



Incidents and Injects for Facilitators

CARANA
Table-Top Exercise (TTX)

For United Nations Military Observers Specialised
Training Materials



General Instructions

1. General:

This Annex 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 Courses of Action (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.

It is recommended to maintain a well-balanced mix of incidents and injects across varying levels of complexity throughout the TTX. This ensures a structured progression from basic to moderate and complex scenarios, promoting a comprehensive learning experience.

The incidents and injects are categorised as follows:

BASIC	
Incident and Inject Serial Number	Title
1	Unexpected local civilian reaction
2	Attack on civilians
3	Attack on Temporary Operating Base (TOB)
4	Car accident and first aid
5	Mediation
6	Demonstration against UN
7	Flash flood
8	Crying woman

MODERATE	
Incident and Inject Serial Number	Title
9	Stone-pelting towards UNMO patrol
10	Visit to military unit
11	Finding victims of Conflict-Related Sexual Violence (CRSV)
12	Direct attack on UNMO patrol
13	Misinformation and disinformation

14	Attack on IDPs / Refugees
15	UNMO ambushed and taken hostage
16	Roadblock

COMPLEX	
Incident and Inject Serial Number	Title
17	Explosion in LURCHI village
18	IDPs seeking shelter
19	Sexual Exploitation and Abuse (SEA)
20	UNMO team gets stuck in mine field
21	Civilians casualties from traffic accident
22	Attack on UNMO team site
23	Possible ethnic cleansing

2. Minimum suggested time:

Each incident and inject is designed to be completed within approximately **45 minutes**, allowing for the execution of **7–8 scenarios in a day**. **The minimum recommended duration for conducting the TTX is one day**; however, PKTCs are encouraged to adjust the schedule as needed, considering the intended learning outcomes, participants' needs, and available time.

The suggested sequence of main activities is outlined below:

S/N	Time	Activity
1.	0800-0825	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)

3. Structure of the Incidents and Injects:

Guidance is provided on the expected outcomes (**which serve as a reference but are not exhaustive**), facilitation tips, and the estimated 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.

The selection, modification, customisation, sequence, and timing for each incident and inject presented in this document are at the discretion of the TTX Director and Facilitators, considering the learning outcomes, participants' level of knowledge and military experience.

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

Incident and Inject # – Title	
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.
Time	Detail the minimum suggested time for the "Incident" activity.
Expected outcomes	Detail the main products, skills, or attitudes that participants are expected to present or achieve as a result of engaging in the "Incident" activity.
Inject	A scripted or planned input introduced during a military exercise or operation to simulate an event or piece of information.
Time	Detail the minimum suggested time for the "Inject" activity.
Expected outcomes	Detail the main products, skills, or attitudes that participants are expected to present or achieve as a result of engaging in the "Inject" activity.
Tips for Facilitators	Detail practical guidelines to help Facilitators effectively manage the Incident or Inject, engage participants, and achieve learning objectives.
Facilitator 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).



Incident and Inject 1

UNMO STM Table-Top Exercise

Incident and Inject 1 – Unexpected local civilian reaction	
Situation	UNAC Sector II HQ received information on possible anti-personnel mine and IED planted in the mountainous area of HANNO province and tasked your TS to find evidence of freshly laid anti-personnel mines and IEDs. In this regard, your UNMO team conducted a patrol in a remote village of KALEI. Your UNMO patrol was accompanied by a local male Language Assistant (LA). At the time when the patrol reached the village, the locals seemed friendly / cooperative; therefore, UNMO patrol requested a respectful meeting / talk with the village elder.
Incident	The locals started preparing for the venue of the meeting by laying carpets, bringing local food and drinks. The UNMO team was asked to wait for the leader's arrival so that the locals would have time for appropriate preparation. As soon as the village elder arrived, he invited the UNMO team to join him for tea and snacks on the carpet. UNMO and LA took their place on the carpet, but all in a sudden, the village elder turned angry, with a gesture of sending back the UNMO team.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Assess the Situation: - Observe and Analyse: Quickly observe the elder's body language and tone. Try to understand what may have triggered the sudden change in attitude. - De-escalate Tension: - Remain Calm: Ensure all team members remain calm and respectful. - Show Respect: Apologise if any cultural or procedural norms might have been unintentionally breached. - Communication: - Request Clarification: Politely ask – through the Language

	Assistant – the village elder or a local liaison to clarify the reason for his anger. - Acknowledge and Address Concerns: Show that the concerns of the village elder are being taken seriously and that the UNMO team is committed to resolving the issue respectfully. - Cultural Sensitivity: - Respect Traditions: Demonstrate understanding and respect for local customs and traditions. - Apologise if you have offended the elder in any way. - Adjust Approach: Be ready to adapt the approach based on the feedback and guidance from the locals. - Re-establish Trust: - Open Dialogue: Propose a follow-up meeting to discuss any misunderstandings and to continue building trust and cooperation. - Supportive Presence: Offer to assist with any immediate needs or concerns that the village might have. - Explain your tasks of monitoring and reporting the overall security situation, specifically the concern with freshly laid anti-personnel mines and IEDs, and that the IEDs may hurt or kill the villagers. - Communication: - Depending on the level of the tension, especially if the UNMO feel threatened, report the situation via radio to the UNMO TS.
Inject	The elder said that the UNMO could not step on the carpet wearing boots. Then the village elder asked the UNMO to remove their boots, flak jacket, helmet, and sunglasses to sit on his mat and talk.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- UNMO should evaluate the situation, considering the security environment, the threats, and the mission SOP regarding personnel protection (PP). - The UNMO should then decide if removing the items is the best Course of Action (COA) to better connect with to the village elder.
Tips for Facilitators	- Make a reference to the cultural awareness lesson in the Core Pre-deployment Training Materials (CPTM). - Advise participants to conduct research on the local culture/customs before deployment and clarify it further during the

	induction training and before each patrol. - The CLA and/or LA can be consulted regarding the understanding of local cultural habits. - Discuss with participants that every mission has an SOP regarding Personal Protection (PP). Refer to the UNMO STM Safety and Security of UNMO lesson. - Discuss that being in a “soft cap” – without PP – may facilitate the approach to the population. On the other hand, the UNMO safety and security are a priority. - On the matter of the mine/IED investigation, advise the participants to be aware of updated maps of clear roads by mission's EOD agency (e.g. UNMAS) and be careful on where they move. Refer to UNMO STM Mines, Explosive Remnants of War, Improvised Explosive Devices, and Crater Analysis.
Facilitator AAR Comments	



Incident and Inject 2

UNMO STM Table-Top Exercise

Incident and Inject 2 – Attack on civilians	
Situation	You are at D+210.
Incident	You received information from a local source that the MPC fighters attacked SPATOKA village two days ago. They burned down many houses, looted cattle, and abducted six children. Two SPATOKA villagers were shot dead. The MPC has retreated. You were tasked by your high headquarters to gather situational awareness.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Plan to conduct an UNMO patrol to SPATOKA, consider requesting force protection, brief your team. - Engage with other UN entities at Sector/Team-Site Level (e.g. TCC, UNPOL, UNICEF, Human Rights Unit, Child Protection Unit) to set up a possible joint patrol to investigate the situation and offer support to the population. - Engage with local authorities and try to obtain detailed information about the incident. - Assess the situation and identify possible future threats. - Document and send the report to high headquarters. Strongly recommend support from the Protection of Civilians Adviser, Human Rights, and Child Protection components as relevant. Recommend an increase in patrolling in the area.
Inject	The TSL has decided to send out a patrol of UNMO without force protection to SPATOKA village to assess the situation. The patrol was received in a hostile environment; the villagers were angry that the UN arrived so late and was not able to prevent the attack.
Time	Total: 20 minutes - Time for Discussion: 5 minutes

	- Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Communicate the situation to the TS via radio. - If the situation is only verbally hostile but not physically threatening, continue with caution. If it is physically threatening, disengage and withdraw to a safe location. Return to your TS and plan another patrol with Force Protection. - Engage with leaders and explain the tasks of UNMO in monitoring and reporting. - Identify possible actions to support the population. - Apply negotiation and de-escalation techniques to manage the situation. - Try to establish a communication network by providing and gathering contact information, so that future events can be reported or confirmed as soon as possible. - Coordinate with humanitarian agencies to respond effectively to the incident.
Tips for Facilitators	- Refer to STM lessons related to Negotiation and Mediation and Interviewing Techniques. - Review the respective roles of the military and the UN in addressing the humanitarian situation and supporting the local population. - It is the primary responsibility of the Host Nation to protect its civilians; the UN is to support in cases where local authorities fail to protect or are even acting against the local population. - Other entities in the Sector are able to provide possible support to victims of human rights violations, CRSV, and children – liaise with these entities. - Remind participants that UNMO are supposed to stay impartial while supporting the population.
Facilitator AAR Comments	



Incident and Inject 3

UNMO STM Table-Top Exercise

Incident and Inject 3 – Attack on Temporary Operating Base (TOB)	
Situation	UNMO Team Site 5 has received information that tensions have been rising around the UN TOB at POLLI (located 20 km northwest of TS 5), due to growing local dissatisfaction with the UNAC mission. Reports indicate that the MPC armed group, possibly supported by local leaders, is exploiting community grievances to fuel anti-UN sentiment.
Incident	You just received information about an unexpected attack on the UN TOB at POLLI. You heard that the MPC armed group infiltrated the perimeter during the night and set fire to several key facilities within the TOB, including fuel storage and a few vehicles. The surprise attack led to chaos within the TOB as the peacekeepers scrambled to defend the base. The UNIBAT has sent its QRF to stabilise the situation. Your TS has been tasked to conduct a patrol to monitor the situation.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Immediately send a Flash Report to SHQ/FHQ. - Conduct a special patrol with force protection to assess the security situation around the TOB at POLLI. - Gather necessary information on the details of the attack (e.g., nature and scope of the attack, number of armed group personnel involved, casualties, damages in the TOB, etc.). - Engage with the nearby local population to gather more information about the armed group's activity, purpose of the attack, and any known locations of threats. Find out whether the local population has been affected as well.

	- Assess further threats to the TOB and surrounding area, including threats to the civilian population. - Establish communication with the UN TOB, local authorities, and UN units to stay informed about developments.
Inject	While you were interacting with the local population in a nearby village, a local informed you about aggressive actions by UN troops from the POLLI TOB. Your patrol rushed to the site and found that the UN troops were physically abusing a few villagers to obtain information about the location of the MPC armed group.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Immediately report about the situation to your TS. - Engage with the commander of the UN troops and inform them about the serious violation of human rights and UN rules and regulations. - Verify the involvement of the villagers in the attack on the TOB. If there is evidence of involvement, hand them over to the local law enforcement/UNPOL for further investigation. - If there is no evidence of involvement, advise the commander to release the villagers. - Assess any medical requirements for the injured villagers and notify the nearest medical facility or request medical evacuation if needed. - Ensure documentation and immediate reporting of the incident to FHQ/SHQ. This includes providing accurate details of the circumstances and the requirement for any further investigation, including by the mission's Human Rights component and the Conduct and Discipline Team.
Tips for Facilitators	- Advise participants to reflect on the responsibilities of peacekeepers to respect, protect, and promote human rights. - Provide participants with resources for further study on topics such as: - Review Module 2, Lessons 2.1 and 2.2 of the UNMO STM. - Review the legal framework and human rights lesson of the CPTM. - Peacekeeping Rules of Engagement (ROE) and the authority to use force.

	- International humanitarian law and the Geneva Conventions regarding the protection of civilians.
Facilitator AAR Comments	



Incident and Inject 4

UNMO STM Table-Top Exercise

Incident and Inject 4 – Car accident and first aid	
Situation	You are conducting a medium range patrol, comprising two vehicles, 4 UNMO and a LA in the vicinity of MOGOT, 70 km away from UNMO Team Site 5. You are the Patrol Leader in the second vehicle.
Incident	It was raining, and when one of your patrol vehicles tried to pass through a cliff area, a landslide occurred, and the vehicle fell from the cliff. Two members of your patrol were injured; one has a broken leg, and the other is unconscious due to a head injury. Fortunately, you and the other UNMO in your vehicle remained safe.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Ensure the safety of the remaining personnel and confirm there is no further risk of landslides or harm to others. - Conduct a quick situation assessment and confirm the extent of injuries for both casualties. - Divide the responsibilities for attending to the injured UNMO and communicate with TS. - Request immediate CASEVAC support using the prescribed format. - Provide immediate first-aid procedures according to the severity of the injuries. - Send a request for the recovery of the vehicle.
Inject	The uninjured UNMO in your vehicle has immobilised the unconscious UNMO and is providing first aid to the one with the broken leg. As the Patrol Leader, you are on the radio requesting immediate CASEVAC for the injured UNMO when you spot five MPC elements approaching your position. They are approximately 500 metres away and armed with AK-47s. You cannot determine their intentions;

	however, you are aware that they have previously expressed discontent with the UN presence in the area where you are conducting the patrol.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Maintain calm and composure to avoid panic among team members. - Assess the situation and identify signs of hostility, such as aiming weapons. - Request TS to send UN Force Protection. - If the threat is imminent: - Evacuate the area immediately in your vehicle, even if you need to abandon the other UNMO vehicle. - If you cannot evacuate or the threat level is low: - Negotiate with the fighters and inform them about the ongoing medical emergency. - De-escalate tensions through calm communication and clear explanations. - Keep updating TS about the latest situation.
Tips for Facilitators	- Review the lesson of the CPTM and UNMO STM regarding First Aid and CASEVAC procedures. - Review the lessons of the UNMO STM regarding safety and security. - Review the Mission SOP on CASEVAC procedures. - Consider distributing the CASEVAC standard message to participants. - Emphasise the importance of carrying a first aid kit on all patrols. - Review the lesson of the UNMO STM regarding UNMO Reporting Procedures.
Facilitator AAR Comments	



Incident and Inject 5

UNMO STM Table-Top Exercise

Incident and Inject 5 – Mediation	
Situation	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 TS5, 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, XERANI village. You, the Team Site Leader, are the main mediator.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- 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 the meeting. - Define the role of the language assistant and rehearse. - Meet the parties separately to understand their perspectives and interests before the mediation. - Prepare the agenda, applying mediation principles and techniques. - Ensure the town hall is a neutral space and seek the assistance of the nearby UN Contingent to prepare the venue for the meeting (e.g., seating arrangements, refreshments, security). - Open the talk by welcoming and introducing each other and outlining the agenda. - Establish and communicate clear rules for the meeting to ensure

	mutual respect and constructive dialogue. - Emphasise 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. - If tempers flare, intervene calmly and remind participants of the ground rules. Suggest breaks if needed to allow participants to regroup. - Summarise the meeting by repeating what has been agreed. If possible, have agreements confirmed in writing and signed by both parties and give a signed copy. - Convene with the UN delegation to evaluate the outcomes, challenges, and next steps. - Report to FHQ/SHQ about the outcome of the mediation. - Maintain communication with both parties to ensure commitments are upheld and tensions remain de-escalated.
Inject	In the middle of the mediation, suddenly, the representatives of the two parties became agitated about an issue. Both groups started verbally offending each other. After threatening each other, the groups abruptly left the venue, putting an end to the mediation. Almost immediately, supporters of both parties started protesting, and the protest soon turned violent. There were multiple injuries and vandalism of public property.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Assess the situation and identify the possibility of further spread of violence. - Ensure the safety of all UN personnel at the venue and request SHQ to provide force protection to move to a secure location if necessary. - Inform the Team Site immediately about the situation and ensure the sending of a Flash Report to higher HQ. - Engage local law enforcement and government officials to assist in

	crowd management and restore order. - Request the contingent to deploy to prevent further violence and safeguard civilians immediately. - To calm their supporters, contact key representatives of the MPC and FDC privately via secure communication channels. - Engage with the party representatives, if possible, to explore the opportunities for another mediation. - Send a detailed report to the higher HQ and recommend enhanced patrolling in the area.
Tips for Facilitators	- Review the lessons of the UNMO STM regarding negotiation and mediation techniques. - Review the lesson of the UNMO STM regarding safety and security. - Advise participants to prepare well with adequate background knowledge on the root causes of tension between the parties. - Advise participants to always prepare for the escalation of tension during the mediation and arrange security measures accordingly.
Facilitator AAR Comments	



Incident and Inject 6

UNMO STM Table-Top Exercise

Incident and Inject 6 - Demonstration against UN	
Situation	Last month, the MPC rebel group burnt a village in the NIXAN region (35 km east of SUREEN), in which 15 villagers were killed, and many were injured. The local population is 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.
Incident	During the patrol, you noticed a gathering of locals in front of the town hall. After monitoring closely, you found that the people had started demonstrating against the UN. The demonstration blamed the UN for the recent tragedy and began demanding the withdrawal of UN peacekeepers from CARANA. The demonstration grew louder after the locals observed your presence in the town.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Stop your vehicles at a safe distance from the crowd but within sight. - Ensure a clear route for withdrawal. - Brief your team to remain calm, professional, and non-confrontational. - Estimate the size of the gathering and observe the mood (peaceful, agitated, or potentially violent). - Identify any signs of potential threats, such as weapons, aggressive

	behaviour, or external agitators. - Request assistance from the force protection if needed to ensure the safety of the UNMO. - Identify the leaders of the demonstration. - Report the situation to your Sector HQ and provide updates on the crowd's size, behaviour, and demands. - Request advice or reinforcements if the situation appears likely to escalate. - If necessary and feasible, involve local authorities to help manage the demonstration and maintain order. - Ensure your team stays vigilant for any signs of the demonstration turning violent. - If the situation becomes threatening, withdraw your team safely and avoid provoking the crowd. - If possible, move forward with one or two team members and the female language assistant, leaving the rest of the team at a secure location near the vehicles. - Greet the crowd respectfully, using the language assistant to communicate effectively. Express empathy and understanding for their frustration. - Engage with the demonstration's leaders and briefly explain the UN peacekeepers' mandate and limitations in the region. - Allow the crowd or their representatives to voice their concerns. Show that their voices are heard and respected. - If possible, make an audio or a visual documentation which may be useful to verify events and refute any misinformation/ disinformation. - Provide a detailed report to FHQ/ SHQ on the incident, including the size of the demonstration, key concerns raised, and actions taken. - Arrange a meeting with local leaders to continue addressing grievances and explaining the UN's efforts in the region. - Recommend more community engagement activities to improve the UN's relationship with the local population and demonstrate your commitment to their welfare.
Inject	Your attempts to de-escalate the situation failed. Instead, the size of the demonstration began increasing. The demonstrators appeared more agitated, heightening overall tension. A visibly angry faction within the crowd started exhibiting hostile behaviour and began throwing stones towards your vehicles.

Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Order the team to take cover behind vehicles or any available safe structures to avoid injury. - Request assistance from the force protection if needed to ensure the safety of the UNMO. - Ensure no one in your team retaliates or responds aggressively, as this could further provoke the crowd. - Quickly assess if any team members are injured and provide immediate first aid if possible. - Withdraw to a safer location away from the crowd. - Avoid unnecessary movements or gestures that may escalate the crowd's hostility. - Immediately communicate the escalating situation to Sector HQ, providing real-time updates about the size of the crowd, the level of aggression, and any injuries or damage. - Request reinforcements or assistance, such as additional peacekeepers, riot control units, or aerial monitoring. - Contact local authorities or community leaders for urgent intervention to pacify the crowd and facilitate dialogue. - Engage with trusted local figures who can act as intermediaries and appeal to the crowd to stop the violence. - Identify the safest route for withdrawing the vehicles without endangering the team or provoking the crowd further with the assistance of the force protection. - Move the vehicles slowly and deliberately, ensuring the team remains together. - Provide a detailed report to Sector HQ about the incident, including crowd size and behaviour, actions taken by your patrol, and damage to vehicles, injuries, or any other critical details. - Recommend a coordinated response, including the deployment of a specialised team for crowd control and engagement, and rebuilding trust through community outreach or media engagement to counter misinformation.
Tips for Facilitators	- Review the related lessons of UNMO STM on monitoring and observing.

	- Review the related lessons of UNMO STM on safety, security, and negotiation. - Emphasise the importance of the UNMO's safety and, if necessary, abandon any situation that may pose a security threat. - Advise to always review the latest situation update from the FHQ or SHQ and consider conducting a joint patrol based on the level of threat. - In the case of any demonstration, do not instantly withdraw. Assess the situation and identify potential security threats.
Facilitator AAR Comments	



Incident and Inject 7

UNMO STM Table-Top Exercise

Incident and Inject 7 – Flash flood	
Situation	You are going on a regular patrol in the SPATOKA area (50 km southeast of UNMO TS 5). It is now rainy season, and it has been raining heavily for the last few days. 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.
Incident	While enroute to SPATOKA village, your patrol encountered a major flash flood at the KALESI RIVER. The flood has severely affected the villages of SALBU and LUDEE, displacing an estimated hundreds of civilians.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- UNMO should ensure their safety by relocating to a safe area immediately. - Perform preliminary damage and needs assessment of the affected areas, noting infrastructure damage, the estimated number of displaced civilians, and immediate life-support needs such as food, water, shelter, and medical assistance. - Relay an urgent situation report (SITREP) to the Operations Centre and higher command, providing detailed information on the flood's impact, civilian displacement, and immediate threats to life and health. This SITREP will enable the UN to mobilize additional resources and humanitarian aid. - Establish communication with local authorities, NGOs, and humanitarian agencies operating in the region to coordinate relief efforts. UNMO can facilitate information sharing to support an organized and efficient response. - If operationally feasible and within the mandate, the UNMO patrol

	may recommend in the safe relocation of civilians to temporary shelters or safe zones, prioritizing vulnerable individuals (e.g., children, elderly, injured, and others). - Remain vigilant for any security concerns, such as potential looting, civil unrest, or the presence of armed groups that may exploit the situation.
Inject	After monitoring and reporting the situation, you started returning to the UNMO TS 5. As your team moved towards a low-lying area near the KALESI River, you encountered a partially submerged section of road which got inundated within the last few hours of rain. After an initial assessment, the water level appeared manageable, and you proceeded cautiously. Unexpectedly, the first vehicle got stuck in the mud. After repeated attempts, you could not move the vehicle. Moreover, the water level started rising dangerously.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Immediately order all personnel to evacuate the stuck vehicle and move to higher, safer ground to avoid the rising water. - Ensure the team remains calm and carries essential items such as communication devices, first aid kits, and emergency supplies. - Park the second vehicle on higher ground to avoid it becoming stuck or submerged. Use it as a temporary shelter if needed. - Inform TS and SHQ about the details and request immediate assistance, such as recovery equipment or reinforcements. - Observe the speed of the rising water to estimate the urgency of the situation and avoid attempting to retrieve the vehicle if it endangers the team's lives. - Try to identify and liaise with the nearest UN base, TOB, COB or the National Military facility. - Conserve food, water, and communication equipment battery life. Maintain constant contact with HQ to keep updated on the situation. - Once the team is safe, coordinate with SHQ or local authorities to recover the immobilized vehicle. - Document and report the incident, including photos and written records, for follow-up reporting.

Tips for Facilitators	- Review the safety and security lessons in the UNMO STM. The safety and security of UNMO personnel and UN equipment must remain the highest priority in all mission phases. - Emphasise enhancing driving skills, especially in four-wheel driving and using the winch. - Emphasise constant vigilance and precaution to maintain a high level of caution, assessing risks continuously and adapting to changing conditions. - Emphasise that UNMO should remain flexible, adjusting objectives and actions to reflect real-time situations and threats while working to achieve overall mission goals. - Remember that the UNMO Patrol briefing should also include the locations of UN bases or host nation facilities along the route of the patrol.
Facilitator AAR Comments	



Incident and Inject 8

UNMO STM Table-Top Exercise

Incident and Inject 8 – Crying woman	
Situation	UNMO Team Site 5 received the information of the killing of ten civilians in FORELLO village, approximately 30 km south of the team site. As the Patrol Leader of the UNMO team (comprising four UNMO and one language assistant), you are tasked with leading a patrol to the village to verify the information.
Incident	While enroute to FORELLO village, approximately 5 km from your destination, your patrol encountered a distressed local woman by the roadside, crying loudly and gesturing for help. You decided to halt the patrol to quickly assess the situation, ensuring the area was secure before approaching her. Upon inquiry, she tearfully explained that MPC fighters had killed her husband and several other civilians the previous night. She further warned that MPC fighters remain active in the area, continuing to threaten the local population.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Quickly Assess the Situation: Conduct a quick and thorough assessment to evaluate both the physical surroundings and any immediate threats posed by nearby hostile actors. - Ensure Team and Equipment Safety: Establish immediate security for all UN personnel and assets. - Calm and Support the Distressed Civilian: Provide comfort to the woman, maintain a calm and composed demeanour to help ease her distress, and gather as much relevant information as possible without escalating her emotional state. Ensure the woman's safety and security. - Coordinate with Local Authorities and UNPOL: Engage local authorities and UNPOL to initiate a formal investigation, leveraging

	their local knowledge and presence to gain more context on the killings and current security situation. - Coordinate with Peacekeeping (PK) Forces for Security: Communicate with PK forces to arrange additional support, ensuring the security of the surrounding area and aiding in the protection of the local population. - Report the incident to UNMO Team Site: Submit a comprehensive incident report to UNMO Team Site 5, detailing observations, any information obtained from the civilian, and an assessment of immediate risk to aid further action and coordination. Recommend immediate referral of the case to the mission's protection of Civilians Advisor, Women Protection Advisor and Human Rights component as relevant.
Inject	While you were engaged in dialogue with the distressed woman, a vehicle from the MPC armed group arrived at the scene, carrying four armed soldiers. The soldiers ordered the woman to get into their vehicle, but she firmly and visibly refused, expressing her unwillingness to comply.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Prioritize the safety of the team and secure all UN equipment to prevent potential loss or compromise. - Report the situation immediately to the UNMO Team Site and request Force Protection support to address the emerging security threat effectively. - Negotiate with the MPC soldiers to prevent them from taking the woman, emphasizing that forcibly removing her may constitute kidnapping and a human rights violation. - Alert local authorities promptly and request their assistance to de-escalate the situation and protect civilian rights. - Submit a comprehensive incident report. Recommend immediate referral of the case to the mission's Protection of Civilians Advisor, Women Protection Advisor and Human Rights component as relevant.
Tips for Facilitators	- Emphasize Safety and Security as Top Priorities: Reinforce that ensuring the safety of UNMO and securing UN equipment should remain the primary concern throughout the incident. - Provide immediate assistance: Where safe and feasible, assist

	distressed civilians in line with UN humanitarian principles, while balancing situational awareness and security. - Involve Local Authorities and Leverage Local Resources: Emphasize the importance of coordinating with local authorities, who have the primary responsibility for civilian security, and seeking their involvement to aid in de-escalation. - Ensure Timely and Accurate Reporting: Stress the importance of clear communication and immediate reporting to the UNMO Team Site, including requests for Force Protection support when necessary. - Collaborate on Investigation Efforts: Encourage participants to consider local authority and UNPOL support for investigating civilian casualties, reinforcing accountability and following protocol on human rights violations. - Prepare for Negotiation in Tense Situations: Highlight strategies for constructive negotiation with armed actors while protecting civilians and advocating for their rights, such as emphasizing the potential legal implications of their actions. - Emphasize the protection issues that the woman is facing. If taken by the MPC members, the woman may be subject to torture, inhumane treatment, rape or summary execution. It is of critical importance that information reaches the military component, Protection of Civilians team and Human Rights component for immediate action.
Facilitator AAR Comments	



Incident and Inject 9

UNMO STM Carana Table-Top Exercise

Incident and Inject 9 – Stone-pelting towards UNMO patrol	
Situation	Your UNMO team is tasked with patrolling IKALLU village Northwest TS 5 to observe the humanitarian aid distribution amidst growing tensions in the area. Recent violence between armed groups and local communities has left the area unstable, with fragile security.
Incident	As the UNMO team observes the humanitarian aid distribution led by the World Food Programme (WFP), with security ensured by UNPOL and TCC from Sector-II, several local leaders approach the area. They accuse the UN of favouritism towards other ethnic groups, stirring unrest and inciting the gathered population. They threaten to disrupt the aid distribution unless their demands are met. Suddenly, the local population incited by the leaders started pelting stones towards the UNMO vehicles.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Report to UNMO Team Site 5 (TS) the presence of the local leaders demanding additional aid and the local population pelting stones. - The UNMO team must ensure their safety by moving to a secure location and taking cover if necessary. The team should avoid taking aggressive action and focus on maintaining neutrality. - Engage with the local leaders and the population using peaceful negotiation methods. The UNMO team should explain the UN's role and focus on humanitarian aid distribution. - Ensure that the aid distribution is not disrupted and continue to monitor the situation to ensure safety. If possible, engage with local leaders to ensure aid is distributed fairly and peacefully. - Patrol Report: Recommend immediate referral of the case to the mission's Protection of Civilians advisor and Human Rights component as relevant as the growing tensions may cause violence

	and threats to civilians, particularly vulnerable ethnic groups.
Inject	While trying to retain control of the situation, at one point, one of the UNMO of your patrol got hit by a stone. The UNMO sustained a serious head injury.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Ensure Immediate Safety: The UNMO team must immediately take cover and protect themselves from the stone pelting by the crowd. Retaliation should be avoided at all costs to prevent further escalation of violence. - Report the Situation Promptly: Immediately inform the UNMO Team Site 5 (TS 5) about the escalation, detailing the presence of a hostile crowd. Request additional support if necessary to reinforce security and de-escalate the situation. - Administer first aid to the injured UNMO. - Key Leaders Engagement (KLE): Attempt to engage with local leaders, or community influencers who may help calm the crowd. Emphasize that the UN's presence is humanitarian in nature and focus on finding a peaceful solution. - Request Support if Needed: If the situation continues to deteriorate, request immediate reinforcement from UNPOL, TCC, or local law enforcement to assist in controlling the crowd and restoring order. - Apply Negotiation and De-escalation Techniques: Employ calm and respectful negotiation strategies to manage the aggression of the hostile crowd. Reinforce the humanitarian intent behind the UN's presence and highlight the shared goal of maintaining peace and safety for all parties involved.
Tips for Facilitators	- Emphasize Impartiality: Remind participants that maintaining impartiality is paramount in all interactions. The UNMO team must avoid getting involved in local conflicts or showing any favouritism toward any ethnic group or armed faction. Neutrality ensures that the UN is seen as a trusted, unbiased mediator in all situations. - Assess Growing Tensions and Civilian Risks: Continuously evaluate whether the escalating tensions are likely to result in violence, especially towards vulnerable ethnic groups. If there are clear threats to civilian safety, these must be reported immediately. Recommend that the mission's protection of civilians unit take relevant actions to safeguard the affected populations.

	- Ensure Immediate and Clear Reporting: Stress the importance of timely, accurate, and secure reporting to higher command. Clearly define what information should be reported, including real-time developments, the actions of armed groups, and the behaviour of the crowd. Accurate documentation is critical for decision-making at higher levels and ensures that appropriate responses can be coordinated effectively. - Safety of UNMO Personnel and Local Populations: The safety of both UNMO personnel and local populations should always be prioritized. Ensure that all team members are aware of their roles in maintaining safety and security in volatile situations. Implement safety measures, including tactical positioning and contingency planning, to protect everyone involved. - Continuous Risk Assessment and Early Signs of Escalation: Remind participants that risk assessment is an ongoing process. They should remain vigilant for early signs of escalation, such as increasing aggression from the crowd or armed actors, and take preventive measures to de-escalate tension. Steps like engaging with community leaders or requesting additional support from UNPOL or local authorities should be pre-emptively considered to mitigate further risks.
Facilitator AAR Comments	



Incident and Inject 10

UNMO STM Carana Table-Top Exercise

Incident and Inject 10 – Visit to military unit	
Situation	Recently, there has been an increase in tension between MPC and FDC in the region. Your TS is tasked to enhance communication and liaison with the rebel units to reduce the possibility of future communal clashes. Accordingly, you are conducting a patrol in KALEI (30 km east of UNMO TS 5). As part of the patrolling, you plan to go to a scheduled special liaison/ coordination visit in a local MPC Unit based at KALEI.
Incident	Upon arrival at the MPC unit gate, the guard immediately denies entry to your team despite the pre-scheduled nature of the visit. After requesting access a second time, the guard returns with an aggressive attitude, shouting at your team to leave.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Assess the situation by observing the surroundings for any additional signs of hostility or reinforcements arriving at the gate. - Note the guard's behaviour and any potential triggers for his aggression. - 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. - Request guidance or intervention from higher authorities, such as contacting the MPC Unit leadership directly through established communication channels. - If the guard becomes increasingly hostile, prioritize your team's safety and return to the TS. - Recognise the incident as an early indicator of tension that should be shared with SHQ/FHQ intelligence officers and civil affairs.
Inject	After a successful negotiation, you were allowed to enter the unit and met a few MPC officers. However, their unwelcoming attitude towards you was evident. Due to the MPC representative's persistent non-cooperation, one of the UNMO reacted and started a heated discussion. At one point, the agitated officer, with a few fighters, encircled you.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Regain control of your team with calm and firmly intervene to stop the heated discussion between the UNMO and the MPC representatives. - Address your team member directly and assertively, emphasizing the importance of maintaining professionalism and avoiding further provocation. - Quickly evaluate the attitude and positioning of the MPC officers and fighters. - Determine if they are merely posturing or their behaviour suggests an imminent physical threat. - Adopt a non-threatening stance by keeping your body language open and non-confrontational (e.g., hands visible, no sudden movements, avoid raising voice). - Politely suggest returning to the initial purpose of the meeting to refocus attention on constructive discussion. - If the situation permits, request to talk directly to the MPC commander.

	- If the situation deteriorates, calmly suggest ending the visit to avoid further misunderstandings and ensure your team exits the unit in an orderly manner without showing signs of panic. - Once safely away from the MPC unit, report the encounter in detail to the TS. - Recommend that senior UN officials or mediators engage with MPC leadership to address the root causes of the hostility and establish clearer protocols for future visits.
Tips for Facilitators	- Review the related lessons of UNMO STM on Liaison and coordination, safety and security, and negotiation. - Emphasise the importance of the UNMO's safety and, if necessary, abandon any engagement that may pose a security threat. - Advise always to review the latest situation update from the FHQ or SHQ before such events. - Highlight the importance of having all types of standard messages during patrols to send situation updates quickly.
Facilitator AAR Comments	



Incident and Inject 11

UNMO STM Carana Table-Top Exercise

Incident and Inject 11 – Finding victims of Conflict-Related Sexual Violence (CRSV)	
Situation	You are conducting a medium range patrol in the vicinities of POLLI, 30 km west of UNMO TS 5. Recently, there have been several reports of persecution by the armed groups of MPC in this area.
Incident	While conducting the patrol, at 11:00 am, you came across four women of Kori ethnicity, including a 12-year-old girl. All the women were badly injured wearing torn clothes. The women informed the patrol that MPC rebel fighters raped them last night in a temporary camp nearby POLLI village. The female UNMO of your patrol talked with the young girl and found that the MPC fighters came to her school and forcefully took her away at gunpoint. The teachers in the school could not say anything due to fear of being killed. Now, these women are still in trauma and are afraid to go back to their community.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Immediately report the situation to the TS. - Assess the situation and task the female UNMO to determine the level of injury. - Request for immediate MEDEVAC for the victims. - Ensure female UNMO conducts basic first aid measures for injuries (bleeding, abrasions, fractures) while minimizing further trauma. - Considering the psychological trauma, approach the victims with sensitivity and respect while inquiring. - Ensure the victims are transported to the nearest medical facility by local authorities for further treatment. If not possible, request for

	immediate medical support for the victims. - Coordinate with Women Protection Officer and Child Protection Advisor for further necessary actions. - Seek additional support from the humanitarian teams (e.g., UNHCR, UNICEF, NGOs, etc.). - Report the incident clearly and concisely to the higher HQ, based on the collected information. - Recommend further investigation of the incident, including by the mission's Human Rights component.
Inject	You have ensured immediate medical care for the victims. They were evacuated to Level-2 hospital by a patrol from the nearest COB. However, the local villagers from the Kori ethnicity got the information about the sexual violence and started demanding justice. Within a short time, almost 100 villagers had surrounded your patrol. A few of them were furious and blocked the road.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Quickly assess the mood of the crowd. Are they angry, frightened, or simply demanding justice? - Communicate the situation to your TS. - If the crowd becomes more unruly or violent, request force protection. - Identify any leaders or individuals who seem to be acting as spokesperson for the group. - Apply the principles and techniques of negotiation targeting the leaders. - Acknowledge their emotions (anger, pain, and desire for justice) without escalating the situation. Use empathetic language (e.g.: "We understand your pain. What happened is unacceptable.", "We are ensuring that those harmed are receiving care and that their case is being followed up"). - Actively listen to their demands and frustrations, ensuring that they feel heard. - Stress that you are committed to ensuring justice, but you must follow proper legal and humanitarian procedures.

	- Explain that the case is being investigated by the relevant authorities (UN and local law enforcement). The victims are being provided with medical care and psychological support. - Politely ask the crowd to allow your patrol to pass, explaining that your team needs to continue its mission to ensure the victims' safety and gather additional support for the community.
Tips for Facilitators	- Review the lesson of UNMO STM regarding Human Rights responsibilities and CRSV, as well as negotiation. - Review the lesson of the UNMO STM regarding UNMO reporting procedures. - Review the latest situation update from the FHQ or SHQ. - Review the Mission SOP regarding CRSV. - Highlight the importance of having all types of standard messages during patrols to send situation updates quickly.
Facilitator AAR Comments	



Incident and Inject 12

UNMO STM Carana Table-Top Exercise

Incident and Inject 12 – Direct attack on UNMO patrol	
Situation	You are on an UNMO regular patrol with no force protection, heading to VORBUK village (30 km southwest of UNMO TS 5).
Incident	During the patrol, you saw that five (5) armed men suddenly appeared in front of the patrol vehicle, shouting some words and signalling to stop the vehicle. The UNMO driver panicked and did not stop. The armed men then started shooting at your vehicle. You got two flat tyres and cannot drive the vehicle anymore.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Quickly evacuate the vehicle and seek cover behind nearby structures or natural barriers. - Ensure that all team members are accounted for and in safe positions (stay close together unless explicitly ordered to separate – avoid isolation). - Communicate to Team Site or FHQ/SHQ, informing them of the situation and your exact location. - Activate emergency protocols such as distress signals to alert nearby UN forces or local authorities and request immediate force protection. - Identify and monitor the armed men's actions and positions while avoiding direct confrontation. - If safe, attempt to communicate with the armed men to de-escalate the situation. Use a clear and calm voice. - Use the interpreter/language assistant to assist in communicating with the armed men. - Identify a safe evacuation route in case reinforcements arrive or the situation stabilises.

	- If possible, arrange for alternative transport to evacuate the area once it is safe to do so.
Inject	After the initial shots, before you had time to evacuate the vehicle, the armed men approached the vehicle cautiously. They shouted at the UNMO team to exit the vehicle with their hands raised. The atmosphere is tense, with the armed men exhibiting aggressive and unpredictable behaviour.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Immediately activate emergency protocols such as distress signals to alert nearby UN forces or local authorities, if not activated earlier. - Keep calm and exit the vehicle as instructed, keeping your hands visible to avoid escalating the situation further. - Attempt to communicate calmly and clearly with the armed men, explaining that you are unarmed UN peacekeepers on a routine patrol. - Carefully observe the armed men's actions and the surroundings to gather information on their numbers, positions, and intentions. - Identify if there is a leader among the armed men who might be more approachable for negotiation. - Try to negotiate with the leader to ensure the safety of the UNMO team, emphasizing the humanitarian mission of the UN. - Provide any necessary information to demonstrate that the patrol's presence is non-threatening and purely for peacekeeping purposes. - Document the encounter as thoroughly as possible, noting the time, location, descriptions of the armed men, and any communications or actions taken. - Once safe, report the incident to FHQ/SHQ with all gathered information for further analysis and response.
Tips for Facilitators	- Review lessons from the UNMO STM regarding safety, security, and negotiation procedures. - Emphasise the requirement of stopping the vehicle in such cases, instead of attempting to evade the blockade. - Emphasise activating the emergency protocol, such as distress signals, to alert nearby UN forces or local authorities, and maintaining constant radio communications with the team site.

	- Reinforce the importance of personal protective equipment and a handheld radio. - Emphasise applying the negotiation skills for the safe passage of the UNMO team. - Explore the importance of stress management in such a high-pressure scenario.
Facilitator AAR Comments	



Incident and Inject 13

UNMO STM Carana Table-Top Exercise

Incident and Inject 13 – Misinformation and disinformation	
Situation	A few days ago, there was an exchange of fire between MPC and FDC forces in Sector II near LURCHI village, about 50 kilometres southeast of UNMO TS 5. During the confrontation, a local civilian was unfortunately killed. The incident underscores the rising tensions in the region and raises fears for the safety of civilians.
Incident	Capitalising on the situation, unidentified person(s) fabricated a story alleging the deliberate killing of a family in LURCHI by UN peacekeepers. The news has already spread widely across social media. The spread of this false information could exacerbate tensions, undermine the credibility of peacekeeping forces, and threaten the safety of both civilians and UN personnel in the region.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Monitor content circulating on social media platforms to understand the scope and nature of the misinformation as part of the patrol preparation. - Carry out an initial assessment, try to identify the impact of the disinformation and assess the threat. - Send a Flash Report to higher HQ on the incident and obtain approval for a special patrol for the verification of the incident. - Carry out an initial assessment and try to identify the impact of the disinformation. - Lead a UNMO patrol to LURCHI village to confirm the details of the reported death and ensure the facts are accurately documented. - Engage with village elders, local leaders, and stakeholders in LURCHI to explain the incident and request their assistance in dispelling the

	false rumours. - Apply interviewing techniques and interview witnesses, including villagers and any other parties involved, to establish a clear sequence of events. - Collect physical evidence, such as photographs, bullet casings, and medical reports, to substantiate the findings. - Apply verification techniques to identify the source of the fabricated story, if possible, and assess its credibility. - Report situation updates to HQ and recommend enhancing local engagement through patrolling, CIMIC activities, liaison, and coordination. - Recommend that the FHQ MPIO disseminate verified information quickly and counteract false narratives.
Inject	The spreading of disinformation is severely affecting the image of UN peacekeepers in your AOR. As the Patrol leader, you visited LURCHI village to assess the situation. While you reached the site, you encountered local journalists who began asking your opinion on such human rights violations by UN peacekeepers.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Apply the lessons on Media Handling by the UNMO. - Express empathy for the villagers' concerns and reiterate the UN's commitment to protecting human rights. - Do not accept blame or dismiss the allegations outright, as this could escalate tensions. - Emphasise that the UN is always serious about human rights violations and that a thorough investigation is underway to ascertain the facts. - Avoid becoming the sole spokesperson for the UN—emphasise that the MPIO will release an official statement. - Document the interaction with journalists and share details with FHQ MPIO.
Tips for Facilitators	- Review the lessons from the UNMO STM regarding misinformation and disinformation. - Review the lessons from the UNMO STM regarding media relations.

	- Review the lessons from the UNMO STM regarding interviewing techniques and UNMO reporting procedures. - Advise participants to identify possibilities of encountering the media and prepare a statement well ahead, verified by the MPIO. - Suggest that participants communicate with the local population about the role of the UNMO.
Facilitator AAR Comments	



Incident and Inject 14

UNMO STM Carana Table-Top Exercise

Incident and Inject 14 – Attack on IDPs / Refugees

Situation	UNMO TS 5 has received information from UNHCR staff on-site about violent attacks on civilians in the IDP/Refugee camp located in NIXAN (approximately 40 km Northeast of UNMO TS 5). The attacks are reportedly carried out by an armed group opposing the government (unconfirmed if affiliated with the MPC). This armed group is known to integrate into the civilian population, often sharing the same ethnic background and typically operating without uniforms. Their primary target appears to be IDPs/Refugees from a neighbouring province/country, whom they accuse of exacerbating local resource shortages, particularly in food and water. As the Patrol Leader of the UNMO team (comprising four UNMO and one language assistant), your task is to lead a patrol to the IDP/Refugee camp to assess the situation and verify reports of the attacks. Note: This patrol will proceed without Force Protection.
Incident	Upon arrival at the IDP/refugee camp, your team conducted interviews with several IDPs/refugees to assess the general security situation. During assessment, you observe a routine food distribution by WFP taking place. Suddenly, tensions escalate as a group of frustrated IDPs/refugees, perceiving inadequate assistance, begins to confront a humanitarian worker. The situation deteriorates rapidly, with additional IDPs/refugees joining in, leading to shouts, pushing, and heightened disorder. Meanwhile, members of the armed group are observed nearby, watching the incident unfold and appearing poised to exploit the chaos to assert control or intimidate the IDPs/refugees further.
Time	Total: 25 minutes Time for Discussion: 10 minutes

	Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Report the escalating situation immediately to UNMO TS 5 using radio communication, including possible threats to the IDPs/Refugees that the presence of armed group members may cause. - Ensure detailed documentation of the incident if safe to do so, 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 stabilisation becomes necessary. - Prioritise the safety of all UNMO personnel and equipment by remaining vigilant, prepared to withdraw if the situation becomes unmanageable, and maintaining impartial positioning to avoid escalation. - Be ready to attempt to de-escalate the situation by engaging key leaders as needed. - Facilitate coordination between the humanitarian agencies (such as WFP staff on-site) and local authorities to address the security risks in the camp and to improve communication on protocols for emergency response and resource distribution. - Advise humanitarian agencies on measures to enhance their safety and security during distributions, based on observed patterns of tension or violence in the camp.
Inject	Due to the deteriorating security situation, two IDPs/Refugees were attacked by members of the armed group. One of the IDPs/Refugees is severely injured, suffering from heavy bleeding. As your team nears the scene, an armed group member notices your presence and attempts to approach the injured individual, seemingly with the intent to kill the IDP/ Refugee.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Report the situation to UNMO TS 5 as quickly as possible to ensure higher command is aware and can mobilise Force Protection. - Identify immediate steps to safeguard the injured individual, other IDPs/Refugees, and the UNMO team. This could include negotiating

	with the armed group to allow an ambulance or medical assistance to evacuate the severely injured IDP/Refugee. - Use negotiation and de-escalation techniques to manage the armed group member's aggressive behaviour, emphasising the humanitarian nature of your presence to reduce hostilities and ensure the safety of all involved. - Establish coordination with humanitarian agencies and local authorities to improve response plans for similar incidents in the future, aiming to strengthen security and medical response capabilities in vulnerable areas (to be included in your Patrol Report). - In your reporting to TS 5, recommend immediate referral of the case to the mission's Protection of Civilians advisor and Human Rights component as relevant, to put in place additional protection measures and an investigation into possible human rights violations.
Tips for Facilitators	- Refer to UNMO STM lessons on Safety and Security of UNMO, Negotiation and Mediation, and UNMO Reporting Procedures. - Highlight effective de-escalation methods that UNMO can use when engaging with both hostile elements and distressed civilians. Discuss strategies for maintaining impartiality, building trust, and calmly negotiating with armed groups to mitigate risks and protect vulnerable individuals. - Emphasise UNMO's responsibility in creating a secure environment for humanitarian operations. Discuss approaches to offer indirect protection for humanitarian workers while upholding UN principles of impartiality. - Discuss the importance of collaboration with UN agencies such as WFP, UNHCR, and WHO to ensure coordinated delivery of resources and support to IDPs/refugees. Emphasise streamlined communication and joint planning with these agencies to respond to complex humanitarian needs effectively. - Stress the importance of reporting during critical incidents, especially where human rights violations occur. Strongly recommend that this information be brought to the immediate attention of the Human Rights component and relevant protection actors.
Facilitator AAR Comments	



Incident and Inject 15

UNMO STM Carana Table-Top Exercise

Incident and Inject 15 – UNMO ambushed and taken hostage	
Situation	The Duty Officer at UNMO TS 5 is monitoring a patrol in the field from the radio room.
Incident	Suddenly, you receive a distress signal from a long-range patrol team of four UNMO conducting a routine patrol near FONSKOLL Village (located approximately 70 km northwest of UNMO TS 5). Based on the distress signal received, you conclude that the patrol was ambushed by an unidentified group, and the UNMO have been taken hostage. Since the radio communication remains “open,” you understand that one of the UNMO activated the emergency signal just before the team was fully captured.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	For Duty Officer: - Note the coordinates of the distress signal. - Immediately inform the Team Site Leader (TSL). - If TSL is unavailable, proceed as the acting TSL. - Identify on the map the nearest UN/national military/police to the incident location. For Team Site Leader: - Report to SHQ/FHQ. - Request immediate Search and Rescue Operation from the Military Component. - Ensure coordination with local authorities, peacekeeping contingents, and relevant UN agencies. For Patrol Leader: - Immediately activate Hijack Signal. - The Patrol Leader reassures the captors of the UN's impartial role in the conflict.

	- The Patrol Leader ensures that the hostages remain calm and follow instructions to avoid angering the captors.
Inject	While the UNMO are being held by the captors, the situation takes an unexpected turn when another local armed group (unaffiliated with the captors) attacked the area, opening fire on the captors' hideout. The captors, clearly agitated, threaten to execute the UNMO if any further attacks on their position occur. They demand that the UNMO help negotiate a ceasefire with the other armed group elements or else face violent retaliation.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Prioritise the safety of the UNMO and avoid direct involvement in the militia-captor conflict. - If captors threaten to execute UNMO, the Patrol Leader responds in a calm, impartial tone to gain time. - Develop a plan to de-escalate tensions by engaging the captors calmly and reassuring them that the UN does not take sides. - Use time and communication to delay any rushed decisions by the captors.
Tips for Facilitators	- Refer to the applicable lessons learned from the BSAFE course. - Highlight the importance of the distress signal to higher command so that they can analyse the signal's range and begin planning a response. - It is critical for the UNMO to maintain their composure in the face of aggression. Any signs of fear, panic, or resistance could be perceived as a threat, which may escalate the situation and provoke the captors into violent actions. - Stress that the key to surviving a situation like this is emotional control. Remind participants that the UNMO should not resist, panic, or react impulsively in such a high-stress environment. - Advise participants on the importance of clear, calm communication with the captors. - Stress the UN principle of impartiality in conflict and hostage situations. UNMO are there to observe, not to take sides. Any action that could be perceived as taking sides could escalate the threat to the team's safety.

	- Emphasise that threats of execution or other violent actions are a normal tactic used by captors in hostage situations. The key is to not react impulsively. The UNMO team's survival may depend on how well they can maintain composure and impartiality, even when confronted with immediate threats.
Facilitator AAR Comments	



Incident and Inject 16

UNMO STM Carana Table-Top Exercise

Incident and Inject 16 – Roadblock	
Situation	Your UNMO TS 5 was tasked with conducting a regular patrol in FORELLO village, without force protection.
Incident	On the road to FORELLO, you are stopped by a roadblock manned by MPC armed personnel. Initially, they declare that the UNMO patrol is not authorised to pass. After a brief conversation, they demand money to allow you to proceed.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Assess the situation, including identifying the threat level, the intentions of the armed personnel, and the potential risks to your team safety. - Report the incident to TS, if the conditions allow. - Negotiate with the armed personnel leader to allow your patrol to pass. - Reinforce that UNMO are granted freedom of movement by the UNAC mandate. - If negotiation fails, do not pay and return to the TS. - Avoid taking pictures of armed personnel unless specifically authorised, as doing so could compromise the safety and security of both you and your patrol team members. - Record the location of the roadblock. - Record the identity of the armed personnel, if possible. - Report the incident to SHQ.
Inject	One of the patrol members attempts to take photos discreetly. One of the armed men notices the attempt, becomes angry, and fires a shot at the vehicle. No one is injured. The MPC leader demands the observer's phone to delete the photos.

Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Make a quick threat assessment. Identify the intentions of the armed personnel. - Report to UNMO TS 5. - Apologise for the photo incident. - Do not hand the phone to the MPC soldier but delete the photos in front of him. Show that no photos remain. - Assess the vehicle situation to determine if it can be driven safely. If not, report to the TS and request recovery of the vehicle and UNMO team. - Apologise and return to the TS to avoid further escalation. - If the situation escalates, send a distress signal via radio and, if possible, request force protection immediately. Maintain the negotiation calmly until force protection arrives.
Tips for Facilitators	- Refer to UNMO STM lessons regarding Safety and Security of UNMO, Negotiation and Mediation, and UNMO Reporting Procedures. - Emphasize no covert actions that may escalate the tension if noticed. - Highlight that freedom of movement is guaranteed by the UN mandate. - Emphasise that paying the armed men to be allowed to pass the roadblock will encourage them to do it again. - Emphasise that the safety and security of the UNMO is the priority. If you cannot conduct the patrol due to safety/security concerns, return to the TS and report.
Facilitator AAR Comments	



Incident and Inject 17

UNMO STM Carana Table-Top Exercise

Incident and Inject 17 – Explosion in LURCHI village	
Situation	You are in your TS, and your LA has received information from a local in LURCHI village about a large movement of MPC fighters.
Incident	Two hours later, you received additional information from a local source indicating that a substantial explosion occurred in LURCHI village. Details remain scarce, but initial indications suggest the possibility of casualties.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Send flash report on occurrence of the explosion. Also share the movement of MPC fighters, if not previously reported. - Prepare to conduct a special UNMO patrol to gather firsthand information and assess the situation. - Request force protection for the patrol and, if possible, medical assistance. - Establish contact with local authorities and residents for additional information. - On arrival at the scene, coordinate with the TCC and local authorities to secure the perimeter around the explosion site to prevent secondary incidents. - Ensure the safety of both UN personnel and local civilians in the vicinity. - Assess the damage including casualties. - Coordinate with humanitarian actors and human rights organisations. - Coordinate with local medical facilities to provide immediate medical assistance, if necessary. - Keep reporting to FHQ/SHQ and relevant stakeholders about the incident. Strongly recommend further investigation of the incident by the mission's Human Rights component.

	- Coordinate with the military public information officer (MPIO) to manage the flow of information and prevent misinformation. - Coordinate with UNPOL, UNMAS, Weapons Inspection Team (WIT) to carry out preliminary investigations to determine the cause and extent of the explosion. - Document evidence for the report, if safe to do so.
Inject	You are documenting the evidence of the explosion. Then, a secondary, smaller explosion occurs near your location, causing further panic among the local population and injuries to several civilians.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Coordinate with TCC, UNMAS, UNPOL and local authorities to increase the security perimeter to a wider area to prevent more explosions, manage the crowd and ensure orderly evacuation. - Coordinate the expansion of the medical response teams to handle additional casualties. - Update FHQ/SHQ, submitting flash reports about the secondary explosion and stress the need to increase presence in the area to ensure the protection of civilians. - Coordinate with investigators to determine if the secondary explosion was a deliberate attack targeting the response teams. - Document evidence from both explosion sites for the reports and ensure that all information is also referred to the mission's Human Rights component.
Tips for Facilitators	- The safety and security of UN personnel and local civilians are a priority. - Reinforce the importance of Personal Protection (PP). - Immediate medical assistance to those affected. - Gather accurate information to support the analysis of the cause and impact of the explosions and ensure that all relevant information is received by the Human Rights component for further investigation of possible human rights violations - Maintenance of clear communication, via flash reports, with FHQ/SHQ to facilitate the coordination of response efforts. - Refer to UNMO STM Mines, Explosive Remnants of War, Improvised Explosive Devices, and Crater Analysis.

Facilitator AAR Comments	
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Incident and Inject 18

UNMO STM Carana Table-Top Exercise

Incident and Inject 18 – IDPs seeking shelter	
Situation	Due to the recent MPC movement, IDPs fear potential attacks from the armed group. The UNMO Team Site 5 is collocated with TCC Battalion HQ.
Incident	You are in your TS, and IDPs are on your gate looking for shelter inside the TS. As a TSL, you assessed that the IDPs are under immediate threat.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Submit a flash report including request for support from POC unit and humanitarian actors. - Coordinate with TCC to set up temporary shelters adjacent to the TCC compound (or inside compound – if other options not feasible) for the IDPs, as the civilians are under immediate threat. - Coordinate with TCC on the perimeter security of the UNMO TS to prevent any potential breach by MPC forces. - Coordinate the provision of immediate aid: food, water, and medical attention to all IDPs. - Continue reporting to FHQ/SHQ, noting possible threats to civilians, and strongly recommend the intervention of the mission to protect civilians, including informing the mission's Protection of Civilians Advisor and the Human Rights component for possible investigations and monitoring of the incident. - Inform and coordinate with humanitarian and human rights agencies for additional support.
Inject	As IDPs seek refuge inside the TS due to an imminent threat from an armed group, the TSL decides to allow them to enter the TS. During the screening of the IDPs, you find three MPC combatants who have infiltrated and stated that they no longer wish to be part of the

	conflict.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Coordinate with TCC and UNPOL to strengthen the security perimeter around the TS. - Coordinate with TCC to set up a temporary shelter within the TCC compound. - Coordinate with human rights to identify additional protection concerns (CRSV, child protection, etc.). - Segregate the three former MPC combatants and ensure they are unarmed. Since they no longer wish to be part of the conflict they are considered non-combatants; therefore, they are under the protection of international humanitarian law. In addition, they should be handed over to UNPOL or the HR Unit for further investigation (possible crimes against humanity, etc.) - Coordinate with DDR and human rights on the issue. - Conduct an urgent assessment of required resources (food, water, medical supplies) to meet the immediate needs. - Request supplies from FHQ/SHQ and local NGOs to meet the immediate needs of the IDPs. - Continue reporting to FHQ/SHQ. - Maintain transparency with the IDPs to manage their expectations and reduce panic.
Tips for Facilitators	- Ensure the safety and well-being of IDPs. - Facilitate the coordination between military and humanitarian efforts to address immediate needs. - Maintain order and security within the TS while supporting the psychological well-being of the IDPs under immediate threat.
Facilitator AAR Comments	



Incident and Inject 19

UNMO STM Carana Table-Top Exercise

Incident and Inject 19 – Sexual Exploitation and Abuse (SEA)	
Situation	You were tasked to conduct a regular monitoring patrol in RECKE village, approximately 20 km south of the UNMO TS 5.
Incident	At RECKE village, you were approached by 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 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.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Carefully document the details provided by the local leaders, ensuring accuracy and impartiality. Include the names of involved parties (if provided), dates, locations, and the nature of the complaint. - Politely ask for additional details or clarifications to understand the full context of the allegation without showing bias or judgment. - Find if the victim is minor or legal age. If legal age, a female UNMO may interview her. If needed, employ a female language assistant. - 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.

	- Refrain from conducting independent investigations or confronting the accused. Keep the incident confidential to avoid any intimidation or protection risk for the young women. - Work with Community Liaison Assistant CLA, civil affairs or community outreach teams to mitigate potential fallout 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.
Inject	While the UNMO team was diligently collecting information of the incident, an agitated mob suddenly gathered and confronted them. The mob, fuelled by frustration and impatience, began to aggressively demand immediate action and accountability.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Ensure the safety of the UNMO team by positioning themselves in a secure location, with a clear evasion route and avoiding any physical confrontation. - The UNMO team should engage with the mob in a calm and respectful manner to de-escalate the situation. - Provide a clear explanation of the UNMO's role and the steps being taken to address the incident. - Identify the key personnel, acknowledge the community's concerns and assure them that their grievances will be communicated to the relevant authorities. Do not make promises. - If necessary, request for immediate reinforcements or assistance from local law enforcement or Sector-II UN peacekeeping forces to manage the crowd and/or evacuate. - Document the interaction with the mob, noting key individuals, statements made, and any actions taken. - Report the incident and the response measures to SHQ/FHQ.
Tips for Facilitators	- Refer to CPTM Sexual Exploitation and Abuse (SEA) lesson and STM Basic UN Investigation and Verification Techniques lesson as well as

	lesson 2.1 of the UNMO STM. - UNMO must ensure adherence to UN protocols and facilitate a coordinated response to the allegations. By addressing the concerns of the local leaders and involving the appropriate mission entities, you help protect the mission's integrity and foster accountability while maintaining trust with the local community. - UNMO should uphold the UN's commitment to accountability, human rights, and mission integrity.
Facilitator AAR Comments	



Incident and Inject 20

UNMO STM Carana Table-Top Exercise

Incident and Inject 20 – UNMO team gets stuck in a minefield	
Situation	During the last month, various incidents indicate an upsurge in tension between the MPC and CDF. Reports have also emerged regarding several shooting incidents, smuggling activities, and newly laid anti-personnel mines /IEDs in the SPATOKA area in Sector II. As part of the regular patrols conducted by Team Site-5, you are leading a medium range patrol in the SPATOKA area, located 50 km southwest from the TS, comprising two vehicles. You are the Patrol Leader in the first vehicle.
Incident	While moving from FORELLO to SPATOKA, the 1st vehicle suddenly received a call from the 2nd vehicle reporting the sighting of a landmine. Both vehicles immediately halted. After thoroughly observing the surroundings, the 1st vehicle spotted two more landmines within a few metres, while the 2nd vehicle remained behind and outside the mined area. Upon assessment, you realised that the 1st vehicle is trapped in a minefield.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Initiating the emergency procedures in the minefield (MINED): - M: Movement stops - I: Inform HQ and people around - N: Note the area - E: Evaluate the Course of action - D: Do not move - Request immediate support to the TS in order to send specialised unit to be rescued. - After being rescued, marking and reporting the minefield.

Inject	As the Patrol Leader, you requested immediate support from the Team Site to the Sector HQ to dispatch specialised troops to rescue your team and clear the area, allowing you to exit the minefield safely. After nearly two hours in the minefield waiting for assistance, one of the UNMO in your patrol experienced a severe anxiety attack. Suddenly, the UNMO left the vehicle and stepped onto anti-personnel mine causing severe injury to the UNMO's leg.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Submit a Flash Report to the TS requesting immediate CASEVAC. - Do not leave the vehicle and try to attend the casualty. - If the injured UNMO is conscious, throw him a tourniquet to apply to stop the bleeding and provide any form of first aid, if possible, from the distance. - Try to keep the injured UNMO calm as much as possible.
Tips for Facilitators	- Review lesson of the UNMO STM regarding Mines, Explosive Remnants of War, Improvised Explosive Devices and Crater Analysis. - Review Lesson of the CPTM or UNMO STM regarding CASEVAC procedures, as well as First Aid. - Review the SOP on CASEVAC procedures. - Consider distributing the CASEVAC standard message to participants. - To avoid possible anxiety attacks, adopt following procedures: - Calm the UNMO by speaking in a reassuring tone to help reduce anxiety. - Encourage the UNMO to take slow, deep breaths to relax. - Provide Distraction by engaging the UNMO in a conversation to divert their focus from the stressful situation. - Review Lesson of the UNMO STM regarding UNMO Reporting Procedures. - Highlight the importance of having all types of standard messages during patrols to send situation updates quickly. - Advice participants to follow the correct procedures in case trapped in a minefield (e.g., MINED emergency procedures, do not leave the vehicle etc.). - Site example of similar mine-related incidents from recent UN missions, e.g., MINUSMA, MONUSCO, MINUSCA, etc.

Facilitator AAR Comments	
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Incident and Inject 21

UNMO STM Carana Table-Top Exercise

Incident and Inject 21 – Casualties from traffic accident	
Situation	As a Patrol Leader of the UNMO team comprising two UNMO and one language assistant, your task is to lead an administrative patrol to the Sector HQ in ALUR. During the patrol, your vehicle passed through a busy market area in VORBUK (located at approximately 15 km Southwest of the UNMO TS 5), navigating heavy pedestrian and vehicle traffic, which poses significant risks to your team and the possibility of being caught in unpredictable security incidents.
Incident	The UNMO vehicle, while navigating the only route out of the village, which passes through the crowded market, accidentally struck two civilians on a motorcycle. The impact was severe, tragically resulting in the death of one of them on the spot.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Report immediately the situation via radio to UNMO TS 5. Send emergency signal on the radio. - Apply first aid: If the second civilian is alive but injured, immediate first aid should be administered to stabilise his condition until support arrives. - Request immediate force protection. - Possible evacuation of the team: If the threat from the crowd or surrounding security environment becomes more tensed, the team may be forced to withdraw from the area, prioritising the safety of the personnel. - Coordinate with local authorities to ensure the safety of the patrol members.
Inject	A group of protesters gathered at the site, demanding the immediate arrest of the UNMO involved.

	As tensions escalated, one of the patrol members was pushed by an agitated individual from the crowd, causing him to fall. At the same time, a few angry protesters shattered the windshield of the UNMO vehicle. The arrival of local media further heightened the situation, amplifying the protesters' grievances and broadcasting the unfolding events.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Report immediately to UNMO TS 5. Send emergency signal on the radio, if not done already. - Document the incident, if safe to do so, and actions taken must be thorough to ensure accountability and clarity for any subsequent investigations. - Avoid engagement with media and protesters to prevent escalation of tensions. - Request immediate force protection and liaise with local authorities to ensure the safety of the patrol members, including relocating them to a safe area. - If the crowd continues to pose a threat to public safety, also request immediate support from UNPOL or local forces to assist in controlling the crowd and maintaining order. - If UNMO lives are threatened, evade the area, if possible.
Tips for Facilitators	- Refer to lessons of UNMO STM regarding Safety and Security of UNMO, Media Relations and Use of Social Media, Negotiation and Mediation, and UNMO Reporting Procedures. - Emphasize the importance of having message templates during patrols to enable swift and efficient situation updates. - Present case studies, if available, of past incidents involving accidents with UN vehicles and locals. Analyse what went well and what could have been improved to provide practical learning points. - Highlight the importance of defensive driving. - Highlight the need for flexibility and adaptability in crisis situations. - Emphasize the need for clear communication and coordination with local authorities. - Discuss the importance of non-confrontational engagement with the media and protesters to prevent the escalation of tensions.

	- Discuss with participants how to assess their surroundings, identify potential threats, and make decisions that ensure their safety.
Facilitator AAR Comments	



Incident and Inject 22

UNMO STM Carana Table-Top Exercise

Incident and Inject 22 – Attack on UNMO team site	
Situation	As the Team Leader of UNMO TS 5, you have received reports from SHQ of growing anti-UNAC sentiment in SUREEN area. Additionally, local sources report that the population may organize protests in front of UN sites.
Incident	A crowd of approximately 50-60 protesters gathered in front of the UNMO TS 5 entrance, waving banners and shouting slogans against the UN. Suddenly, an unknown armed group attacked TS 5, damaging the perimeter fence and striking a parked UNMO vehicle with small arms fire, causing minor damage. While no injuries were reported, the escalating threat has heightened tensions and created panic among UNMO personnel.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Report the situation to SHQ. - Liaise with UNDSS Area Security Coordinator. - Document the incident and request immediate force protection. - Conduct an immediate reassessment of the security situation and evaluate the risk of further attacks. - Ensure all UNMO personnel are accounted for and safely inside the compound. - Reach out to the nearest TOB/COB to request support. - Coordinate with local authorities for additional security measures. - Coordinate with the Force on possible threats to civilians and strongly recommend the intervention of the mission to protect civilians, including by informing the mission's protection of civilians advisor and the Human Rights component for possible investigations and monitoring of the incident.

	- If the threat level is escalating, consider evacuating the TS to avoid further risk
Inject	As the situation unfolds and while the UNMO are assessing the damage and awaiting support, a civilian vehicle approaches TS 5 at a low speed, ignoring warning signals. The vehicle stops at the Team Site gate. The vehicle is found to be empty, but it contains a suspicious package with wires sticking out, resembling an improvised explosive device (IED). The immediate threat of a potential IED has escalated the situation.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Report the situation to SHQ and request immediate advice or further instructions. - Reassess the threat level to include the possibility of an IED. Ensure that all UNMO are safe. - Request the TOB/COB nearby to secure and cordon off the area around the suspicious vehicle. - Establish direct communication with local law enforcement and military units to coordinate the response to the IED threat. - Consider evacuating the TS to avoid further risk.
Tips for Facilitators	- Refer to lessons of UNMO STM regarding Safety and Security of UNMO, Mines, Explosive Remnants of War, Improvised Explosive Devices, and Crater Analysis, and UNMO Reporting Procedures. - Refer to 10- Line template for IED incident report. - Highlight the need for staying calm is critical in crisis situations. - Stress the importance of reporting and the responsibility of the mission to protect civilians.
Facilitator AAR Comments	



Incident and Inject 23

UNMO STM Carana Table-Top Exercise

Incident and Inject 23 – Possible ethnic cleansing	
Situation	Your UNMO TS 5 is conducting a vehicle patrol near IKALLU Village (located at approximately 15 km Northwest of TS 5) experiencing heightened ethnic tensions and armed groups' activities. They are reportedly targeting specific communities, leading to fears of ethnic cleansing. The local population is increasingly anxious, with many fleeing their homes due to imminent threats of violence.
Incident	During your patrol, you observed that MPC elements have entered FEKOSA village to the Southwest, causing widespread killings of local ethnic population and burning many houses. A significant number of villagers flee towards your position, seeking safety and sharing harrowing accounts of violence.
Time	Total: 25 minutes Time for Discussion: 10 minutes Presentation of possible actions: 5 minutes Debriefing: 10 minutes
Expected outcomes	- Report to TS about ongoing violence and the potential ethnic cleansing scenario. In your reporting to TS, recommend immediate referral of the case to the mission's protection of civilians advisor and Human Rights component as relevant to put in place additional protection measures and investigation on possible human rights violations. - Coordinate with humanitarian agencies and the mission's Human Rights component as relevant. - Coordinate with the Force on possible threats to civilians and strongly recommend the intervention of the mission to protect civilians. - Assess threats and take adequate measure for the security of UNMO patrol. - Try to manage the fleeing population effectively, directing them to a safe location. - Try to talk to the population to find out details about the incident (who are the perpetrators and what happened).

	- Prepare for any escalation.
Inject	As you attempt to redirect the fleeing civilians, approximately 12 MPC elements approach your position and ask you to leave, threatening everyone present with their firearms.
Time	Total: 20 minutes - Time for Discussion: 5 minutes - Presentation of possible actions: 5 minutes - Debriefing: 10 minutes
Expected outcomes	- Report to the UNMO TS. - Identify immediate actions to ensure the safety of civilians and your UNMO team, including potential negotiation with the armed group. - Attempt to reach an agreement with the MPC to direct the population to a safe place. - Avoid taking photos of the armed group, as it may agitate them. - Use de-escalation techniques in response to the armed group's aggressive intentions and attempt to engage in dialogue.
Tips for Facilitators	- Refer to UNMO STM lessons regarding Safety and Security of UNMO, Negotiation and Mediation, and UNMO Reporting Procedures. - Highlight the importance of reporting regularly to UNMO TS. - Emphasise the importance of having message templates during patrols to enable swift and efficient situation updates. - Other entities in the Sector may provide possible support to victims of human rights violations.
Facilitator AAR Comments	