Exercise Brief for Participants

INSTEX

United Nations Assistance Mission in Carana (UNAC)
Aim of the Exercise

• Familiarize participants with staff functions at SHQ and FHQ

• Practice major stages of military planning and decision-making process
Methodology

• Two-tier exercise: one FHQ and one SHQ

• Two exercise controls: HiCON and LoCON

• Directing Staff: controllers and mentors
Exercise Structure Diagram

- UNHQ
- Mission Leadership
- SHQ
- FHQ
- Non-mission partners
- Enablers
- Other Formed Units
- UNMO Teams
- Battalions
- Police Component
- Civilian Component
- HiCON
- LoCON
Major Events

• Situation Brief
• Morning Brief
• Mission Analysis Brief
• Decision Brief

*Time length of each brief is no more than 30 minutes*
Staff Positions in FHQ and SHQ (8 persons each):
• COS
• U2
• U3 (2 persons)
• U4
• U5
• U9
• Duty officer

HiCON and LoCON (1 person each)
U1, U6, U7 & U8 positions empty
Appointments

- FHQ COS: ______________________
- SHQ COS: ______________________
- HiCON: ______________________
- LoCON: ______________________

Other appointments to be decided by COS
Roles of Directing Staff

- Force Commander (Controller of FHQ) : __________________
- Sector Commander (Controller of SHQ) : __________________
- Exercise Director : __________________
- Mentor of FHQ : __________________
- Mentor of SHQ : __________________
Sequence of Events

Day -1:

• HQ setup
• Respond to narratives/ injects
• Prepare for situation brief
• conduct Situation Brief to FC and SC
• Prepare for Morning Brief
• AAR
Timings of Major Events for FHQ Day 1

- **Exercise Brief**: 9:00
- **Situation Brief**: 10:30
- **AAR**: 16:50

Locations:
- **Plenary Room**
- **HQ Room**
Timings of Major Events for SHQ Day 1

- **Exercise Brief**: 9:00
- **Situation Brief**: 11:00
- **AAR**: 16:50

**Room Assignments**
- **HQ Room**:
  - Exercise Brief
  - Situation Brief
- **Plenary Room**: AAR
Sequence of Events

Day -2:

• Morning Brief
• Respond to injects
• Mission Analysis Brief to FC and SC
• AAR
Timings of Major Events for FHQ
Day 2

9:00 Morning Brief

15:00 Mission Analysis Brief

AAR 16:50

Plenary Room

HQ Room
Timings of Major Events for SHQ
Day 2

9:30 Morning Brief
15:30 Mission Analysis Brief

AAR 16:50

Plenary Room
HQ Room
Sequence of Events

Day -3:

• Responding to injects
• Preparation for the Decision Brief
• AAR
• Termination of Ex
Timing of Major Events for FHQ Day 3

11:00 Decision Brief

12:00 AAR
Timings of Major Events for SHQ
Day 3

11:30
Decision Brief

12:00
AAR
ANNEX B TO SERIAL -1 TO INSTEX (Module- 8)

Proposed Cantonment Areas

Demilitarized Zone

Sector/Bde AOs
UN Presence in Carana

**Head of Mission (HOM)**

- **Head of Military Component (HOMC)**
  - Military Component: 6,800 Soldiers, 160 Staff Officers
  - Military Observers: 200
- **Head of Police Component (HOPC)**
  - Police Component: 1, 200

**UN Country Team**

- World Food Program (WFP)
- UN High Commissioner for Refugees (UNHCR)
- World Health Organization
- United Nations Children’s Fund (UNICEF)
- United Nations Development Program (UNDP)
UNAC Mission Structure

Special Representative of the Secretary-General (SRSG) and Head of Mission (HOM)

- Director of Mission Support/Chief of Mission Support (DMS/CMS)
- Supply Chain Management
- Service Delivery

- Chief of Staff (COS)
- Deputy SRSG/Deputy HOM
- Deputy SRSG/Resident Coordinator

- Military
- Police
- Office of the Spokesperson

- Political Affairs
- Electoral Affairs
- Civil Affairs

- Human Rights
- Safety & Security
- Legal Affairs

- Public Information
- Gender
- HIV/AIDS

- Mine Action
- Liaison Office
- JMAC

- Child Protection Adviser
- Returns, Reintegration and Recovery
- JOC

- Disarmament, Demobilization & Reintegration

UN Country Team & Mission Mandate Beneficiaries
Deployment of Staff Officers

- Decide on the roles
- Organize the HQ
- Set up Communication Equipment
- Respond to injects
- Prepare format for various briefing
- Develop operation format (Sitrep, Log book etc)
What is Expected

• Keep all concerned informed both vertically and laterally
• Identify tasks for concerned staff and take action
• Initiate reports and draft orders
• Improvise whenever required
• Make assumptions if information is inaccessible
• Explain to exercise controllers on your actions
Basic Rules

• Cooperate with other branches and entities

• TEAM = Together Everyone Achieves More

• AAI = ACCEPT ADAPT IMPROVE
Common Pitfalls

• Misallocation of tasks
• Lack of communication and coordination
• Team member clashes
• Too much emphasis on details
Questions?
UNAC
SHQ-SEC 2
## Communication

<table>
<thead>
<tr>
<th></th>
<th>Tel</th>
<th>Email</th>
<th>Password</th>
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<tbody>
<tr>
<td>FHQ</td>
<td></td>
<td><a href="mailto:caranaforcehq@gmail.com">caranaforcehq@gmail.com</a></td>
<td>ITS123456</td>
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<tr>
<td>SHQ</td>
<td></td>
<td><a href="mailto:caranasectorhq@gmail.com">caranasectorhq@gmail.com</a></td>
<td>ITS123456</td>
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<tr>
<td>HiCON</td>
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<td><a href="mailto:caranahighcon@gmail.com">caranahighcon@gmail.com</a></td>
<td>ITS@1234</td>
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<tr>
<td>LoCON</td>
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<td><a href="mailto:caranalowcon@gmail.com">caranalowcon@gmail.com</a></td>
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## Morning Brief Structure

<table>
<thead>
<tr>
<th>Briefer</th>
<th>Subject</th>
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</thead>
<tbody>
<tr>
<td>U3</td>
<td>Operations: tasks completed by military units under FC/SC</td>
</tr>
<tr>
<td>U2</td>
<td>major incidents of the previous day and special concerns in intelligence</td>
</tr>
<tr>
<td>U4</td>
<td>Special concerns in logistics</td>
</tr>
<tr>
<td>U5</td>
<td>Special concerns in Planning</td>
</tr>
<tr>
<td>U9</td>
<td>Special concerns of CIMIC</td>
</tr>
<tr>
<td>Chief of Staff</td>
<td>Conclusion</td>
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<tr>
<td>Commander</td>
<td>Guidance</td>
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</tbody>
</table>
# Situation Brief Structure

<table>
<thead>
<tr>
<th>Briefer</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief of Staff</td>
<td>Purpose and Agenda</td>
</tr>
<tr>
<td>U2</td>
<td>Operational Environment Analysis</td>
</tr>
<tr>
<td></td>
<td>Threat Analysis</td>
</tr>
<tr>
<td></td>
<td>Risk Analysis</td>
</tr>
<tr>
<td>U3</td>
<td>Current Deployment of Peacekeeping troops and UNMO team sites</td>
</tr>
<tr>
<td>U4</td>
<td>Logistic situation</td>
</tr>
<tr>
<td>U9</td>
<td>Mission partners analysis</td>
</tr>
<tr>
<td>Chief of Staff</td>
<td>Conclusion</td>
</tr>
<tr>
<td>Commander</td>
<td>Guidance</td>
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</tbody>
</table>
## Mission Analysis Brief Structure

<table>
<thead>
<tr>
<th>Briefer</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief of Staff</td>
<td>Purpose and Agenda</td>
</tr>
<tr>
<td>U2</td>
<td>Initial J2 Estimate</td>
</tr>
<tr>
<td>U3</td>
<td>Operations</td>
</tr>
<tr>
<td>U4</td>
<td>Logistic support</td>
</tr>
<tr>
<td>U9</td>
<td>Initial CIMIC estimate.</td>
</tr>
<tr>
<td>Chief of Staff</td>
<td>Proposed restated mission</td>
</tr>
<tr>
<td>Commander</td>
<td>Guidance</td>
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</table>
## Decision Brief Structure

<table>
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<tr>
<th>Briefer</th>
<th>Subject</th>
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</thead>
<tbody>
<tr>
<td>Chief of Staff</td>
<td>Higher Commander’s Intent, situation, HOMC Guidance, conclusion</td>
</tr>
<tr>
<td>U2</td>
<td>AOE (Relevant aspects)</td>
</tr>
<tr>
<td>U3</td>
<td>Re-stated Mission and Status of own forces</td>
</tr>
<tr>
<td>U5</td>
<td>COA Comparison (Including risks and control measures)</td>
</tr>
<tr>
<td>U4, U5, U6, U9</td>
<td>COA Analysis from perspectives of respective functions</td>
</tr>
<tr>
<td>Chief of Staff</td>
<td>Conclusion</td>
</tr>
<tr>
<td>Commander</td>
<td>Decision</td>
</tr>
</tbody>
</table>
9:30 Serial-11 by Course Director
Brief Description of the current situation and requesting to brief FC and SC on respective staff functions and a Situation Brief

10:00 Situation Brief

10:30 Serial 13 by LoCON
An UNMO tells G3 of SHQ that he has not received Deployment Order. Though the team site is ready, he showed reluctance to get deployed and wants to delay deployment.

11:00 Serial-12 by HiCON
News Clipping:
- 1 peacekeeper killed by landmine
- a UN vehicle on sale
- Weather forecast on the advancement of rainy season
- fuel price rises
- A UN electoral team visits Norke

11:40 Serial 15 by HiCON
A series of security incidents happened in Sureen Sector the night before, including fighting between armed groups, IDPs seeking shelter at a team site and an ambush against a PKO patrol. Meanwhile, logistics ran into troubles due to heavy rainfall.

13:50 Serial-17 by LoCON
A patrol reports of a large explosion near SALOBO Dam and casualties are expected.

14:00 Serial 14 by HiCON
Sporadic fighting incidents are reported in three sectors while the mission faced logistic support challenges. In Sureen, Unknown armed groups raided different villages, abducting women and children. Freedom of movement of PKF is hampered.

15:10 Serial 16 by HiCON
ICRC requests armed escort.

16:50 AAR
9:00 Serial 18 by LoCON
A NGO reports casualties of mission personnel at a landmine.

9:00 Morning Brief

9:30 Serial 19 by HiCON
SRSG asks the military to prepare a report of suggested CIMIC projects to facilitate the conduct and monitoring of free elections.

9:40 Serial 20 by HiCON
A JMAC report indicates deterioration of situation, notably for IDPs.

10:00 Serial 20A by HiCON
A press article tells SRSG’s commitment to stabilizing the situation.

10:00 Serial 21 by HiCON
UN SG condemns outbreaks of violence in Western Carana.

10:30 Serial 25 by LoCON
Kenbatt commander asks how to respond to a mass rape done by 100 fighters in MPC uniforms at a village.

10:40 Serial 21 A by HiCON
UN SG condemns outbreaks of violence in Western Carana.

11:00 Serial 23 by LoCON
A South African officer is found of drunk driving by IPO.

13:50 Serial-21 by HiCON
Reports indicate multiple raids in various villages from armed groups, civilians fleeing in large numbers, and a patrol being ambushed. SRSG convened crisis management meeting and asked military to provide civilians with physical protection. HQ staff are asked to give a Mission Analysis Brief to FC/SC.

15:00 Mission Analysis Brief

16:50 AAR
9:00 Serial 24 by LoCON
A electoral team was threatened by two gunmen and had vehicles stolen. They need urgent evacuation by helicopter with armed escorts

9:00 Serial 26 by HiCON
JOC reports indicate IDPs camps and IDPs on the run are being deliberately targeted and attacks against UNAC installations have increased

9:30 Serial 27 by LoCON
A local villager accuses a Rwandan soldier of a SEA case

9:20 Serial 22 by HiCON
Media will visit HQ. Prepare a statement for media highlighting UNAC efforts to ensure protection of civilian

11:00 Decision Brief

AAR 12:00