



Facilitator Guidance for Conducting the Learning Activities of Lesson 3.5

UN MDMP

for United Nations Staff Officers Specialised
Training Materials



1. **General:**

Lesson 3.5 provides a general overview of the Planning Framework for UN Peacekeeping Operations and the United Nations Military Decision-Making Process (UN MDMP).

This Lesson is designed to ensure that all participants to be deployed as Military Staff Officers (MSOs) in UN Peacekeeping Operations (UNPKO) at Force Headquarters (FHQ) and Sector Headquarters (SHQ) understand the UN MDMP and are able to effectively work and plan UN military operations according to the UN standards and procedures.

The Learning Activities (LA) available in Lesson 3.5 are designed to reinforce the learning outcomes of each step of the UN MDMP and enhance the ability of participants to apply the knowledge and practise the UN MDMP, using the fictitious CARANA country scenario.

Peacekeeping Training Centres (PKTCs) should examine the learning outcomes and design their culminating LA to achieve those within their available resources.

2. **Purpose:**

Consolidate the major learning outcomes from Lesson 3.5, enabling participants to practise and apply the UN MDMP within a secure and safe learning environment using the fictitious CARANA scenario. These LA are also designed to be the baseline for the Scenario-Based Exercise (SBE) to be conducted in the final stage of the UNSO course.

3. **Structure of the 3.5 Lesson:**

Lesson 3.5 consists of one (1) briefing, seven (7) sub-lessons, and five (5) LAs. The Lesson is designed and structured to follow the sequential order outlined below:

Briefing, Sub-Lesson, LA	Topic
Briefing	Carana Country Study Briefing
3.5a	Planning Framework for UN Peacekeeping Operations
3.5b	Overview of the UN Military Decision-Making Process (UN MDMP)
3.5c	Analysis of the Operational Environment (AOE)
LA 1	Analysis of the Operational Environment (AOE)
3.5d	Mission Analysis
LA 2	Mission Analysis
3.5e	Course of Action (COA) Development
LA 3	Course of Action (COA) Development
3.5f	Course of Action Analysis and Comparison
LA 4	Course of Action Analysis and Comparison
3.5g	Decision and Order Development
LA 5	Decision and Order Development

4. Learning Outcomes:

- a. Apply the UN MDMP followed in UN FHQ and SHQ in all LA.
- b. Demonstrate adaptability and ability to apply the knowledge of national military planning process doctrines in a UN environment, using the UN MDMP.
- c. Incorporate UN principles and values into the planning process.
- d. Prepare planning documents and orders (OPORD, FRAGO, and WARNORD), if required.
- e. Prepare and conduct various types of UN briefings for Commanders (facilitators).

Methodology Overview



1. General Guidance for Facilitators:

Using the UN MDMP, participants are given the LA to analyse the CARANA scenario and the current situation and develop the required planning document and/or briefing outlined in the LA.

The LA are designed to be conducted in sequential order, meaning that each LA is directed at the end of the delivery of each Step of the UN MDMP, to facilitate and consolidate the understanding of the Step of the UN MDMP, and not at the end of the delivery of all 7 sub-lessons of Lesson 3.5.

2. Time required:

A total of three/four days will be required to conduct Lesson 3.5, including the delivery of the CARANA country study briefing, theoretical sub-lessons and the five (5) LAs.

3. Mission Timing:

While the conduct of these LA can notionally take place during any of the three phases of the Mission Life Cycle (Start-up, Implementation, or Transition), the LA are designed to assume that this is taking place during the Implementation Stage of the mandate due to the breadth of activities taking place in the FHQ and SHQs during this phase. The Start-Up and Transition phases include unique and specific activities that are not feasible to replicate for all participants in all missions.

4. Roles:

- a. Participants are divided into small groups (maximum 8 participants per group) and will assume the roles of MSOs (e.g. U1/U2/U3/U4/U5/U6) at FHQ.
- b. Each group simulates the UNAC FHQ.

- c. Depending on the course size, participants may assume 'double-hatted' branch roles. For example, someone will be U1 and U4.
- d. Where possible, participants will assume the role they will be deploying into a UNPKO.
- e. Facilitators will present the LA, supervise, and guide the development of the requirements of all syndicate groups during the LA.
- f. Where available, Mentors should be used. Mentors observe and guide participants during the LA, as well as provide feedback during After Action Reviews (AAR).

5. Best Practices for Facilitators and Mentors:

- a. Do not act as a lecturer, but as a guide to oversee knowledge sharing.
- b. Record all ideas and key points without judgment.
- c. Try to generate solutions from the participants.
- d. Encourage contributions by all members.
- e. Identify ideas that can be combined.
- f. Review, vet, and prioritise ideas with participants.
- g. As an experienced peacekeeper/facilitator, help bring out or share knowledge and lessons learned without driving a particular solution.
- h. Conduct an orientation upfront with participants that covers the overall aim, objectives, outcomes, requirements, methodology, constraints, timeline, rules, and responsibilities.



1. General:

To better prepare participants and facilitators for the UNSO STM course, including the delivery of the LA of Lesson 3.5 and the Scenario-Based Exercise (SBE), a proposal sequence of activities may be summarised as below:

a. Preparation:

- Two weeks prior to the course:
 - Send out the “CARANA scenario pre-reading package” to participants and mentors.
- Not later than one week prior to the course:
 - a) Facilitators and Mentors to have read Lesson 3.5 course material and CARANA scenario in full and be familiar with the 5 LA.
 - b) The Course Director discusses with facilitators and mentors the procedures on how to conduct the LA: expected outcomes, guidance to provide to participants, and evaluation methodology, among others.
- Not later than the one day prior to Lesson 3.5:
 - Learning environment ready. Recommended minimum material for the learning environment are:
 - a) 1 room for each group.
 - b) 1 large CARANA map per group.
 - c) Map overlay acetate sheeting.
 - d) Packs of non-permanent marker pens for writing on map overlays (minimum red, blue and black).
 - e) Map marking symbols stencil.
 - f) Tables and chairs for all participants in the break-out rooms.
 - g) General stationery for all participants (e.g. pens, markers, paper, notebooks).

- h) Flip charts per group.
 - i) Projector, computers and other IT facilities.
- First day of course:
 - a) Hand out the "CARANA country study (light version)" to participants.
 - b) Participants are expected to read it during the three (3) days of the course in their free time.

b. Execution of Lesson 3.5, Learning Activities and Facilitators' Notes:

The sequential order, Facilitators' Notes and the minimum suggested time for the CARANA country study briefing, Sub-Lessons, and Learning Activities are detailed as follows:

Briefing, Sub-Lesson, LA	Title	Minimum Suggested Time
Briefing	Carana Country Study Briefing - Provide an overview of the country and the UNAC	45 min
3.5a	Planning Framework for UN Peacekeeping Operations - Provide an overview of the levels of planning for UNPKO and the Integrated Assessment and Planning Process (IAP)	45 min
3.5b	Overview of the UN Military Decision-Making Process (UN MDMP) - Provide a general overview of the UN MDMP	45 min
3.5c	Analysis of the Operational Environment (AOE) - Provide an overview of Step 1 of the UN MDMP - Brief and distribute a hard copy of the "Current Situation M+180" and "Situation Updates M+181 and M+182" - Present the groups' organisation distribution, including the staff functions of each participant (e.g. U1, U2, etc.) - Distribute a soft and hard copy to all groups of the CARANA country study ("light version"), maps, templates for briefings (Word and PowerPoint), and templates for Orders (OPORD,	90 min

	FRAGO, and WARNORD). - Show the breakout rooms' distribution	
LA 1	Analysis of the Operational Environment (AOE) - Explain the purpose, method, and process of the LA 1 - Project the LA 1 and requirements - Remind participants of the three sub-steps of the AOE: Operational Environment Evaluation, Actor Evaluation, and Situation Integration - Clarify any questions regarding the requirements - Participants are sent to the breakout rooms to conduct the LA 1 under the supervision of the facilitator/mentor - Whenever possible, participants conduct the briefing in the plenary room, so that all groups observe the presentation. Otherwise, the briefing is conducted for the facilitator in the breakout room - Conduct the AAR in the plenary room	360 min 270 min for preparation and 90 min for presentation of all groups)
3.5d	Mission Analysis - Provide an overview of Step 2 of the UN MDMP	90 min
LA 2	Mission Analysis - Explain the purpose, method, and process of the LA 2 - Project the LA 2 and requirement - Remind participants of the six sub-steps of the Mission Analysis: Identify and analyse the commander's intent and the military end state; Identify and analyse constraints and restraints; Identify Mission essential, specific and implied tasks; Conduct a threat and risk analysis; Identify and analyse assumptions, and Define the mission statement - Clarify any questions regarding the requirements - Participants are sent back to the breakout rooms to conduct the LA 2 - Participants conduct the briefing in the plenary room - Conduct the AAR	180 min 135 min for preparation and 45 min for presentation of all groups)
3.5e	Course of Action (COA) Development - Provide an overview of Step 3 of the UN MDMP	90 min

LA 3	Course of Action (COA) Development - Explain the purpose, method, and process of the LA 3 - Project the LA 3 and requirements - Remind participants of the five sub-steps of the COA Development: Confirm Centre of Gravity; Conduct critical capability analysis; Develop (confirm) Lines of Operation and decisive conditions; Develop detailed COAs, and Evaluate COAs - Remind participants to develop the COAs in enough detail. At a minimum, the following must be considered for each COA: Main effort; Supporting effort; Integration of different Lines of Operation; Command, control, and communications, and Adversary threats, risks, and COA - Remind participants of the COA Presentation sketch (intent, SOM, ME, End State, Success Criteria) - Clarify any questions regarding the requirements - Participants are sent back to the breakout rooms to conduct the LA 3 - Participants conduct the briefing in the plenary room - Conduct the AAR	180 min 135 min for preparation and 45 min for presentation of all groups)
3.5f	Course of Action Analysis and Comparison - Provide an overview of Step 4 of the UN MDMP	90 min
LA 4	Course of Action Analysis and Comparison - Explain the purpose, method, and process of the LA 4 - Project the LA 4 and requirements - Remind participants that for the analysis of the individual COA success criteria must be determined. These may be: To what extent does a COA produce the desired impacts/outcome? What implications/risks are of for each COA? What resources (troops, budget, sustainability, key capabilities, etc.) are required? What are possible negative/positive influences on other actors? - Remind participants of the different types of COA comparison criteria (Advantages and Disadvantages, matrix and the scale for measurement, etc.) - Clarify any questions regarding the requirements	135 min 90 min for preparation and 45 min for presentation of all groups)

	- Participants are sent back to the breakout rooms to conduct the LA 4 - Participants conduct the briefing in the plenary room - Conduct the AAR	
3.5g	Decision and Order Development - Provide an overview of Step 5 of the UN MDMP	90 min
LA 5	Decision and Order Development - Explain the purpose, method, and process of the LA 5 - Project the LA 5 and requirements - Remind participants that at the end of the COA decision briefing, the Commander issues a decision and concept, which forms the basis for the development of the orders through WARNORDs to subordinate units and commanders - Remind participants of the general structure of a Warning Order (WARNORD) - Clarify any questions regarding the requirements - Participants are sent back to the breakout rooms to conduct the LA 5 - Participants conduct the briefing in the plenary room - Conduct the After Action Review (AAR) for the entire exercise and provide feedback to all groups, reinforcing the lessons learned, learning objectives and importance of the UN MDMP for MSOs at FHQ and SHQ.	135 min 90 min for preparation and 45 min for presentation of all groups)

2. Necessary documents to conduct the Learning Activities

a. CARANA Reading Material (available in the SBE folder)

- Carana Country Study (Pre-reading)
- Carana Country Study (Light version)

b. Briefings

- Carana Country Study Briefing for Participants (available in the SBE folder)
- Learning Activities – Available at the end of each Sub-Lesson

c. Product Templates (available in the SBE folder)

- AOE Briefing
- Mission Analysis Briefing
- COA Analysis and Comparison Briefing
- Decision Briefing
- Orders (OPORD, FRAGO, and WARNORD)

3. Annexes

- A. Current Situation M+180 and Situation Updates M+181 and M+182
- B. Learning Activity 1 – AOE
- C. Learning Activity 2 – Mission Analysis
- D. Learning Activity 3 – COA Development
- E. Learning Activity 4 – COA Analysis and Comparison
- F- Learning Activity 5 – Decision and Order Development

Annex A



CURRENT SITUATION M+180

UNSO STM Lesson 3.5 - Learning Activity

Overall Situation Update – Situation at M + 180

1. Political Situation

The transitional government in Galasi has been constituted and has begun its work. The integration of representatives of MPC in the government apparatus is not yet completed but is not causing any significant problems. The more difficult task is the integration of CICS personnel into governmental and administrative functions. Here, the obstacles mainly stem from the lack of experience and training of CICS fighters in administrative areas. It must be assumed that the establishment of a functioning national government will be challenging and will take at least six more months.

Political parties besides the PDC do not yet exist in Carana. Remaining elements of former parties have lost their internal structure and are more politically motivated individuals than organised political parties. Some smaller unimportant political movements are in the capital and Maldosa as well as ethnically motivated minority groups off Kori along the coastline. These groups are not organised and have little importance because of their specific interests and suffer from a lack of followers.

More organised are the unions of the coal and copper miners. However, focused on the material interests of these specific groups and without clear political aims, these unions cannot be characterised as political parties.

To achieve the aim, having free and democratic elections within 6 months of the adoption of the new constitution of Carana will be very difficult. The road to this critical event will be difficult, full of obstacles, and will require the support of the international community. After years of violated human rights, despotism, civil war and corruption, the public trust in governmental institutions and activities is almost gone. Currently, efficient structures of political opposition groups and parties do not exist. Because of years of inefficient administration, civil war and large population movements (IDPs) there is a clear lack of popular registration.

Realising that participation in power will in the future be determined by elections; the leadership of Mouvement Patriotique de Carana (MPC) is currently formulating comprehensive political aims and preparing for a political role. Based on the demonstrated discipline and organisation of this rebel movement, it can be assessed that MPC might be able to develop a political arm or transform itself into a political movement. With strong public support in the west, the MPC can become a strong political power.

The Combattants Indépendants du Sud Carana (CISC) is currently far from a potential transition into a political movement. The dynamic of this rebel group was motivated by the poor living conditions, the dissatisfaction with the current government and by ethnic motives. Currently, clear political motives and aims do not exist within this movement.

As the interim government is focussing its efforts on implementing the provisions of the Kalari Peace Agreement, other issues like the outstanding disputes with Rimosa, as well as the incursions of the El-Hasar-terrorists into West-Carana, currently remain unresolved.

Additionally, to this uncertainty, the uncontrolled armed groups create a severe security risk in the CISC area, which will make the preparation and conduct of elections especially difficult.

The attitude of the population toward the UN mission is overwhelmingly positive but fragile. Often minor occasions are sufficient to make the situation turn. The efforts of the mission to rebuild civil society in Carana so far have had little effect. The creation of a broad landscape of political parties is also evident only in rudimentary ways.

2. Human rights situation

The armed conflict in Carana has also resulted in serious violations and abuses of human rights and humanitarian law, including deliberate and arbitrary killings, disappearances, torture, widespread rape and sexual violence against women, girls and young boys, arbitrary arrests and detention, forced conscription, recruitment and use of child soldiers, systematic and forced displacement, and indiscriminate targeting of civilians. All sides have been responsible for violations and abuses. Torture was widely used by all parties to the conflict. Government militias, police and paramilitary units are known to maintain torture chambers.

The conflict militarised Carana's society with a proliferation of militia groups that lacked any statutory command and control structures. Children were forcibly recruited and constitute a substantial portion of the fighting forces on all sides. Estimates indicate that one out of every 10 children may have been recruited at some time or another into the war effort.

There has been a severe deterioration and gradual attrition of the institutions for the protection and promotion of human rights and the rule of law. The police and judiciary have been severely degraded and extortion has become institutionalised. Civil society is extremely weak and lacks the resources and capacity to be effective.

Since the peace process started, a number of human rights assessment missions have been conducted in some of the parts of the country that have recently become accessible. The Office of the High Commissioner for Human Rights (UN OHCHR) has been supporting a protection programme implemented by the United Nations Development Programme (UNDP) to improve security in camps for internally displaced persons. By means of that programme some monitoring mechanisms were established and maintained in the camps, including the posting of 20 monitors there.

3. Humanitarian Situation in Carana

As a result of the deployment of the UN Peacekeeping Mission, many IDPs started to move back to their homeland. Approximately 300,000 IDPs have left the camps around the coastal cities to return home.

The returnees have no land anymore and no resources to live from back in their homeland. Consequently, a humanitarian crisis is now emerging in the western part of the country. In addition, there were already violent conflicts in the struggle for scarce resources between the returnees and those who remained there.

The humanitarian organisations are currently not adequately set-up and prepared to provide for the many people in many different places away from IDP camps close to the coast. Mainly the provinces of Koloni, Tereni and Mahbek are affected by this problem.

The Country Team is currently conducting a needs assessment in order to revise the Humanitarian Response Plan for Carana.

The member states attending the donor's conference in Accra on 21 October 2021 pledged in total 85 Mio \$ US for the initial recovery and reconstruction of Carana. The money is however contingent on the compliance of the parties to the Kalari Peace Agreement. The funding is to be administrated by UNDP similarly to the Peacebuilding Trust Fund.

4. Security situation

The security situation in Carana is mostly satisfactory to tense, but locally very different. In Galasi, the security situation has improved slightly due to the presence of UNAC: especially the presence of UNAC police and troops on the streets of Galasi had a deterrent effect on criminals and uncontrolled armed groups.

In the north of Hanno the security situation is still tense. Shards of insurgent miners have repeatedly threatened UN personnel. The smouldering conflict between the government and the miners is no longer open, but still smouldering.

In Koloni, Tereni and Mahbek, the security situation is of concern. Members of the MPC are predominantly cooperative and essentially follow the stipulations of the peace agreement. The continued incursions of the El-Hasar-terrorist elements attacking and luting the local population, mainly in the Koloni region, are of serious concern for the MPC. Some local leaders have expressed their disappointment that the transitional government is taking no action and they voiced their resentment over the peace process. If the problem remains unresolved, there might be a concrete danger of the formation of local splinter groups that may no longer comply with the agreement.

In Leppko, the attitude towards the Peace Agreement is still very critical. Several groups see the signing of the Peace Agreement by the CISC as a mistake and show and voice their opposition in public. The situation is amplified it is still reported that the Elasi Liberation Front (ELF) raids and attack villages in along the Carana-Rimosa border.

In Lora clashes were reported between government troops and CISC fighters. Reports of over a hundred dead could not yet be verified. Currently, the CISC leadership can maintain cohesion, but the involvement of the Transitional Government is necessary to ensure the CISC's commitment to implementing the peace agreement.

5. Deployment of the conflict parties (CDF/FDC, MPC, CISC)

The deployment of the conflict parties is essentially unchanged. Contrary to the agreement, CISC has taken new positions in Bokso, Flossi and Trappek.

6. Status of UNAC

6.1. Deployment of the civilian parts of the Mission

Mission HQ was set up in Galasi in a rented hotel and is scheduled to relocate its new Mission HQ location within the next two months. The SRSG arrived at M+30 in the mission and has taken over his duties. The civilian posts in the mission HQ are currently occupied at about 65%. The mission HQ is basically functional.

Field Offices have been set up in Maroni, Corma, Maldosa and Alur. Work in the Human Rights, Reconstruction and Civil Affairs area is just beginning, but has not yet any substantial effect on the situation on the ground. Coordination mechanisms with the UNCT have been established.

The further expansion of the mission's activities will be limited by numerous civilian staff shortages, especially in the area of engineering and procurement. Where possible qualified military officers are currently trying to fill these gaps.

6.2. Deployment of military component

The Force and Sector HQs have all reached Initial Operational Capability (IOC). 250 Staff Officers deployed to Carana, of which app. 50 officers are still undergoing mission induction training in Galasi and/or are scheduled for deployment to the Sector HQ locations. It is now expected that full HQ staffing will be achieved at M+220.

So far, 120 Military Observers have arrived in the mission. 85 are already deployed in the team sites. In Sector I all team sites are set up and are partially manned, in Sector II the TS in Maki is under construction and UNMO not deployed yet. In Sector III, only the TS in Maldosa has been established. There are no temporary team sites set up yet. The observer activities in all sectors have started from the established team sites.

The deployment of the troops proceeded mainly according to the deployment plan; however, the following delays have been reported.

- Sector II Senegalese Infantry Battalion has commenced phased deployment from M+180 and is progressively establishing its presence within the area of operations. At this stage, only elements of the battalion are deployed and full operational capability has not yet been achieved.
- Sector II Pakistani aviation unit will arrive by M+210

- Sector II South African Engineer Unit for Alur will arrive by M+200
- Sector II Pakistani Level II Hospital for Sector II will arrive by M+210
- Sector I Rwandan Infantry Battalion will arrive by M+220.

6.3. Deployment of the Police component

So far, four FPU have arrived on schedule. These are currently being establishing in Galasi, Alur and Amsan. It is expected that the unit will be operational in the coming weeks. Arrival of the two FPUs for Maldosa and Folsa is now scheduled for M+210. Due to the ongoing military deployment the establishment of police stations in the Leppko as well as the Mahbek Region was deferred until force protection can be ensured.

520 individual police officers have arrived so far. They have set up the Police HQ in Galasi, exchanged liaison officers with the ministry of the interior and are in the process to set up regional HQs. Liaison is already established to the local police facilities. Initial activities in coaching and mentoring have started.

6.4. Logistics situation

The roads from Galasi to Sureen and from Maldosa to Alur are fully usable with some restrictions (minor damages due to erosion as well as wear and tear).

Local contractors are available for road transport and have proven to be sufficiently reliable. The transport of the equipment of a battalion from the ports to the west takes approximately 1 to 2 weeks.

Food and fuel contracts are in place and working down to Bat-level locations. Currently a bottleneck exists for refrigerated transport (food supply) from the port cities to the west.

UN material and stocks from Brindisi and other missions have so far mostly arrived on schedule. There were occasional bottlenecks in spare parts, which were resolved by Mission Support. Some gaps were detected in quality and completeness of COE. Reports have been submitted to DPO/DOS to follow-up with the respective TCC/PCC.

A bottleneck exists in the aviation sector. Currently military aviation (utility helicopter) is only available in Sector I. The aviation Sector II aviation unit just arrived and is expected to be fully operational by M+240. Civilian-contracted rotary aviation capability is providing 4 MI-8 helicopters operating from Galasi. One is fitted with MEDEVAC/CASEVAC capabilities.

Communications between the mission HQ, Sector HQs, unit locations and Team Sites (TSs) are established with IT-Systems (Computers using standard mailing software, shared server environment), telephone, fax, VTC-capabilities, SATCOM and UHF/HF radios.

The Joint Ceasefire Commission (JCC) as well as the Secretariat for the Regional Joint Teams (RJTs) were established in Galasi. The JCC conducted its first meetings and the RJT Secretariat commenced its work.

The RJTs at the provincial capitals have been established (although delayed) and have commenced their work. Initial facilities as well as logistics and secretarial work have been provided by UNAC. A more sustainable solution with the contributions of all parties needs to be established.

The NCDDR Military Sub-Commissions was established in Alur at M+110. Initial facilities as well as logistics and secretarial work have been provided by UNAC.

SITUATION UPDATE at M+181 and 182



UNSO STM Lesson 3.5 - Learning Activity

#	Incident	From Whom
	Reports from M+180 recorded by Watch Officers	
1	Mail Sector HQ U6 at 23:30 hrs. Radio Check with the U2 section in Sector III between 22:00 – 23:00 hrs did not work. Officers could not be reached during radio check.	Sector III U6
2	Whole stock of tires for 4x4 vehicles in team sites SUREEN, KARO; FARON and MAKI defective or damaged.	SITREP Sector II
3	Mail Sector HQ I U6 at 17:30 hrs. Computer virus has infected the IT equipment in Sector HQ I. 50 % of all PCs and laptops infected.	SITREP Sector I
4	Phone call (Mobile phone) from UNAC Military Liaison Officer, Faron at 18:00 hrs. The UNAC radio transmitter in MAKI was destroyed. Currently no radio connection to MAKI.	SITREP Sector II
5	Fax ETHBat of 14:30 hrs. ETHBat is committed for in-mission training at M+200. No operations will be conducted.	SITREP Sector I
6	Info by local UNDSS representative at 15:00 hrs. Increased tension between the groups of unsatisfied miners in HANNO-Region and Government representatives.	SITREP Sector I
7	Phone call Bat U4 at 15:00 hrs. GHANBat complains about quality of UN provided food delivery.	SITREP Sector II
8	Feedback from U9 of UN CT meeting Sector HQ of 10:00 hrs. Increased number of clashes between returning IDPs and locals in PERKES.	SITREP Sector II

9	Fax from UGDB of 13:00 hrs. UGDBat has cut patrol activities because of lack on specialists for vehicle maintenance.	SITREP Sector III
10	UNDSS SITREP of 14:45 hrs. At 10.38 hrs 8 unidentified individuals conducted an attack on WFP warehouse out the outskirts of ALUR. Two aid worker sustained minor injuries and have been transported to the Alur UN Level II clinic. Several tons of food items were stolen.	SITREP Sector II
11	Feedback from U9 of UN CT meeting Sector HQ of 10:00 hrs. WFP asked for convoy protection for convoys from FARON to ALUR during the next weeks.	SITREP Sector II
12	Sector HQ U4 received info from local mission support representative. Stock on A1 fuel in GALASI is down to 10.000 ltrs.	SITREP Sector I
13	Feedback from U9 of UN CT meeting Sector HQ of 10:00 hrs. Delivery of food in region KOLONI led to tensions between the local population and the returning IDP in the villages to the North of Sureen.	SITREP Sector II
14	TS Report of 16:30 hrs. Initial delivery of spare parts for vehicles for the Military Liaison Team at CORMA has not yet arrived.	SITREP Sector III
15	UNDSS SITREP of 14:45 hrs. Communications check for Force HQ staff yesterday evening between 20:00 and 22:00 hrs failed. More than 50 % of all HQ staff (including Military) was not reachable. Initial information shows that staff had switched the radios to the wrong channels.	UNDSS MHQ
16	KEN InfBtl, KIKA flash report of 22:15 hrs. According to local sources two small communities south of KIKA were attacked and looted between 20:15 and 21:30 hrs the last night. At least two villagers were killed, no information on numbers or seriousness of injuries are yet available. The attackers were most likely local bandits.	SITREP Sector III
17	Report of PAD meeting with Government representative at 15:00 hrs. According to the Government representatives a meeting of a radical splinter group of CISC to have taken place in CORMA yesterday afternoon at 16:00 hrs. No further information is yet available.	JOC REPORT MHQ

18	UNMO TS MALDOSA mail of 16:00 hrs. The fires of three civilian UN cars were destroyed by fire while parked in front of the community building. Staff attended a workshop on institution building. Initial indication shows torching). Fires were extinguished by local staff. Further damages to the vehicles still need to be assessed.	SITREP Sector III
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Annex B

Learning Activity 1 Analysis of the Operational Environment



UNSO STM Lesson 3.5c - Learning Activity

Analysis of the Operational Environment

Scenario

Based on the current situation (M +180) and updates (M+181 and 182), the situation in the mission started deteriorating.

The UNAC Force Commander (FC) anticipates receiving the mission to intensify military operations in CARANA as part of the mission-wide plan to restore the country to normalcy.

You have been deployed as a Military Staff Officer (MSO) in the UNAC FHQ.

Requirement

Based on the CARANA country study, current situation (M+180), and Situation Update (M+181 and M+182), prepare a briefing for the FC (represented by a Facilitator) on the following key information (in general terms):

- The Analysis of the Operational Environment (terrain and weather effects on UNAC operations)
- The humanitarian situation
- The security situation of the civilian population
- The Threat Actors evaluation:
 - Parties to the Conflict (MPC, CISC, CDF/FDC)
 - Uncontrolled Armed Groups (UAGs)
 - Friendly forces
 - Own Forces
- Threat actors most likely and dangerous COA
- Risk Assessment
- Identify intelligence gaps and the Priority Peacekeeping-Intelligence Requirements (PIRs)

Time of the Briefing: DD MM YYYY, HH MM hours (maximum 30 minutes)

Annex C

Learning Activity 2 Mission Analysis



UNSO STM Lesson 3.5d - Learning Activity

Mission Analysis

Scenario

Sporadic fighting has been reported in different sector's AOR.

In **Sector III**, fighting has been reported in multiple cities along the CDF/FDC and CISC-controlled areas.

In **SUREEN**, Sector II, the law and order situation has drastically deteriorated.

Moreover, the sectors are also in dire need of administrative support to cope with the existing operational requirements.

The crises management team has been called by the SRSG and respective component heads have been asked to revise their mission.

The SRSG intends military and police components to undertake targeted operations against the armed groups, restore the confidence of the civilians in the ability of UNAC to provide them physical protection and ensure no attacks take place against the IDPs. The priority now will be on safety and security.

Based on this situation, the FC tasked the Military COS to coordinate the MSOs to conduct a Mission Analysis to deal with the situation.

The FC would also like to be involved in critical stages of the analysis so that he/she can provide his/her directions and guidance along the way.

Requirement

Based on the situation presented above, as MSOs in the FHQ, prepare the Mission Analysis briefing for the FC (represented by a Facilitator) on the following key information:

- Identify and analyse the commander's intent and the military end-state
- Identify and analyse constraints and restraints

- Identify Mission essential, specific and implied tasks
- Conduct a threat and risk analysis
- Identify and analyse assumptions
- Prepare a draft of the mission statement

Time of the Mission Analysis Briefing: DD MM YYYY, HH MM hours (maximum 15 minutes).

Annex D

Learning Activity 3 Course of Action Development



UNSO STM Lesson 3.5e - Learning Activity

Course of Action Development

Scenario

At the end of the Mission Analysis briefing, the FC want the Staff to come up with COAs to deal with the situation.

The FC directs the COS and MSOs to reduce or eliminate identified risks, and particularly to reduce potential harm to civilians.

The FC wants MSOs to consider the development of protected areas, secure humanitarian access, etc.

The FC further suggests that MSOs think about:

- COAs to reduce the likelihood of physical violence
- COAs to use resources in the most effective way and in support of synchronisation with other mission components
- Coordination with protection actors outside the mission (e.g., humanitarian actors, state authorities)
- Consultations with communities at risk are critical to ensure the COA is comprehensive and represents a thorough analysis of all relevant aspects, including their protection capabilities

Requirement

Based on the situation presented above, as MSOs in the FHQ, develop three (03) COAs to deal with the current situation in the mission area, and prepare the COA Development briefing for the COS.

In addition to the guidance provided by the FC above, key points to consider during the development of each COA:

- Confirm the Centre of Gravity
- Conduct critical capability analysis
- Develop (confirm) Lines of Operation and decisive conditions

- Develop detailed COAs:
 - Determination of tactical tasks
 - Troops to Tasks Analysis
 - Development of COA
- Evaluate COAs

Time of the COA Development Briefing: DD MM YYYY, HH MM hours (maximum 15 minutes).

Annex E

Learning Activity 4 Course of Action Analysis and Comparison



UNSO STM Lesson 3.5f - Learning Activity

Course of Action Analysis and Comparison

Scenario

The Chief of Staff (COS) was pleased with the results of our COA development briefing but still had quite a few comments following our brief.

The COS wants all MSOs to work together and conduct the COA analysis and comparison of the three (03) developed COAs and suggest the most suitable COA to the FC in the next formal briefing.

The COS reminds us to analyse each COA individually and compare them against each other, based on the analysis of their individual “advantages and disadvantages”.

Requirement

Based on the situation presented above, as a staff officer in the FHQ, conduct the COA analysis and comparison of the three (03) developed COAs, and prepare a formal COA Decision Brief.

Time of the COA Decision Briefing: DD MM YYYY, HH MM hours (maximum 15 minutes)

Obs.: The decision briefing should include an agenda, address the key aspects of the COA analysis and comparison, and recommend the most suitable COA for the FC approval.

Annex F

Learning Activity 5 Decision and Order Development



UNSO STM Lesson 3.5g - Learning Activity

Decision and Order Development

Scenario

At the end of the Decision Briefing, the FC has approved the staff-recommended COA and reinforces his/her intent, UNAC end state, and the UNAC COG:

- Force Commander UNAC's intent is to capitalise on the renewed goodwill of the belligerents to adhere to the KALARI peace agreement to ensure that their military components do not attempt to delay its implementation. He/she wishes to quickly establish contacts with all parties and factions involved and develop Sector and local-level cooperation based on consensus. The UNAC Forces have to create the conditions for the provision of Humanitarian relief and allow all of the UN and UN organisations to achieve their mission and democratise the Country. At the same time, our success in providing benefits to the citizens of CARANA will secure their support to us.
- UNAC End State. A secure and stable environment throughout CARANA.
- UNAC CoG. The legitimacy of the mission as evidenced by international support and the Mandate authorised by the Security Council.

The FC wants MSOs to prepare a WARNORD so that the three (3) Sectors Commanders can start planning their operations.

Requirement

Based on the situation presented above, as MSOs in the FHQ, develop a draft WARNORD to Sectors Commanders for the upcoming UN military operations in Carana.

Prepare a 15-minute briefing presentation on the draft WARNORD and be prepared to discuss it during the plenary session.

Time of the WARNORD Briefing: DD MM YYYY, HH MM hours (maximum 15 minutes)