



United Nations

# Staff Officers Scenario-Based Exercise

for United Nations Staff Officers  
Specialized Training Materials

# C o n t e n t s

- 1. General Instruction for the INSTEX**
- 2. Reading Materials for Course Participants**
  - a. Carana Country Study
  - b. Statement by the President of SC
  - c. SG's Planning Directive
  - d. USG's Planning Directive
  - e. Kalari Peace Agreement
  - f. Strategic Assessment Report
  - g. Security Council Resolution 1544
  - h. Planning Assumptions
  - i. UNAC OPORD
  - j. ROE
- 3. Documents for Directing Staff**
  - a. Exercise Brief
  - b. SBE Injects
- 4. SBE Templates**

# General Instruction for the INSTEX



## **INSTEX-2018**

(Integrated Staff Exercise)

1. **General:** The Integrated Staff Exercise (INSTEX) is designed to test the ability of the staff officers in understanding the mission environment and the headquarters functioning of the Force and Sector Headquarters (FHQ and SHQ) in a multi-dimensional peacekeeping operation. The participating staff officers will be exposed to different operational situations which will require them to carry out in-depth analysis of the events taking place; keep them effectively engaged during the development of the operations; and they will be able to plan and prepare to deal with the unforeseen situations as the exercise progresses. At the end of the exercise, the participating staff officers will be confident and well equipped in tackling day to day situations which will arise once they are deployed in the mission.
2. **Aim:** The aim of the INSTEX is to enable the participating staff officers to work in a mission environment and understand the staff functioning of the Sector and Force Headquarters.
3. **Objectives:** The following objectives are intended to be achieved through this INSTEX:
  - a. Orient and understand the staff procedures followed in the different headquarters.
  - b. Get to know the staff responsibilities and synchronize staff functioning.
  - c. Adaptability, advance planning and ability to work under changing situations.
  - d. Prepare and conduct situational brief for the commanders.
  - e. Understand, prepare and conduct mission analysis and decision briefs.
  - f. Ability to generate operations reports and returns.
  - g. Coordination and cooperation among different branches within the headquarters and externally with other partners in the mission area.

4. **Scope:** The INSTEX will be a two-tier exercise depicting a FHQ and the SHQ as the players where, two SHQs will remain notional. Two exercise control(s) as the HiCON represented by the UNHQ, AU (CRC), Mission HQ, JOC, JMAC etc. and the LoCON represented by the contingents or the part of contingents, operational elements deployed in the mission area will be established. The important staff appointments in the FHQ and SHQ will be given to the participating staff and DSs will be acting as role players, mentors or additional control, when necessary.
5. **General guidance for Instructors:** The sequence, exact timing, and means of sending injects are at the discretion of the Directing Staff of the exercise. These may be adjusted subject to the specific training objectives, participant's learning capabilities as well as possible time constraints.
6. **Timing during Mission Life Cycle:** While the conduct of this exercise can notionally take place during all three phases of the Mission Life Cycle (Start-up, Implementation, or Transition), it is recommended 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 SHQ during this phase.

### **Conduct of the INSTEX**

7. **Organizational Setting:**
  - a. The FHQ of the United Nations Assistance Mission in Carana (UNAC) will be composed of the following staff: COS, U1, to U9. Since U6, U7 and U8 have less tasks in this exercise, those nominated as U6, U7 and U8 will also work with U2, U3 and U5 respectively in addition to their tasks. In addition, both Force and Sector HQs will have a duty officer to attend the calls. Total 11 staff officers including COS will be required to organize the FHQ. Similar structure will be followed by Sector HQ. Both Force and Sector HQ will establish Military Operations Centre (MOC) for their operations.
  - b. Force Commander (FC) and the Sector Commander (SC) will be represented by the DSs.
  - c. HiCON will be represented by the DS.

- d. LoCON will be represented by the DS or course participants, playing the roles of the elements deployed in the mission shown on the map attached as Annex A to this instruction.

Where possible, efforts should be made to appoint the staff in accordance with their actual appointment in the assigned mission.

8. **Sequence of Events:** Total three (03) days will be required to conduct the exercise (Ex). The sequence of activity may be summarized as under:

- a. **Day -1:**

- Preparation for the ex (map boards, HQ set up, etc.).
- Issue narratives/ injects depicting various operational activity.
- Preparation and conduct of the situation brief to the FC and SC (Requirement-1).
- Debriefing.
- Issue of Requirement-2 including 'planning guidance' for the following the day (i.e. Mission Analysis).

- b. **Day -2:**

- Operation activity by issuing inject/ tele-calls/ wireless conversations.
- Carry out mission analysis and conduct of briefing.
- Debrief and issue of Requirement-3 for the following day (i.e, Decision Brief).

- c. **Day -3:**

- Operation activity by issuing inject/ tele-calls/ wireless conversations.
- Preparation and conduct of the Decision Brief.
- Debrief and termination of Ex.

9. **Injects/ Narratives:** Three (03) kinds of narratives/ injects (Routine, Reactionary and Staff Tasks) will be issued to the playing HQs which will provide information and some will be required to be acted upon. Some information will be passed onto the participants by means of emails, telephone conversation or by wireless radio conversation depending on the availability of the communication equipment. Throughout the Ex, Staff Officers (SOs) need to remain focused on the kind of reports that need to be generated from a particular situation or an order to be issued. If the participants fail to identify the action required by them, the DSs/ mentors are required to take them thorough the sequence of events. This will always be a challenge in this type of exercise and DSs/ Mentors will be adequately briefed by the Ex Director

about their role before the start of the Ex. Narratives and injects will be issued separately for the DSs' eyes only.

10. **Maps for the Country Study including weather maps:** Attached as Annexes.
11. **Map showing Deployment of the Mission:** Attached as Annexes.
12. **Communication Diagram:** Attached as Annexes. The net diagram will depend upon the availability of the communication equipment in the Ex area.
13. **Conclusion:** The purpose of the INSTEX is not to rush but to learn. If the tempo in a particular branch is too high or low, the mentor/ Directing Staff (DS) needs to control the situation in coordination with the Exercise Director. Continuous mentorship and guiding the SOs in identifying their tasks and assisting them in undertaking will be the key to the success of this type of Ex.

**Annexes:**

- A. Map of the country study Carana and Map showing deployment of mission elements.
- B. Weather map.
- C. Communication Diagram.
- D. Mission HQ structure