



Module 2 – MINUSMA



Instructor Notes

And

Guidance



How to use this pack

1. This pack has been developed as a resource for trainers who are running the MINUSMA Scenario-based Exercises (SBEs) on Conflict-Related Sexual Violence (CRSV). The training pack contains 4 scenario-based exercises and 7 Snap Situation.

2. The **Scenarios are conceived for a detailed analysis of critical CRSV situations**, each of them consist of a one page hand out that participants are given to work on in groups of five to eight people. They are tasked with preparing a 10 minute presentation back to the plenary, which will be followed by a general discussion and de-brief. There is some flexibility around the timing of these exercises and snap situations (depending on whether they are delivered as part of a broader training module or in a stand-alone format, and depending on how detailed the discussions on each scenario and snap situation should be and obviously depending on the audience), but they will probably take between 1.5 and 2.5 hours to deliver. In addition, **the previous knowledge of the UN Core Pre-deployment training Materials and Protection of Civilians Materials are mandatory and essential.**

This will be broken down as follows:

- Introduction 15 minutes
- Scenario planning exercise 60 – 90 minutes
- Presentations and de-brief 30 - 60 minutes

3. The scenario-based exercises can be cut or reduced if the scenarios are delivered as part of a broader training course, but more time should be allotted to an advanced course, to allow for more detailed discussion. The scenarios and snap situations can either be run in conjunction with the complete training package (Reading modules, Conceptual training modules“Ppts”), or with a light training materials (five lesson plans) designed specifically to be used for induction training. The latter consists of:

- **Scenario-Based Exercises and Snap Situations;**
- **Instructor Notes and Guidance;**

4. The scenarios are intended to provide a practical setting to explore the set of issues related to combatting and addressing CRSV. Participants need to decide what actions to take at different levels, but also to understand the context of their actions for the mission as a whole (operational level). They need to plan and implement actions, understand the impact of this within the overall context of the whole UN operation and be able to coordinate with other actors to ensure a synchronized response. By being pre-deployment training, most of the scenarios are mainly aimed at the military, but all involve integrated planning between all the different elements of the mission. It is particularly important for all components of the mission to have a common understanding of the circumstances under which MINUSMA troops may be used to deter Sexual Violence attacks on civilians and in what circumstances they would be permitted to use force. It is important to understand that better training results will be achieved if the audience is comprised of military, police and civilian personnel. If the participants are exclusively military, civilian or police, the trainer/facilitator should remind them to factor the role of other mission components into their planning. This does not involve role-playing, but is intended to ensure that they think about all elements of mission rather than just their own professional discipline. Member States are encouraged to bring civilian representatives to the training sessions (from the UN Country Team, ICRC, NGOs etc.).



5. These Instructor Guidance Notes are intended to bring out learning points from the exercise and emphasize certain issues. They are not intended to be a comprehensive list of all of the issues contained in each scenario and hopefully more points will emerge during the discussion amongst the participants themselves. For some of the scenarios, there is no clearly right or wrong answer and the most important point will be for participants to have understood the dilemmas that the mission is facing and the constraints that it is operating under.

6. The trainer/facilitator should encourage interactive discussion amongst the participants and reflection on learning points that have come out of the modules rather than adopt a directive approach. Most groups of adults learn far more from discussing things amongst themselves than from sitting passively to listen to lectures. The trainer/facilitator should, therefore, use these notes to prompt questions and only interject if participants miss important issues, misunderstand things or state something that is clearly wrong. The trainer/facilitator should see his or her task as being to guide a boat with a rudder rather than to drive a car with a steering wheel.

Which Advanced Scenarios to use?

7. Despite the fact that the training is more focused on military and police audiences, all of the scenarios are aimed at the tactical level and all contain CRSV issues and concern to military. Since the scenarios are all based on real incidents, they contain considerable detail and the trainer/facilitator should ensure that groups have sufficient time to read them through before starting their discussions. Each scenario contains a sufficient number of issues to be run over one or two hours and the easiest way to divide them into levels of complexity is to allow more time for the more advanced scenarios to allow more points to come out in the discussions and de-briefs. The table below gives a rough division of the scenarios by target and level of complexity, but different audiences may respond to each scenario differently. The facilitator/trainer should read them all through and decide which to use.

8. The scenarios have also been designed so that two or more can be run in conjunction with one another. To avoid repetition, much of the detail provided in the Instructor Guidance Notes to the earlier scenarios is not repeated in the later ones.

The trainer/facilitator should, therefore, read the whole of these Guidance Notes as some of the information given for one scenario will be relevant to others.

9. Although the scenarios are set in a fictional country, all of the information contained within them is based on real incidents and challenges which have confronted the UN mission in combatting and addressing CRSV within its POC and CRSV mandate. Since there will probably not be time to run more than two or three scenarios in any course, the trainer/facilitator could consider giving out the one page descriptions as hand-outs to participants. Some of the scenarios contain inter-related information and so after participants have completed an exercise based on one, the trainer/facilitator could give them another as a hand-out to reflect upon this as well.



Guidance Notes for Scenarios

The trainer/facilitator should always keep in mind that the following is just a suggestion as for some scenarios and snap situations there is no clearly right or wrong answers. The suggestions are intended to guide and assist facilitators in their discussion and interaction with all participants in order to come out most important points. Therefore suggestion provided are for some of the scenarios/ snap situations and not necessary for all of them.

Scenario 1: Requisitions

Assessment of the Situation.

Requisition is an on-going practice. A fresh requisition for 15 girls has been made by rebel groups. The community decides to fight back and wants UN to protect them. Two rebel groups with 10 to 15 fighters each are engaged in HR violation and must be brought to justice. All operations will be at the backdrop of asymmetric threats and troops must cater for protection from associated threats.

Suggested Courses of Action.

- a. Deploy QRT/uniformed peacekeepers in the village to protect the civilians and prevent requisitioning.
- b. Deploy a JIT to comprehensively investigate and verify violations and assist host State authorities to prosecute the rebel groups operating in the area.
- c. Build additional troops and engage with the two rebel groups to disarm, detain and hand over to the State law enforcement authorities.
- d. Assist host State authorities to prosecute and bring the perpetrators to justice to end impunity.

Protection Measures and Checking HR Violations of the Rebel Rroups.

- a. Sensitise and organise the communities to institute self-protection measures. Assist/support and reassure the vulnerable communities.
- b. Maintain enduring presence in vulnerable areas, conduct proactive operations, deter perpetrators and prevent HR violations.
- c. Restrict rebel group activities and persuade them to join the DDR process.
- d. Establish an effective system of early-warning, situational awareness, rapid response and display will and capabilities.
- e. Carry out constructive engagement and advocacy with the rebel groups to stop violations and let them know that their activities are being monitored, recorded and violations will be responded effectively, including through bringing offenders to justice.
- f. Build capacities of the State institutions to make them responsive and accountable to prevent and respond to violations.

Assistance from the Sector/Force/Mission HQ.

- a. Additional information.
- b. Monitoring and surveillance support.



- c. Aviation assets (use attack helicopter to observe, report and if required to use force against rebels).
- d. Reinforcements.
- e. Political engagements/Advocacy/key leader engagements.
- f. Coordination and provision of survivor assistance to victims of requisition.
- g. Investigation of past incidents and assist prosecution by State authorities.
- h. Institution of comprehensive measures (through Mission's programmatic activities) to address impunity and reassure people.

Scene 2.

Assessment of the Situation.

Five rebel armed persons are executing requisitioning (by forcefully abducting women and girls for sexual purposes). UN troops are in location/near vicinity to prevent and respond immediately to the threat.

Suggested actions.

- a. The troops in the near vicinity of the village to respond immediately. Other patrols can be side stepped to reinforce.
- b. Tactically surround the rebels and ask them to surrender.
- c. Disarm (if required forcefully), detain and hand over to the designated law enforcement authorities.
- d. Engage with the rebel groups operating in the area to cease violations and face further prosecution.
- e. Assist State authorities to identify and prosecute offenders.
- f. Carry out advocacy and political engagement with all parties to the conflict to obtain commitment.

Scenario 2: Raid on a Village

Assessment of the Situation.

A Village inhabited by vulnerable Bella community is under threat of potential attack from Toureg rebels. Immediate pre-emptive deployment and proactive operation is required to protect the civilians. Village is isolated and well spread-out (with 200 inhabitants and large number of cattle). Although radical group strength is small (15 to 20 armed men), they can create considerable harm. Company will require additional resources to address the situation effectively.

Suggested Courses of Action.

- a. Report about the information on chain of command and to other designated entities.
- b. Immediately dispatch a mobile QRT (including with APCs, if available) to the Village (subsequently build it to be a TOB for enduring presence until the threat is mitigated).



- c. Activate CLAs and civilian sources to obtain additional information and to verify/corroborate available information.
- d. Use aviation and electronic monitoring and surveillance systems to locate the radical group.
- e. Ask for reinforcement from the Battalion HQ/neighbouring units/sectors.
- f. Deploy additional troops to engage/persuade with the radical group to the DDR programmes and stop violations.
- g. Use force as a last resort, if there is a reasonable belief that civilians will be targeted and are under grave threat, as per ROE.

Protection Measures.

- a. Discuss with commanders and designated Mission officials (SPOCA/SWPA, CPA, HRO, GA, etc.) to institute comprehensive security.
- b. Ensure physical protection through enduring presence (TOB, active patrolling, area sanitisation, etc.).
- c. Coordinate and assist in community self-protection measures (local alarm schemes, early-warning arrangements, community alert network, defence committees, day and night watch schemes, etc.).
- d. Depending on the gravity of the situation, consider evacuating the vulnerable civilians to safe areas temporarily.
- e. Advocacy with radical group to cease/prevent violations, elicit commitments and to bring them to the DDR programme.
- f. Address existing inequalities and discrimination against lower castes (social, cultural, economic, political, legal, etc.).

Assistance form HQ.

- a. Additional reinforcement up to a company.
- b. Aviation assets (heli-lift of reinforcements, aerial recce and attack helicopter support).
- c. Employment of surveillance and monitoring systems.
- d. Additional information.
- e. Engagement with radical group leadership (directly or through interlocutors).

Scene 2.

Assessment of the Situation.

Suspicious movement may be a potential attack. It must be further verified/corroborated through other human and electronic sources. If the intention of attack is established, UN peacekeepers must respond pre-emptively and proactively as per ROE to protect civilians.

Suggested Courses of Action.

- a. Monitor suspicious movement carefully (radars, sensors, NVDs, area surveillance systems, UAS, etc.) to establish intentions.
- b. Tactically deploy operational detachment to interpose and intervene with the group's movement.
- c. Fire illumination rounds, flares, shots in the air, and use public announcement systems to caution and deter the group.
- d. Stop and engage with the group if possible and tactically viable. Dissuade violence and persuade them to return.



- e. Administer graduated use of force as per ROE if the threat is impending and there is reasonable belief that civilians will be harmed.
- f. Alert all other operational detachments and reposition as required.
- g. Alert and warn the community about the suspicious activity to activate self-protection measures.

Assistance from HQ.

- a. UAS support to verify the strength and direction of movement of the group.
- b. Additional information (including through communication monitoring).
- c. Helicopter with night flying capability (if available).

Preventive Measures at Community Level.

- a. Establishment of CAN, early-warning arrangements and local alarm networks.
- b. Establishment of community defence schemes/committees, as well as day and night watch schemes, etc.
- c. Hotlines/distress calls facilities.
- d. Physical obstacles in the perimeter, strong rooms, entry/exit arrangements, lighting arrangements, etc.
- e. Training of villagers in self-protection.

Scenario 3: Abduction

Assessment of the Situation.

Five girls have been abducted, presumably for sexual purposes by MNLA/MMA armed men. A fleeing pickup truck has been located in the North-westerly direction by a patrol. Since two hours has already lapsed, immediate action to save/extricate the girls before any harm can be done is vital. In addition, the unit must manage the crowd peacefully. Given the time elapsed since abduction, possibility of CRSV is very high. Survivor assistance and disarmament and detention of offenders for further prosecution must be planned and executed.

Suggested Course of Action.

- a. Report on chain of command and in parallel to the SWPA and CPA.
- b. Send a mobile QRT to pursue and locate the Pickup based on the available information of its fleeing direction and information of the patrol.
- c. Side-step other operational detachments in the area to block/locate pickup.
- d. Ask Force HQ for an immediate helicopter sortie for aerial observation to locate the fleeing armed men and the pickup.
- e. Activate CLAs and other information sources to look for the abductors and the abducted girls.
- f. Engage with key leaders of the community/crowd to reassure and coordinate community responses (community itself would like to send search teams).
- g. Persuade the crowd (through key leaders) to disperse and assist in locating the abducted girls.
- h. Display commitment and will through rapid response and by personal example.
- i. Engage with leadership of the groups operating in the area (directly or through interlocutors).
- j. Ask them to release the girls without violation/harm.



Crowd Management.

- a. Engage with key leaders. Reassure and respond rapidly. Positive response and commitment of the peacekeepers can help bring down the animosity of the people.
- b. Be empathetic to the crowd and do not provoke.
- c. Ensure rapid response.
- d. Persuade the crowd (including key leaders and influential people) to disperse peacefully and assist in search.
- e. Involve local administration and law enforcement agencies in managing the crowd.
- f. Keep the COB/base on stand-to to respond appropriately to crowd control situation.

Actions to Prevent Further Escalation.

- a. Saving of girls before they are harmed and apprehending the offenders can de-escalate the situation.
- b. Proactive operations, including day and night active patrolling must be undertaken to prevent occurrence of such incidents.
- c. Coordinate and provide survivor assistance (including for victims who have suffered previously) must be ensured.
- d. Prior hot spot mapping; establishment of early-warning arrangements; community engagement; advocacy with all parties to the conflict; constructive engagement of armed groups operating in the area; etc. could have prevented such an incident.
- e. Efforts to build trust, confidence and good rapport between UN peacekeepers and communities must be undertaken.

Assistance from Force/Mission HQ.

- a. Monitoring and surveillance support.
- b. Helicopter for aerial observation and tracking.
- c. Additional information.
- d. Reinforcement and side-stepping of troops.
- e. Advocacy and political engagement.
- f. Coordination with host State authorities to locate the abducted girls, extricate them and to prosecute the offenders.
- g. Launching coordinated operations in the area to prevent such incidents in the future, including in coordination with parallel forces deployed in the zone.

Scene 2.

Actions by the QRT Commander.

- a. Tactically close in, deploy and secure the area to prevent escape of the armed persons.
- b. Report the Company/Battalion Commander about the situation.
- c. Engage with armed persons to stop firing and release the girls. Utmost restraint to be taken so that the girls are in no way harmed in the fire fight.
- d. Warn the armed men that any harm to the girls will be severely dealt with.
- e. Request for additional reinforcement and for local police and law enforcement agencies.



Actions by the Battalion Commander.

- a. Report/inform all concerned.
- b. Ensure presence of a senior commander in location.
- c. Build additional troops if required.
- d. Guide the QRT commander (Negotiate for release of girls and surrender of armed men; failing which force will have to be used).
- e. Engage with/provide support of interlocutors to obtain release of girls and surrender of armed men.
- f. Engage with armed group leadership for release and surrender.

Assistance from the Force/Mission HQ.

- a. Special Forces personnel to assist extrication.
- b. Additional reinforcement.
- c. Engagement of armed group leadership.
- d. Deployment of JIT.

Engagement of Armed Group.

- a. Handle carefully until girls are released.
- b. Negotiate release of girls through persuasion and motivation, as also of the implications of their reticence.
- c. Display will and capability and continue to maintain tactical advantage.
- d. Build additional troops and resources.
- e. Involve interlocutors if need be.
- f. Keep SF troops/battalion QRT to use force and extricate the girls.

Provision of Survivor Assistance.

- a. Immediate assistance (first aid, clothing, food, water, security and safety).
- b. Discuss with SWPA and CPA.
- c. Link up with family members.
- d. Organise survivor assistance as per Mission's referral arrangements.
- e. Transport and escort up to the health centre of the service provider.
- f. Ensure timely administering of PEP kit.
- g. Maintain confidentiality and anonymity.
- h. Provide protection to witnesses and family members as required.

Handling of Perpetrators.

- a. Search, disarm and detain.
- b. Inform Mission Detention Focal Point.
- c. Organise handing over as per interim SOP on Detention.
- d. Assist host authorities in prosecution and to end impunity.



Scenario 4: SV by MDSF/Self-defence Militias

Assessment of the Situation.

Approximately a company strength (150 armed personnel) of MDSF/FAMA and associated self-defence militia personnel have established three roadblocks/checkpoints around Village Ansongo as a prelude to house to house search. Evidently, the search will lead to HR violations, including CRSV.

Since government forces are involved, the response must be carefully tailored while ensuring civilians are not harmed. While the company can make an immediate response, additional reinforcements would be required to prevail upon the MDSF.

Suggested Course of Action.

- a. Report on chain of command and discuss options and response.
- b. Despatch a mobile QRT immediately to the Village Ansongo, primarily to show presence and deter MDSF/FAMA and allied militia men from committing violations. The MDSF/FAMA is well within its right to carry out house to house search.
- c. Engage with the MDSF/FAMA leadership at the village to ascertain intentions and to carry out advocacy on not to commit any HR violation.
- d. Build additional forces to display UN will and commitment to intervene for protecting vulnerable civilians.
- e. Ensure that UN presence and engagement of local commanders are not viewed as UNs tacit agreement on what is going on in the village. UN peacekeepers must maintain impartiality and be visible in its protective role. One best way could be to jointly engage the MDSF/FAMA commanders together with local community key leaders.

Actions to Remove Checkpoints/Roadblocks.

- a. Mission HQ to engage with political leadership and military commanders at the national level to prevent deployment of (unauthorised) checkpoints and associated human rights violations.
- b. Sector/Battalion/Company commanders to engage with host State authorities (civil, military and police) to check the trend. Ask local commanders/host State authorities to inform/coordinate all such deployments.
- c. Let them know that all activities and conduct in checkpoints./roadblocks are being monitored, recorded, reported and where required will be responded to.

Actions to Stop HR Violations by MDSF/FAMA.

- a. Carry out advocacy and political engagement with Host State authorities (civil, military and police).
- b. Obtain specific commitments from the MDSF/FAMA (to cease violations, release unauthorised detainees, bring to justice offenders, etc.).
- c. Training and mentoring of the security forces and law enforcement agencies to be more responsive and accountable.
- d. Improve conduct and discipline, command and control and issue of specific command directives.



Assistance from the Force/Mission HQ.

- a. Engage, coordinate and assist MDSF/FAMA commanders to enhance accountability and responsiveness.
- b. Political engagement and advocacy with host State authorities.
- c. Resolve differences at the national, regional and local levels.

Guidance Notes for Snap Situations:

As a reminder, suggestions are intended to guide and assist facilitators in their discussion and interaction with all participants in order to come out with the most important points.

Snap Situation 1: Rape of Family Members of Women Leaders

Assessment of the Situation.

CRSV has been committed by rebel armed group personnel on family members of woman leader as part of vendetta and humiliated the male members. The rebel armed group personnel are still at large and continue to violate HR with impunity.

Suggested Response.

- a. Send a QRT to search, disarm and detain the rebel armed group personnel.
- b. Provide survivor assistance as per referral arrangements to the two sisters.
- c. Provide medical assistance to the three husbands.
- d. Engage with local law enforcement agencies for handover and prosecution.
- e. Carry out advocacy with rebel group leadership to prevent such incidents.
- f. Engage local community for self-protection measures.

Snap Situation 2: Forced Marriage

Assessment of the Situation.

A child has been abducted for forcible marriage and forced sex by rebel group leader. The child is likely to be gang raped and may be handed over from group to group. Immediate action is required to save the child.

Suggested Actions.

- a. Report on command channel and to the SWPA and CPA.
- b. Acquire more information on the whereabouts of the rebel group location.
- c. Employ a QRT to quickly pursue/extricate the child.
- d. Build up additional forces in the holding area.
- e. Negotiate release of the child with the local rebel commander.
- f. Involve local law enforcement agencies to engage and obtain release of the child.



- g. Engage with armed group leadership to ask the local commander to release the girl.
- h. Use force as a last resort, in a graduated manner.

Snap Situation 3: House Break and Rape

Assessment of the Situation.

Evidently a wealthy Songhai woman is being tortured/raped by two Toureg men while looting the house. Immediate action is required to save the woman in danger.

Suggested Response.

- a. Send a mobile QRT immediately to the house of the woman to save her.
- b. Ask the civilian informer to activate local alarm scheme and get the villagers together and make noise.
- c. QRT to surround the house to prevent the escape of perpetrators.
- d. Ask the men to release the woman.
- e. Confiscate the pick-up van and disarm, detain and handover the perpetrators to the host State law enforcement agencies.

Snap Situation 4: Mass Rape

Assessment of the Situation.

An early-warning of an impending mass rape has been provided by the Bella and Songhai community elders. Immediate preventive actions must be instituted to prevent mass rape.

Suggested Response.

- a. Carry out advocacy and constructive engagement with MNLA local leadership to prevent any untoward incident.
- b. Let them know that their activities are being monitored, violations recorded and that offenders will be prosecuted.
- c. Carry out proactive operations, deter perpetrators, protect vulnerable population and neutralise threats.
- d. Organise/support community self-protection measures.
- e. Deploy JPT to understand security concerns and to design specific protection measures.
- f. Display will and capability to address protection challenges.

Snap Situation 5: Rape of a Kidnapped Man – Iblalene

Assessment of the Situation.

One Idnan Touareg man has been abducted and is likely to be tortured/subjected to CRSV. The MAA personnel (located approximately 70 km from the COB) are waiting for the three men they were searching for.



Suggested Response.

- a. Report on chain of command and to the SWPA.
- b. Pacify and reassure the Touareg delegation. It is preferable for them not to hand over the three persons that MAA was looking for.
- c. Discuss and understand the situation clearly and obtain additional information on the activities and whereabouts of MAA.
- d. Carry out political engagement and advocacy with MAA leadership at the local and regional levels for release of the abducted man.
- e. Despatch a mobile QRT to the MAA camp to seek/obtain release of the abducted man.
- f. Engage in peaceful negotiation, mediation and reconciliation to obtain release.
- g. Let the MAA know that their activities are being monitored, violations recorded and reported, and that offenders will be prosecuted.
- h. Build additional troops to display UN will and commitment.
- i. As a last resort use force to extricate the man in danger. The timing and modalities will have to be discussed and finalised with different levels of HQ.
- j. Provide survivor assistance as per referral arrangements.

Snap Situation 6. Forced Prostitution (South)

Assessment of the Situation.

Girls from Northern Mali are held captive and forced into prostitution by an influential group in downtown Bamako. CRSV is on-going. A local civilian is available to guide UN peacekeepers to the area. A joint operation with local police and/or UNPOL must be launched to extricate the sexual violence victims.

Suggested Response.

- a. Verify and corroborate the available information. Obtain additional information.
- b. Coordinate extrication with host State police and/or UNPOL. Preferable for the host State law enforcement agencies to lead (except when they are not available or when they are party to the on-going violation).
- c. Inform/involve only those relevant for the execution of the operation.
- d. Build up should be unobtrusive and operation must be executed rapidly and surgically.
- e. Detain offenders.
- f. Provide survivor assistance. Maintain confidentiality and anonymity.
- g. Identify other such areas and respond timely.



Snap Situation 7: Abduction and Rape in CP

Assessment of the Situation.

MDSF has apparently committed HR Violation, including CRSV at the Checkpoint. The victims/survivors must be saved and assisted; and the perpetrators must be brought to justice.

Suggested Response.

- a. Report on chain of command and to the SWPA.
- b. Verify/corroborate available information and acquire additional information.
- c. Launch a QRT immediately to extricate the victims.
- d. Engage/negotiate/mediate release of the women, girl and men.
- e. Involve local security and law enforcement agencies for handling the offenders.
- f. Engage with political leadership and MDSF commanders to obtain release of the victims, prosecute offenders and to prevent such incidents in future.
- g. Use force to extricate depending on the urgency of the situation and the harm being administered.