



Facilitator's Guidance for Conducting the

CARANA

Table-Top Exercise (TTX)

for United Nations Military Observers Specialised
Training Materials

Overview



1. General:

Table-Top Exercises (TTX) are conducted in an informal setting, allowing the target audience to discuss the principles and concepts of operating in a United Nations Peacekeeping Operation (UNPKO) using hypothetical scenarios, specific situations, and incidents.

The TTX for the UNMO STM should be highly practical, focusing on situations and incidents that could realistically occur during UNMO deployment in a mission. The primary objective is to explore different reactions and solutions while practising the application of established UN policies, plans, and procedures. Therefore, these exercises do not require a structured planning process, such as the UN Military Decision-Making Process (UN MDMP).

The CARANA TTX is designed to strengthen the UNMO course participants' understanding of a possible mission environment, usual operations of a UNMO Team Site (TS), and their roles and responsibilities within a UNPKO.

The CARANA TTX should be conducted after the completion of the theoretical lessons of the United Nations Military Observers Specialised Training Materials (UNMO STM) and prior to the Field Training Exercise (FTX).

The UNMO course participants will be exposed to different operational situations within the context of the hypothetical United Nations Assistance Mission in Carana (UNAC). These operational situations will require participants to perform quick analyses of unfolding events and react by applying their knowledge of the UNMO STM, Core Pre-Deployment Training Materials (CPTM), and their personal military experience. By the end of the TTX, participants should feel more confident and better prepared to address the day-to-day challenges they are likely to encounter during their deployment in the mission.

This training package includes 23 incidents and associated injects.

The minimum recommended duration for conducting the TTX is one (1) day, with approximately 7–8 incidents and injects. However, Peacekeeping Training Centres (PKTCs) are encouraged to select, adapt, modify, and customise the content of the incidents and injects, as well as the timing and structure of the TTX, to suit the needs and level of experience of the target audience.

The Carana scenario, along with the incidents and injects provided in this training package, can also be utilised by PKTCs during the FTX to support the planning, execution, and assessment of practical activities in the field.

Finally, the goal of the TTX is not to complete it quickly but to facilitate meaningful learning. Continuous mentorship is essential, guiding course participants in identifying the

situation/problem and effectively carrying out the UNMO's tasks and responsibilities. This mentorship will be the key to the success of this exercise. Therefore, PKTCs should carefully assess the desired learning outcomes and design the culminating activity to achieve these objectives while optimising the use of their available resources.

2. Purpose:

The purpose of the CARANA TTX is to enable participants to consolidate and reinforce the learning outcomes of the theoretical lessons of the UNMO STM, while also enhancing their understanding of the mission environment, UNMO Team Site operations, and their roles in a UNPKO.

Conducted after the theoretical lessons of the UNMO STM and before the FTX, the TTX exposes participants to various operational situations within the hypothetical CARANA scenario. These situations require quick analysis and reactions based on the knowledge gained during the CPTM and UNMO STM lessons.

By the end of the TTX, participants should feel more confident and prepared to tackle real-world challenges in the mission.

3. Learning Outcomes:

- a. Demonstrate how a UNMO should perform their duties once deployed on a UNPKO.
- b. Strengthen the ability to assess risks and make sound decisions under time pressure.
- c. Demonstrate the ability to apply UN principles and values consistently across different operational scenarios.
- d. Demonstrate the ability to work effectively as part of a team by analysing conflict dynamics and collaboratively discussing different Courses of Action (COAs).
- e. Exhibit flexibility and resourcefulness in responding to evolving challenges, including sudden security threats, humanitarian crises, or operational shifts.
- f. Demonstrate adaptability and the ability to apply knowledge of national military doctrines, tactics, techniques, and procedures in a UN environment.

Methodology



1. General Guidance for PKTCs and Facilitators:

The CARANA TTX is designed to exercise the application of theoretical knowledge from the CPTM and UNMO STM courses. Hence, it is recommended that PKTCs conduct the TTX after the completion of the theoretical lessons of the UNMO STM and prior to the Field Training Exercise (FTX).

Participants are encouraged to engage in in-depth discussions using a deliberate, problem-solving approach rather than rapid, spontaneous decision-making or an extensive, detailed orders development process. Instead, the TTX follows a modified Course of Action (COA) development process.

By applying their national problem-solving doctrine, methodology, and military decision-making process (MDMP), along with Tactics, Techniques, and Procedures (TTP), participants will analyse the situation, injects, and requirements. They will then present an analysis of COAs to be executed by the UNMO Patrol or the UNMO Team Site Leader (TSL) within a UNPKO.

The CARANA TTX includes 23 incidents and injects, categorised into three different levels:

- **Basic:** Participants are expected to quickly analyse the situation and encounter minimal difficulty in developing COAs and responding effectively to achieve the desired learning outcomes.
- **Moderate:** Participants are required to analyse situations with moderate complexity involving multiple variables or potential challenges. They may need to engage in more in-depth discussions as a team and apply critical thinking to develop suitable COAs and implement them effectively.
- **Complex:** Participants face highly challenging scenarios that involve dynamic, multifaceted problems, such as conflicting priorities, evolving threats, or limited resources. These scenarios demand more in-depth analytical skills, teamwork, and advanced approaches to formulate effective COAs and achieve the intended objectives.

The selection, modification, customisation, sequence, and timing for each incident and inject are at the discretion of the TTX Director and Facilitators, considering the learning outcomes, participants' level of knowledge and military experience, as well as possible time and resource constraints.

Guidance is provided on the expected outcomes, tips for facilitators, and the time required for each incident and inject to facilitate further planning and execution of the exercise by the TTX Director and Facilitators.

a. Supporting Documentation:

i. Incidents and Injects for Facilitators (Annex A)

Provides guidance on the expected outcomes, facilitation tips, and the recommended time required for each incident and inject. This supports the TTX Director and Facilitators in planning and executing the exercise more effectively and assists Mentors in providing structured feedback.

ii. Incidents and Injects for Participants: Handouts for Distribution (Annex B)

Provides only the incidents and injects material – scenario, situation, inject, and requirements – for participants in form of handouts. Each scenario and incident are presented on one page, and each inject is provided on a separate page.

iii. Example of the Sequence of Events for one day of UNMO TTX (Annex C)

Provides a suggested timeline for delivering incidents and injects for one day of UNMO TTX, which should be adjusted and customised by the TTX Director and Facilitators to maximise participants' learning (e.g. facilitators may remove injects, extend or shorten the duration of incidents, or adjust the order of their delivery).

2. Time Required:

A minimum of one (1) day is recommended to conduct the Table-Top Exercise (TTX), with approximately 7–8 incidents and injects of varying difficulty levels. However, conducting all incidents and injects available in this training package will require approximately three (3) days.

The TTX should be followed by a Field Training Exercise (FTX). **The minimum recommended duration for an FTX is three (3) days.**

It is suggested that PKTCs use similar incidents from the TTX and replicate them during the FTX. This continuity will help reinforce the 'possible reactions/COAs' discussed during the TTX, thereby minimising the risk of 'first failure entry' during the field exercise and optimising the effectiveness of the FTX.

3. Definitions:

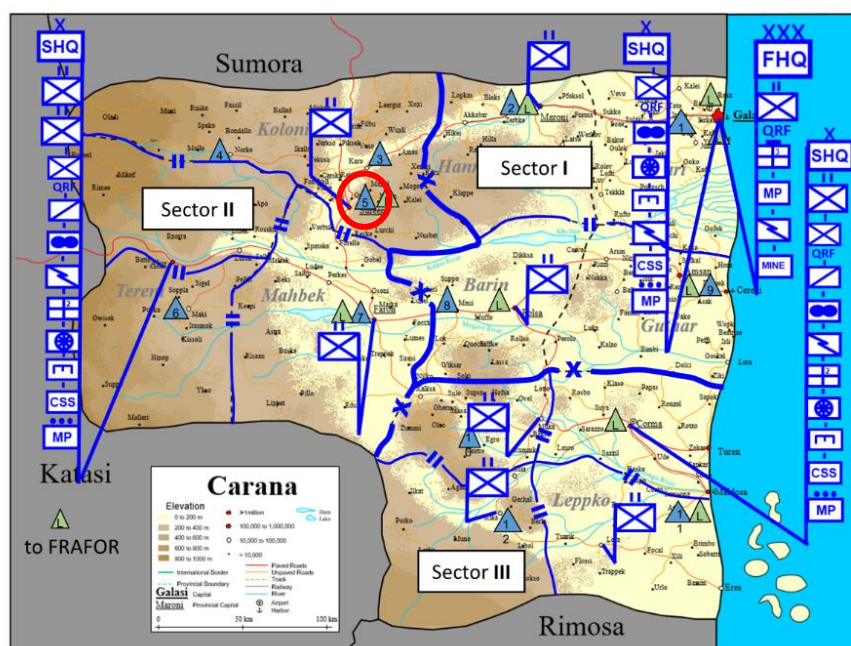
- a. **Scenario:** A broad, hypothetical or real-world context or storyline used for training, planning, or decision-making purposes. It provides a framework for exercises or analysis by describing the environment, actors, and challenges involved. Example: A conflict scenario in the country of CARANA (Note: For this TTX, a tailored and shortened version of the CARANA scenario is used).

- 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: The 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 a patrol along the road from SUREEN to NIXAN, the UNMO patrol was stopped at an illegal checkpoint established by MPC combatants.
- d. **Inject:** A scripted or planned input introduced during or after an incident to simulate an additional event or piece of information. Injects are used to test responses, decision-making, or adaptability. Example: After 30 minutes at this illegal checkpoint, during mediation, an agitated combatant pointed a gun towards the UNMO vehicle.
- e. **Expected Outcomes:** An acceptable solution, course of action, or decision that aligns with UN policies, procedures, Standard Operating Procedures (SOPs), and best practices to effectively address the challenge presented by an incident or inject. The expected outcome serves as a suggested suitable solution to the incident and/or inject. However, course participants may develop their own solutions, which, although different from the expected outcome, may still be considered acceptable.

4. Exercise Scenario and location of the UNMO Team Site:

The TTX is designed based on the operational environment of the hypothetical country CARANA within the context of UNAC.

The incidents and injects are projected based on the **situation of M+210**, and the activities carried out by the **UNMO Team Site 5 (UNMO TS-5) under Sector-2 of UNAC**.

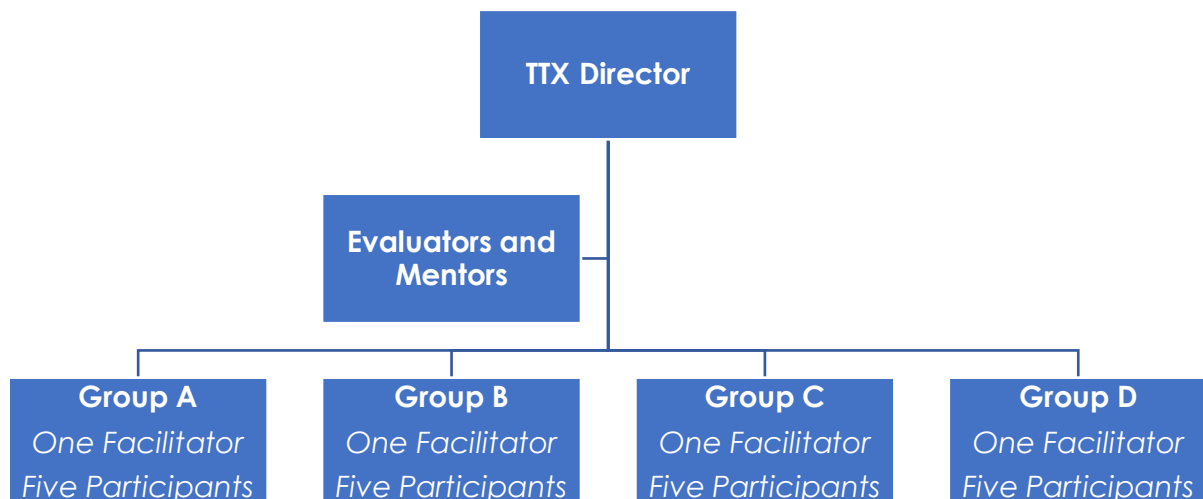


Force Deployment Map of UNAC (UNMO TS-5 circled in Red)

5. Roles:

- a. All participants shall perform the role of either the Patrol Leader (PL) or Team Site Leader (TSL) of the UNMO TS-5, depending on the incident. Regardless of the number of participants in the group, they will collectively assume the role of either the PL or TSL and work together to develop a unified solution during the TTX.
- b. Facilitators will deliver the exercise. The number of participant groups will be determined by the number of facilitators available.
- c. Where available, mentors should be utilised. Mentors will observe participants throughout the TTX and provide feedback during After Action Reviews or as required during exercise play. Any personnel employed as a mentor must possess sufficient knowledge, skills, and experience to fulfil that role.

6. Example of a TTX structure for 20 UNMO course participants:



Delivery



1. Sequence of Events:

A suggested sequence of activities is summarised below:

a. Preparation Phase:

- **Minimum three weeks before starting the course:**

The TTX Director and facilitators select which incidents and injects will be used based on the needs of the target audience, organise the schedule for the TTX, and decide on any customisations needed for each selected incident and inject.

- **Minimum two weeks before starting the course:**

- (1) Send out the "CARANA country study pre-reading" package to participants.
- (2) The Course Director discusses with the TTX Director, facilitators and mentors the procedures for conducting the TTX, expected outcomes, guidance to provide to participants, and evaluation methodology, among others.

- **Not later than one week before the course:**

- (1) The Course Director approves the final schedule for the TTX.
- (2) All selected incidents and injects (adjusted and customised if necessary) are ready, and the roles of facilitators and mentors are defined.
- (3) The TTX briefing and the CARANA country study presentations are revised and prepared accordingly.

- **First day of the Course:**

- (1) Hand out the "CARANA country study – Tactical Version" package to participants.
- (2) Participants are expected to study it in their free time before the TTX.

- **Not later than a day before the TTX:**

- (1) Participants are divided into groups of four or five, taking into consideration their learning capabilities, professional backgrounds, gender, mission deployments, and/or the overall course size. Additionally, if the course includes participants from different countries, it is recommended to form multinational groups. A facilitator is assigned to each group.
- (2) The learning environment is prepared. Recommended minimum materials for the learning environment are:
 - (a) 1 breakout room for each group.
 - (b) 1 large CARANA map per group.
 - (c) 2 Flip charts and markers.
 - (d) 1 Whiteboard and markers.
 - (e) Tables and chairs for all participants in the breakout rooms.
 - (f) General stationery for all participants (e.g. pens, markers, paper, notebooks).

(g) Optional: Projector, computers, and other IT equipment (if there is a need or preference to display the incident, injects, maps, images, etc.).

b. Execution Phase:

- CARANA country study briefing, TTX Briefing and Demonstration:

One day before or on the day of the TTX, a facilitator should conduct the CARANA country study briefing and provide an update on the situation as of M+210 in the plenary room. This will reinforce key information about the CARANA country and UNAC. This briefing is available in the training package.

Following the CARANA briefing, the Exercise Director should deliver the TTX briefing, which is also available in the training package. This briefing should cover the purpose, learning objectives, methodology, roles of participants and facilitators, and the schedule for the TTX.

After these two briefings, it is recommended to conduct a demonstration of one incident and inject in the plenary room to ensure all participants understand how the TTX will be conducted and the main learning outcomes. Finally, participants should be guided to their respective breakout rooms.

- The conduct of the Incidents:

According to the sequence of events, the facilitator shall project and distribute one copy of the situation and incident at the beginning of each learning activity.

The facilitator must ensure that participants understand the simulated event and ask them, for example: ***“What should be done in this case?”***, ***“What would you, as a UNMO, do if this situation occurred?”***, or ***“What action would you take as a Patrol Leader/Team Site Leader?”***

Immediately, the participants may start group discussions, focusing on analysing the problem, identifying the challenges, and setting the priorities. The participants should write the possible solutions or the COA on the flip chart to facilitate subsequent discussions.

During the process, if participants are “lost” on what to do, the facilitator may interrupt to steer the discussion/brainstorming towards the expected outcomes and enhance collaboration among the group participants.

Additionally, if necessary, the facilitator may provide useful information on the operational environment, rules of engagement, and SOPs, in case the participants have inadequate knowledge. Participants must be reminded of the allotted time to reach a collective decision.

- Presentation of Solution/Reaction/COA and Debriefing:

When the time for discussion is completed, one of the participants may present the COA using the flip chart, followed by the facilitator's debriefing.

The debrief should focus on highlighting the expected outcomes and linking these actions with the UNMO STM theoretical knowledge.

The debriefing may also be interactive, generating discussion on the suitability, feasibility, acceptability, flexibility, advantages, and disadvantages of the COA.

- Delivering Inject:

According to the schedule, the facilitator will deliver the inject by projecting and distributing a hard copy, adding further challenges to the ongoing event.

The discussion, presentation, and debriefing of the inject shall be conducted in the same manner as explained in the previous step (Conduct of the Incident).

c. After Action Review (AAR) of the TTX Phase:

The AAR will be conducted at the end of the day to assess performance, identify strengths and areas for improvement, and reinforce key lessons learned. It may be centrally arranged in the plenary room (desirable) or conducted in breakout rooms by the respective facilitators.

The AAR should primarily focus on the performance gaps in achieving the learning objectives by applying the UNMO STM knowledge to operational scenarios. It should clearly highlight the strengths and areas for improvement based on the reactions to the incidents and injects.

The AAR may also be an interactive session where participants may share their experiences on what worked well, major challenges, and lessons learned.

The Exercise Director may also collect written feedback from the participants.

2. Suggested timeline for one day of UNMO TTX:

The minimum recommended time for conducting the TTX is one day.

Each incident and inject is designed to be completed in approximately 45 minutes, allowing the execution of 7–8 incidents and injects within one day. However, PKTCs are encouraged to adjust the schedule as needed, considering the desired learning outcomes, participants' needs, level of knowledge, and time available.

It is recommended to maintain a balanced mix of incidents and injects across different levels of complexity (Basic, Moderate, Complex) to ensure a well-structured progression and facilitate comprehensive learning.

The sequence of the suggested main activities is summarised below:

S/N	Time	Activity
1.	0805-0825	TTX Briefing
2.	0830-0855	Demonstration
3.	0900-0945	Incident and Inject-1 (Basic)
4.	0950-1035	Incident and Inject-2 (Basic)
5.	1035-1050	Coffee Break
6.	1050-1135	Incident and Inject-3 (Moderate)
7.	1140-1225	Incident and Inject-4 (Moderate)
8.	1225-1325	Lunch Break
9.	1325-1410	Incident and Inject-5 (Moderate)
10.	1415-1500	Incident and Inject-6 (Complex)
11.	1500-1515	Coffee Break
12.	1515-1600	Incident and Inject-7 (Complex)
13.	1605-1650	Incident and Inject-8 (Complex)
14.	1650-1700	After Action Review (AAR)

a. Suggested timeline for each Incident and Inject:

Step 1- Incident (Total 25 min):

10 min: Discussion among the group participants.

5 min: Presentation of possible COAs.

10 min: Debriefing by Facilitator. At the end, the facilitator hands over the Inject.

Step 2- Inject (Total 20 min):

5 min: Discussion among the group participants.

5 min: Presentation of possible actions.

10 min: Debriefing by Facilitator.

3. Facilitator's Roles:

a. Preparatory Phase:

- (1) Prepare for the TTX in accordance with the Exercise Director's guidelines within the designated timeline.
- (2) Prepare the learning environment and conduct technical rehearsals to ensure the functionality of all equipment.
- (3) Conduct an in-depth study of the CARANA country package, theoretical lessons, and incidents and injects.
- (4) Rehearse the slides to be presented to participants during the TTX.
- (5) Assess the learning capabilities of participants based on the theoretical lessons and adjust your delivery accordingly.

b. Execution Phase:

- (1) Deliver a comprehensive briefing to participants, covering the CARANA country study, situation, learning objectives, methods, and time plan.
- (2) At the beginning of each activity, dynamically present the exercise situation and incident to ensure that participants have a clear understanding of the simulated event. For example, the situation, incident and/or inject may be presented using short videos, images, role-play, etc.
- (3) Foster an environment that promotes collaboration, communication, and collective problem-solving.
- (4) Guide discussions to keep participants focused on achieving the exercise objectives while allowing them the flexibility to apply their theoretical knowledge from the UNMO STM.
- (5) Act as a resource person for participants, providing clarification on the situation, rules of engagement, or operational guidelines when required. Encourage participants to derive the expected outcomes through guided discussion.
- (6) Introduce injects to simulate unexpected developments and add challenges to the ongoing incident.

- (7) Listen to the presentation of the COA and assess performance in relation to the expected outcomes of applying UNMO STM knowledge.
- (8) During the debriefing, facilitate discussion on the suitability, feasibility, acceptability, flexibility, advantages, and disadvantages of the COA within the context of UNPKO.
- (9) Ensure all participants contribute. Observe their actions, reactions, decisions, and teamwork throughout the exercise, taking note of strengths, weaknesses, and areas for improvement.
- (10) Share relevant experiences from your service as a peacekeeper in similar situations.

c. After Action Review Phase:

- (1) Lead the After-Action Review (AAR) session, encouraging participants to reflect on their decisions, actions, and identify areas for improvement.
- (2) Offer constructive feedback on performance, emphasising the application of theoretical knowledge and achievement of the learning outcomes.

4. Participant's Roles:

- a. Prepare for the TTX by studying the *CARANA Country Study Pre-reading* and the *CARANA Country Study – Tactical Version Package*.
- b. Understand the exercise's learning objectives, methods, and time plan. Familiarise yourself with the learning environment.
- c. Read, analyse, and comprehend the situation, incidents, and injects during the TTX.
- d. Actively participate in discussions, decision-making, and responses to incidents and injects throughout the exercise.
- e. Develop practical COAs as the UNMO Patrol Leader or UNMO Team Site Leader, applying theoretical lessons to the simulated situation.
- f. Foster teamwork, listen actively, and maintain proper etiquette during group discussions.
- g. Contribute effectively to discussions by briefly expressing your perspective while respecting differing viewpoints.
- h. Ensure COAs align with SOPs, ROE, human rights principles, and humanitarian law.
- i. Assist the recorder in organising the sequence of actions based on logical inputs from group participants.

5. Conclusion:

The TTX provides an opportunity to practically apply the theoretical lessons from the UNMO STM within the context of the operational environment in the fictional country of CARANA.

Facilitators play a pivotal role in guiding the TTX to achieve the desired learning outcomes. Therefore, continuous mentorship and guidance are crucial to the success of the exercise, ensuring that participants gain practical insights and develop the skills necessary for real-world mission scenarios.

Annexes:

- A. Carana Country Study Briefing (PowerPoint Presentation).
- B. UNMO TTX Briefing (PowerPoint Presentation).
- C. Incidents and Injects for Facilitators.
- D. Incidents and Injects for Participants: Handouts for Distribution.
- E. Example of the Sequence of Events for one day of UNMO TTX - Detailed Schedule Plan, Expected Outcomes, Facilitator's Guidance for the TTX.

Summary of Documents for Facilitators



- **CARANA Reading Material**

- a) Carana Country Study (Pre-Reading Package)
- b) Carana Country Study (Tactical Version package)
- c) Carana Country Study (Complete Package)
- d) Carana Map

- **Briefings**

- a) Carana Country Study Briefing
- b) UNMO TTX Briefing

- **TTX Incidents and Injects**

- a) Incidents and Injects for Facilitators
- b) Incidents and Injects for Participants: Handouts for Distribution
Example of the Sequence of Events for one day of UNMO TTX - Detailed Schedule Plan, Expected Outcomes, Facilitator's Guidance for the TTX.

- **UNMO Report Templates**

- a) UNMO Report Templates for Module 3 Learning Activities, Table-Top Exercise and Field Training Exercise.