNMO TS-5 AOR.

UNAC Sector II HQ has received information of the killing of ten civilians in FORELLO village, approximately 30 km south of the team site.

UNAC Sector II HQ has tasked your TS with verifying this information, conducting a preliminary investigation, and collecting evidence if possible.

Requirement

As the Patrol Leader of the UNMO team (comprising four UNMO and one language assistant), you are responsible for leading a patrol to FORELLO village to accomplish the tasks assigned by Sector II HQ.

Prepare and present the Patrol Briefing.

Instructions:

- Time for preparation of the Patrol Briefing: 30 minutes
- Time for presentation of the Patrol Briefing: 30 minutes (10 minutes per group)
- Debriefing: 15 minutes

Learning Activity 7

UNMO Reporting Procedures

- Facilitators



UNMO STM 2025 – Module 3 Learning Activity

LA 7 – UNMO Reporting Procedures		
Method	Group work, discussion.	
Purpose	The purpose of this Learning Activity is to enable participants to practice, consolidate, and reinforce the learning outcomes of Lesson 3.12 by applying their knowledge of the UNMO reporting procedures.	
Time	Total time for the activity: 50 min	
	Introduce the activity and distribute the handout	5 min
	Participants read the scenario, situation, incident and requirements	5 min
	Patrol Report preparation P.S.: Facilitators may grant additional time if they require participants to prepare Daily Situation Report (DSR) or any other UNMO reports.	30 min
	Debriefing	10 min
Additional Resources	- CARANA maps (01 copy per group). - CARANA country study – Tactical Version Package. - UNMO Report Templates. - Assign one facilitator/mentor to observe the development of the Patrol Report and report back to the group after the exercise (debriefing). Any personnel employed as a mentor must have sufficient knowledge, skills, and experience to fulfil that role. - Print the handouts for all participants. - Prepare flipcharts to record the key points that participants raise during the LA.	
Learning Activity Guidelines	- Introduce the activity and its purpose. - Read through the situation, incident, and requirements for participants. Clarify any questions. - Distribute the CARANA country study – Tactical Version Package.	

	- Distribute the handouts and patrol report templates, allowing participants a few minutes to read through them. - Divide participants into groups of four, ensuring a gender-balanced distribution. - Assign the following UNMO roles to participants in each group: - o Patrol Leader - o Driver 1 - o Driver 2 - o Navigator - The group should prepare the Patrol Report based on the scenario. - The structure of the Patrol Report should follow at least the sequence of one of the Patrol Reports available in the <i>"UNMO Report Templates for Module 3 Learning Activities, Table-Top Exercise and Field Training Exercise"</i>, which is included in the UNMO STM package. - As facilitators, monitor the progress and content of the discussions, and regularly remind participants of the exercise's objectives without interfering excessively. - Keep in mind that the suggested time for this LA is the minimum required to prepare a Patrol Report. Depending on the participants' level of knowledge and military experience, additional time may be granted, if necessary. - PKTC may oversee the preparation of other reporting activities, such as Daily Situation Reports, Flash Reports, CASEVAC, etc.
Situation	During the past seven days, various incidents have occurred within the UNMO TS-5 AOR. UNAC Sector II Headquarters has received information regarding the killing of ten civilians in FORELLO village, approximately 30 km south of the team site. UNAC Sector II Headquarters has tasked your team site with verifying this information, conducting a preliminary investigation, and collecting evidence if possible. As the Patrol Leader of the UNMO team (comprising four UNMO and one language assistant), you are currently in FORELLO village, speaking with the village leader and

	engaging with the local population.
Incident	The leader of FORELLO village mentioned that MPC fighters attacked the village two days ago. They burned down many houses, looted cattle, and abducted five children. Six Forello villagers were shot dead. While speaking with the village leader to assess the general security conditions in FORELLO village at around 11:00 am, four women of Kori ethnicity, including a 12-year-old girl, approached the female UNMO, crying and asking for help. All the women appeared badly injured and were wearing torn clothes. They informed the female UNMO that MPC rebel fighters had raped them last night in the forest near FORELLO village. The women said they were still in trauma and afraid to return to their community, which is located less than 3 km from FORELLO.
Requirement (s)	As the Patrol Leader of the UNMO team, you are responsible for preparing the Patrol Report with your team members.
Expected Outcomes	Refer to the Patrol Reports procedures highlighted in Lesson 3.12. The main expected outcomes include, but are not limited to: - After a patrol has finished its tasks, the patrol leader must write a patrol report summing up all relevant information and findings during the patrol. - The report should be signed by various members of the patrol to ensure that the information provided in the report is verified by other members of the patrol. - The Patrol Report must follow the UN guidance on drafting of UN correspondence: - Concise - Clear and accurate in content - Direct and dignified in style - Correct in form and attractive in appearance - The Patrol Report must follow the UN principles of reporting: - All information is to undergo analysis and assessment at all levels of command. All

	information should be treated with the “So What?” question to determine its relevance and applicability at the next higher HQs. - The Chain of Command is NOT to be changed, bypassed, or skipped. - Distribution lists are to be scrutinised and disciplined. - The confidentiality of the information must be ensured. - Information relating to the incidents, violations, or time-critical information should be reported to higher HQs in a timely manner, using the procedures for incident reporting. - Identification and referencing of the reporting entity (FHQ/SHQ/Unit HQ/Platoon/Patrol, etc.) must be clear and unambiguous. - When reporting on sexual violence incidents, information must be shared with the nearest Women’s Protection Adviser or CRSV focal point in the Human Rights component with the same sense of urgency as reporting to the chains of command. - Personally identifiable information about victims/survivors and aggressors should never be included in reports (names, addresses, pictures, etc.). If UNMO have this information, they should only share it with the nearest Women’s Protection Adviser or CRSV focal point in the Human Rights component to protect victims/survivors and prevent breaches of confidentiality. - All reports should reflect gender- and age-sensitive considerations, including the disaggregation of data by age and gender.
Facilitator/Mentor AAR Comments	

Learning Activity 7

UNMO Reporting Procedures

- Participants



UNMO STM 2025 – Module 3 Learning Activity

Learning Activity 7 – UNMO Reporting Procedures

Situation

During the past seven days, various incidents have occurred within the UNMO TS-5 AOR.

UNAC Sector II Headquarters has received information regarding the killing of ten civilians in FORELLO village, approximately 30 km south of the team site.

UNAC Sector II Headquarters has tasked your team site with verifying this information, conducting a preliminary investigation, and collecting evidence if possible.

As the Patrol Leader of the UNMO team (comprising four UNMO and one language assistant), you are currently in FORELLO village, speaking with the village leader and engaging with the local population.

Incident

The leader of FORELLO village mentioned that MPC fighters attacked the village two days ago. They burned down many houses, looted cattle, and abducted five children. Six Forello villagers were shot dead.

While speaking with the village leader to assess the general security conditions in FORELLO village at around 11:00 am, four women of Kori ethnicity, including a 12-year-old girl, approached the female UNMO, crying and asking for help.

All the women appeared badly injured and were wearing torn clothes. They informed the female UNMO that MPC rebel fighters had raped them last night in the forest near FORELLO village. The women said they were still in trauma and afraid to return to their community, which is located less than 3 km from FORELLO.

Requirement

As the Patrol Leader of the UNMO team, you are responsible for preparing the Patrol Report with your team members.

Instructions:

- Time for preparation: 5 minutes
- Patrol Report preparation: 30 minutes
- Debriefing: 10 minutes