**PREFACE**

**Specialized Training Materials (STM)**

**MISSION SPECIFIC INFANTRY BATTALION TRAINING MODULES**

**Background**

UN Infantry battalions are normally regular or composite infantry units trained by the national training systems within the parameters set by the Integrated Training Service/ DPKO in consultation with Member States and Field Missions. In this sense, peacekeeping training is administered to an infantry unit, already capable to undertake a full range of tasks, in order to re-orientate its operational capacities to face a complex operational environment, usually different from the national one, where a range of other actors is also operating under their own mandates and objectives. Training of infantry battalions is a national responsibility.

Troop Contributing Countries (TCC) have been deploying infantry battalions since the beginning of UN peacekeeping operations. However, in the past years, the peacekeeping operational environment has suffered substantial changes that demand more and more from Member States in terms of troop performance in UN field missions. Therefore, DPKO initiated a training project to support TCCs in the preparation of battalions to deliver in increasingly difficult operational environments.

As a consequence, the Integrated Training Service was tasked to develop a curriculum with contents for collective training of key leaders and staffs of the UN infantry battalion. This training package was designed to be part of pre-deployment preparation with focus on relevant mission-specific challenges possible to be faced by infantry battalions to be deployed in selected field missions. The Specialized Training Materials (STM) for UN Infantry Battalions is
the product of this training development process. The training development was carried out through extensive consultations with Member States, filed missions and other relevant stakeholders.

**Purpose**

The training modules aim at standardizing the procedures for the command and staff of the UN infantry battalion drawn from diverse environments and having different training standards. Having been exposed to the peculiarities of a specific mission, in which the battalion is going to be deployed, the modules are expected to help sharpen the skills of battalion command and staff, collectively as well as individually.

**Objectives**

The objectives, details of which are covered in the CPX Module, are summarised below:

a. Standardizing training procedures of Infantry Battalions;

b. Enhancing the command, planning and collective decision making abilities of the battalion command and staff elements;

c. Helping UN infantry battalion in achieving synergy through above mentioned steps thus increasing the overall operational capacity.

**Structure of the Materials**

The materials consist of four modules of which three are mission-specific modules. Module 1 is the Command-Post Exercise (CPX) module which explicitly defines the conduct, while the former modules paint realistic pictures / situations expected to be confronted by battalions while in the specific mission areas. The mission-specific modules comprise Module 2, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO); Module 3, the African Union - United Nations Hybrid Operation in Darfur
(UNAMID); and Module 4, the United Nations Mission in the Republic of South Sudan (UNMISS). The CPX module will put the scenarios developed in mission-specific modules into practice through conducting of war game.

The outlook of the material is as under:

a. **Introductory Documents.** (Introductory Document, Main Event List, Outline of Event, Summary of Key Lessons and Glossary)
   The information given at the beginning of each module is related to the overall structure and make up of respective mission.

b. **Scenarios.** (Main Event List, 8 scenarios with several injects and support documents as maps and sketches). The scenarios have been developed to judge the response of all the participants collectively as well individually. Moreover, the selection / building of scenarios have been strived to be as close to the reality as possible covering wide spectrum nature of operation including logistics an infantry battalion has to undertake during deployment in mission areas.

**Instructor Profile**

This training package is best presented and applied by instructors who have a general knowledge of United Nations peacekeeping history, purposes and principles as well as the specific knowledge on the particular mission where the unit is to be deployed. The instructors should also have participated in UN peacekeeping operations so s/he is able to bring a practical understanding of a mission into class discussions. Finally, the instructors should have previous experience in running command-post exercises for Units in their national training systems.
Training Characteristics

Training for a UN Infantry Battalion may vary according to national peculiarities and resources. However, there are fundamental training characteristics that must be respected when preparing to deploy to a peacekeeping mission:

a) Training should be realistic: all necessary efforts shall be fulfilled to replicate possible real situations that the battalion might face on the ground;

b) Training should be mission-specific: there is a need to bring the mission operational reality to the training environment;

c) Individual and collective training focused on interaction with mission elements, mission partners and other actors present in the area of operations;

d) Training methodology based on practice;

e) Training should be exhaustively undertaken on the grounds of the mission rules of engagement.

Acknowledgements

ITS would like to thank the numerous training personnel from national peacekeeping training institutions and field missions who provided feedback during the drafting process, including the participation in workshops and seminars. The content of these Specialized training Materials was developed primarily by the relevant substantive experts with the Department of Peacekeeping Operations and Department of Field Support as well as the wider UN system.

The Integrated Training Service would like to thank the Office of the High Commissioner for Human Rights (OHCHR) the relevant offices in DPKO and DFS, including the Office of Military Affairs in the person of Vikars per Osterberg, and the Police Division, the Gender Advisory Team, the Child Protection Adviser and the Office of Legal Affairs for the assistance and collaboration.
The learning elements, design, structure and format of the STM UN Infantry Battalions were developed by the ITS training development team: Jose Ricardo Vendramin Nunes (Project leader) and Asif Chaudhry, with the invaluable assistance of the ITS/DPKO consultant Samuel Asare.
TABLE OF CONTENTS

Introduction ......................................................................................................................... 2
Aim, Scope, Objectives ........................................................................................................ 3
Duration, Target Audience ................................................................................................. 4
Learning Outcomes, Materials/Equipment Needed ............................................................. 5
Communications .................................................................................................................. 6
Organization / Structure of the Exercise ............................................................................. 7
Exercise Dynamic ................................................................................................................ 8
Roles .................................................................................................................................. 9
Exercise Participants, Conclusion ..................................................................................... 12
Communication Net Diagrams ........................................................................................... 13
Guidelines for After Action Review ................................................................................... 16
Sample of After Action Review ......................................................................................... 18
GENERAL INSTRUCTIONS

Introduction

1. Clear and good understanding of the command and control, planning, staff and decision making processes within an infantry battalion coupled with professional, effective and quick application on ground are essential prerequisites for successful and effective peacekeeping operations. Over the years, it has been observed with concern that, command and staff elements of Infantry Battalions, despite having undergone a well planned and equally well conducted pre-deployment training and preparation, have some times been found wanting in application of their skills on ground specially in crisis situations even in routine operational and tactical tasks and SOPs. Such a lapse thus, transpires into a critical performance gap which not only is inimical to mission attainment but may also result into jeopardizing the mission itself. To address the issue upfront and bridge this critical performance gap, a need has been felt to standardize this training thereby making it targeted, objective, mission specific comprehensive and collective simultaneously imparting training to the Battalion Commander, Company Commanders and key staff of the Battalion.

2. In this context, remaining within the overall ambit of “Capability Development Pilot Project for the Infantry Battalion” a joint pilot project of DPKO and Department of Field Support (DFS), Training Module of the Infantry Battalion Project has been conceived. This Training Module based on one sided, two-tier Command Post Exercise (CPX) aims at not only standardizing the training procedures and requirements but also sharpening the practical skills of the Battalion Group (a group of about 10 individuals comprising the Battalion Commander, the Battalion Staff and Company Commanders), in peacekeeping operations. However, the module is not restricted to above mentioned category of individuals alone for administration and logistics, communication and other supporting elements including clerks etc are considered to be the part and parcel in the overall functioning of the battalion thus will physically take part in the exercise by implication. The Exercise has been set at the tactical level and is based on actual scenarios from different peacekeeping operations. These scenarios thus are likely to provide a realistic backdrop to exercise hence will help prepare the Battalion Commander and his Staff more realistically for the challenges they may face in their impending peacekeeping operations. Efforts will be made to adapt the training to the level of the audience and to the peculiarities of the Troops Contributing Countries. This document should be read in conjunction with the other mission specific training modules which spell out the specific tasks to be performed by the Battalion Group.
Aim

3. To explain the conduct of mission specific CPXs.

Scope

4. These instructions having put the need of the exercise in true perspective cover the organization, structure, dynamics, and aims and objectives of the CPX. It also defines the roles of the Exercise Director, Controllers, Players, Evaluators and sets out the material and equipment needed for the exercise.

Objectives

5. The objectives of the CPX are:

a. To standardize the training procedures for Infantry Battalions drawn from diverse member states and environments.

b. To make the battalion as a whole and Battalion Commander, Company Commanders and staff individually realize the enormity of challenges they are likely to face in peacekeeping operations.

c. To enhance the command, planning and collective decision making abilities of the Battalion Group

d. The Battalion Leadership

(1) Enhance analytical ability thus enabling them to grasp the situation quickly contributing to quick and correct decision making

(2) Be able to plan, coordinate and conduct peculiar peace keeping operations. specially in crisis situations.

(3) Exercise effective command and control in fluid situations

e. Battalion Staff

(1) Enhance situational awareness to give correct and timely input/data to battalion leadership for correct and timely decision making.

(2) Must know the rules and regulations and ROEs etcetera

(3) Improve staff procedures

f. Other Supporting elements
(1) Ensuring proper administration and logistics during operations
(2) Proper, effective and fool proof communication arrangements for
    passage of information both horizontally as well as vertically.

**Duration**

6. The duration of the CPX may vary depending upon the number of scenarios to
be considered/ played in any particular exercise. It may be appreciated that sufficient
time is needed to build the momentum and develop scenarios. Paradoxically, to break
monotony and prevent the exercise from loosing its sting and ultimately teaching value,
it must not be stretched for too long. A balance will thus have to be maintained to make
it interesting, beneficial and successful. In this back drop a typical CPX is recommended
to be run for 3 to 4 days. The first and last days are reserved for introductory mission
specific briefs and After Action Review (AAR)/ debriefing respectively. An example/
suggested time line is illustrated in the diagram below:-

<table>
<thead>
<tr>
<th>COMMAND POST EXERCISE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introductory lessons and mission specific content</td>
</tr>
<tr>
<td>Preparation for CPX (exercise dynamic)</td>
</tr>
<tr>
<td>Day 1</td>
</tr>
<tr>
<td>SBE 1</td>
</tr>
<tr>
<td>Day 2</td>
</tr>
<tr>
<td>SBE 2</td>
</tr>
<tr>
<td>SBE 3</td>
</tr>
<tr>
<td>Day 3</td>
</tr>
<tr>
<td>SBE 4</td>
</tr>
<tr>
<td>After Action Review</td>
</tr>
<tr>
<td>Day 4</td>
</tr>
</tbody>
</table>

**Target Audience**

7. The primary target audience for the CPX is the Battalion Group comprising:-

   a. The Battalion Commander.

   b. The Battalion Staff including:

      (1) Battalion Second in Command.

      (2) Operations Officer.

      (3) Military Information Officer.

      (4) Logistics Officer.
(5) Battalion Signal Officer.

(6) Public Information Officer.

(7) Humanitarian/Legal/CIMIC Officer.

(8) Senior Medical Officer.

c. Three/ Four Infantry Company Commanders.

d. Armored Recce Squadron/ Troop Commander.

8. The following support staff for each operations room will also be tested during the exercise:-

   a. Duty Officers and their assistants.

   b. Radio Operators.

   c. Clerks.

**Learning Outcomes**

9. On completion of the CPX, the Battalion Group is expected to be able to:

   a. Receive, collect, collate and analyze incoming reports/ information on any developing situation professionally and in a calm and yet purposeful manner.

   b. Cohesively and comprehensively plan appropriate/ flexible response to a developing situation well in time to allow sufficient reaction time to subordinate commanders/ staff.

   c. Issue orders for appropriate response to any critical situation leaving no loopholes and constantly monitor the development of operations.

   d. Ensure effective/ smooth flow of information both vertically as well as horizontally.

   e. Achieve the assigned mission in an absolute professional manner.

**Materials/ Equipment Needed**

10. The following materials/ equipment will be required :-

    a. Operations rooms for Battalion HQ and Company HQs.
b. Ideally each operations room should have

(1) Duplicate tactical communications
(2) Admin Communications.
(3) Telephone Communications to replicate Satellite Phone found in mission areas.
(4) Computer network to link Battalion HQ with all companies.
(5) Relevant Maps appropriately marked.
(6) Map Boards.
(7) Necessary Forms for reports and returns.

c. Depending on the scenarios, a public address system to broadcast messages to all operations rooms. This may be necessary if there is a need to replicate radio broadcast in the exercise scenario.

d. Offices for the various staff officers to be exercised. Offices of the company commanders must be located near their operations rooms.

e. A training module containing background information, scenarios, schedule of events, suggested solutions and other information required for the running of the exercise.

f. The list above though not exhaustive yet represents the ideal requirements necessary for the running of the CPX. It will be possible to run the exercise with the bare essentials if all the above are not available.

g. A separate Administration/Logistics instructions to cover feeding and other logistic requirements.

Communications

11. Following communication nets will be established:-

a. Force/Sector HQ Net.

b. Battalion Operational Net.

c. Battalion Administration Net.
d. Company Nets.

12. Net diagrams are at Annexes A, B and C.

13. Other than these nets all communication systems should have an alternative/ duplicate system so as to ensure success. All communication means which are used in the particular mission area including IT etc should be introduced during exercise and all participants must be able to operate it.

**Organization/ Structure of The Exercise**

13. The exercise will be organized/ controlled by the appointments mentioned below. It will be appreciated/ helpful if officers having peacekeeping experience and those who have completed their junior staff course/ staff course or equivalent are assigned to fill these appointments. Supporting staff of non commissioned officer rank/ status may be added as necessary.

   a. High Control (HICON) representing force/ sector HQ. This can be represented by 2/3 persons. (Preferably of the rank of Lt Col/ Maj)

   b. Low Control (LOCON) representing platoons/ local population/ local police/ organizations. Two persons per company to represent the platoons. Three persons to represent local population/ police/ organizations. (Preferably of the rank of Maj/ Capt)

   c. The Battalion Group (audience which is to be exercised).

   d. Exercise Director (EXCON/ Umpire)/ Training Team. 2/3 persons. (Preferably led by a Col/ Lt Col senior to the Battalion Commander, supported by Lt Col/ Maj).

   e. Evaluators. A total of 13 evaluators (including the Chief Evaluator) will be required for the standard CPX. They will be distributed as follows:-

      (1) Two each for four Companies. To assess the other participants at the Company HQ as well. (Preferably Maj/ Capt the leader should be senior to the Company Commander).

      (2) Four for Battalion HQ. To assess the CO and other staff officers. (To be led by a Lt Col senior to the Commanding Officer. Other members - preferably Major).

      (3) One Chief Evaluator. (Preferably Col/ Lt Col senior to the Commanding Officer).
f. Organizational structure is flexible and depending upon the practicability of the exercise, ground realities and availability of the officers the said number can be reduced to half.

Exercise Dynamics

14. Preparation and Planning. The first day of the exercise will be dedicated to/ utilized for preparation and planning. The players and other participants will be given introductory lessons and a mission specific brief which is contained in the mission specific training module. This is expected to set the base and point towards the true direction right from the outset. Detailed introduction to the mission including its peculiarities in which the Battalion Groups is going to be deployed will help make the exercise objective. It will also set the backdrop against which the exercise will be conducted. The introductory brief may include Mission Background, Organization/ Structure, Intelligence Briefing, Operational Briefing and Challenges amongst others.

15. Exercise Play/ Conduct. Play/ conduct may follow the pattern as mentioned below:-

a. All requirements after a particular scenario/ situation should be comprehensive and diverse so as to exercise/ evaluate all officers/ appointments in a Battalion group.

b. Reports will be generated/ sent from HICON and LOCON to various elements in the Battalion. The tempo of these incidents will be guided by two documents. These are the outline of major incidents and a detailed main events list.

c. The Battalion HQ/ Companies are expected to receive the information, log it, analyze it and issue directives to subordinate units and reports to higher HQs as necessary.

d. This will then lead to the next step so the already developed scenarios will be put into place and played out. The first few hours of the exercise may be moderately paced to ensure that operations rooms and communications are functioning properly.

d. Conferences to include all participants including the Battalion Group will be held twice daily. A morning conference will aim at previewing the day’s events whilst the evening conference will be used to review the day’s activities and collate AAR inputs. These conferences will also serve to adjust the tempo of exercise if necessary and address unforeseen
problems. A diagrammatic representation of the exercise play/ conduct is as depicted below:-

16. **Operations Room Procedures.** The operations room is the nerve centre of any unit. The effectiveness and efficiency of Battalions/ Companies is directly proportional to the effectiveness and efficiency of respective operations rooms in collecting, collating, analyzing and processing the information. Accurate and timely passage of such information both horizontally as well as vertically helps in accurate and quick decision making. All Operations Rooms are expected to exhibit such a smooth and efficient functioning during the exercise.

17. **Reports, Returns and Briefs.** Reports and returns constitute an important part of the exercise. Reports should be frequent and routine and its tempo should be set by commanders at all levels. The appropriate mission forms for sending reports as contained in the mission-specific Training Module should be used during the exercise. Players should also be asked to brief evaluators on the situation from time to time. Such briefings envisage player’s involvement and reinforce/ reiterate the aims and objectives of the exercise in the minds of the players. Evaluators should ask players what is happening, what has caused it, what actions are being taken, what principles/ reasons underpin a particular course of action and what other options are there for the solution of a particular problem.

**Roles**

18. The various participants in the CPX have different roles to play in the conduct of the exercise. The proper execution of these roles is indispensable to the success of the
exercise. It therefore, is imperative that all participants are fully cognizant of their roles.

The roles of the participants are appended below.

a. **Exercise Director/ Controller.** The Exercise Controller (EXCON/Umpire) is responsible for the overall conduct of the exercise. He/She having fully familiarized himself/herself with the Master Training Module and Mission Specific Training Module is responsible for giving the mission specific introductory brief to all participants. He must ensure that all offices and operations rooms are equipped and prepared for the exercise. He must monitor the flow of incidents/scenarios to ensure that the battle pulse builds up to the levels required to replicate the stress level necessary to test the players adequately. He will chair the daily conferences as well as the AAR. At the end of the exercise, incorporating inputs from other participants as well, a comprehensive report on the exercise with the emphasis on lessons learnt will be prepared by him.

b. **Evaluators.** The role of evaluators is to monitor and assess the exercise; particularly the exercise players. There input into the AAR will be given due weightage for improvements of future exercises. To keep the system vibrant and to ensure that monitoring/evaluation is continuous and effective a roster system may have to be adopted. It therefore, necessitates more than one evaluator with every commander and operations room. The evaluators will use the evaluation form which is attached as Annexes D and E. Proposed solutions to each scenario will be provided with the mission specific modules. These will provide detailed guidance to the evaluators in the completion of the evaluation forms. The form should be adopted to suit the role and output of each player in their respective roles. Evaluators are to specifically look for the following:

1. Prompt and accurate reporting of incidents.
2. Quick reaction to incidents/prompt decision making.
3. Reactions in line with UN SOPs/Code of Conduct and military professionalism.
4. Logging and processing of reports/information.
5. Timely passage of information both horizontally as well vertically.
6. Setting up of the operations room to facilitate all of the above.
(7) Commanders’ understanding of scenarios/ situations and what is expected of them. Evaluators may use white arm bands to enable them to be easily recognizable.

c. Controls. The success or failure of the exercise depends to a large extent on the performance of HICON and LOCON. They must ensure that the exercise progresses according to the outline of events. They may give their input into this outline to ensure reality and free play as much as possible. They must use their ingenuity to fill in the gaps make it as interesting and practicable as possible for the players. Controls must attain mastery over the exercise papers to make the exercise of full training value. Serials must be ready in advance and control team leaders must organize to ensure that the exercise flow is smooth and uninterrupted. Control personnel will also give their valuable input for AAR.

d. Players. The players are the main object and focus of this exercise. The essence of the exercise is to sharpen the decision making skills of the players. Players, who are expected to have had good back ground theoretical knowledge, should prepare adequately for the exercise by acquainting themselves thoroughly with the exercise papers. This includes the background to the mission, organizational structure of the mission, operational concept and the prevailing (current) situation in the mission. They must ensure that their offices and operations rooms are properly set up for the exercise. Subsequently, they are expected to react to the scenarios that will be injected by HICON and LOCON during the exercise. They must bring their experience and initiative to bear on the exercise and provide realistic and practical solutions to problems. They are reminded that there are no fixed solutions to any problem. They should therefore, remain calm and aim at giving their best solutions in the situations provided. The solutions they offer could even be at times better than those expected by evaluators.
Exercise Participants

19. A summary of exercise participants is as below:

<table>
<thead>
<tr>
<th>Serial</th>
<th>Participant</th>
<th>Strength</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>(b)</td>
<td>(c)</td>
<td>(d)</td>
</tr>
<tr>
<td>1.</td>
<td>Exercise Controller (EXCCON / Umpire) and Training Team</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>High Control (HICON)</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Low Control (LOCON)</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Players</td>
<td>10 - 15</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Evaluators</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Duty Officers</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Assistant Duty Officers</td>
<td>As Required</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Radio Operators</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Clerks</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Administrative/Logistic Personnel</td>
<td>To be determined by Ex Director</td>
<td></td>
</tr>
</tbody>
</table>

20. The number and location of participants may be varied to suit particular exercise settings.

Conclusion

21. The CPX of the Infantry Battalion Project is designed to help enhance the command, planning and collective decision making ability as well as the staff procedures of the infantry battalions which are deployed in peacekeeping missions. The module when adopted and implemented effectively by TCCs for their pre deployment training is expected to standardise the training levels/standards hence will be able to achieve much more synergy and integration in future peacekeeping missions. The implementation in true letter and spirit therefore, is of essence.
ANNEX B

BATTALION OPERATIONS NET

A Coy
c/s 1

B Coy
c/s 2

C Coy
c/s 3

Battalion HQ
c/s 0

HQ Coy
c/s 4
COMPANY OPERATIONS NET

1 PI

21 PI

A Coy

c/s 1

3 PI

c/s 13

11

c/s

12

c/s

13

c/s
GUIDELINES FOR AFTER ACTION REVIEW

UNIT/SUB UNIT/APPOINTMENT BEING REVIEWED

NAME OF EVENT:

DATE/PERIOD OF EVENT:

TEAM MEMBERS:

DATE OF AAR:

INDIVIDUAL WHO CALLED FOR THE AAR:

INDIVIDUAL WHO FACILITATED THE AAR:

BACKGROUND

OBJECTIVES

ACTUAL RESULTS
ANNEX E

SAMPLE OF FILLED AFTER ACTION REVIEW FORM

AFTER ACTION REVIEW (AAR)

NAME OF EVENT: UNIFIL COMM EXERCISE NICK NAMED EX FAST WIND II


TEAM MEMBERS: CAPT TD NABONADAM, WOI ANSAH JOSEPH AND WOII DAMALIE MICHEAL

DATE OF AAR: 26 JUN 09

INDIVIDUAL WHO CALLED FOR THE AAR: SECTOR 1 COMM OFFICER (MAJ AC OBI)

INDIVIDUAL WHO FACILITATED THE AAR: COMM OFFICER GHANBATT: CAPT TD NABONADAM

BACKGROUND

1. EX FAST WIND is a Sector 1 comm ex organised in accordance with the directives of the Force Commander. EX FAST WIND II was a sequel to EX FAST WIND I, a Sector I comm ex organised to reduce the over reliance on UNMIL microwave links and to practice comds and radio operators in the proper use of voice procedure, comm security, radio discipline and the effective transmission of SITREPs. The ex was in four phases. Participating Units included the following:

   a. SECTOR 1HQ
   b. GHANBATT 6
   c. NIBATT 12
   d. NIBATT 13
   e. NI SIG 3
   f. PAK ENGR 8
   g. UNMO HQ
   h. UNMO TEAM 1
   i. UNMO TEAM 2
OBJECTIVES
2. The objective of the AAR is to identify problems encountered during EX FAST WIND II in order to design suitable plans for future exercises.
3. It is also to bring out certain points that came out during the exercise for clarification.
4. The AAR is also to serve as a coordinated effort to making inputs for future comm exercise in Sector 1.

ACTUAL RESULTS
5. The exercise started at the time scheduled.
6. All the four phases were executed.
7. Commanders’ net call signs were used to initiate calls to units. For example ST11 was used for units instead of TG3.
8. The ops room was congested because two teams were sent to monitor the exercise.

WHAT WORKED WELL
9. The radios were operational.
10. Response to messages were timely.
11. NISIG 5 and UNMO pers were present in the ops room to monitor the EX.
12. Voice Procedure was generally good.

WHAT COULD BE IMPROVED/DID NOT WORK WELL
13. Voice Procedure could be improved with regular training.

SPECIFIC ACTIONABLE RECOMMENDATION
14. It is recommended that Authentication Charts for future exercises be discussed during conferences preceding the exercise.

CONTACT
LT TD NABONADAM
COMM OFFICER GH 6
EXT 6152
## TABLE OF CONTENTS

- Introductory Documentation
- Exercise Blue Helmet – Outline of Events
- Exercise Blue Helmet – Main Event List (MEL)
- **Exercise Blue Helmet – Scenario 1**
- **Exercise Blue Helmet – Scenario 2**
- **Exercise Blue Helmet – Scenario 3**
- **Exercise Blue Helmet – Scenario 4**
- **Exercise Blue Helmet – Scenario 5**
- **Exercise Blue Helmet – Scenario 6**
- **Exercise Blue Helmet – Scenario 7**
- **Exercise Blue Helmet – Scenario 8**

(Note: Each scenario is a separate document having multiple injects)
INTRODUCTORY DOCUMENTATION

GENERAL

In 1996/97, the Rwanda/Uganda supported invasion of the Democratic Republic of the Congo (DRC) opened the way to a civil war that led to the overthrow of President Mobutu. Following the signing of the Lusaka Ceasefire Agreement between the DRC and five regional States in July 1999, the Security Council established the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) by its resolution 1279 of 30 November 1999, initially to plan for the observation of the ceasefire and disengagement of forces and maintain liaison with all parties to the Ceasefire Agreement. Later in a series of resolutions, the Council expanded the mandate of MONUC to the supervision of the implementation of the Ceasefire Agreement and assigned multiple related additional tasks. In April 2001, contingent troops arrived in the DRC. In accordance with Security Council resolution 1925 of 28 May 2010, MONUC was renamed as the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) to reflect the new phase reached in the country with effect as of 1 July 2010. The Mandate of MONUSCO was renewed until 30 June 2012 by Security Council resolution 1991 of 28 June 2011. It has further been renewed through SCR 2053 (2012) and extended till 30 June 2013.

The mission has been authorized to use all necessary means to carry out certain of the tasks in its mandate relating, among other things, to the protection of civilians, humanitarian and human rights personnel under imminent threat of physical violence and to support the Government of the DRC in its stabilization and peace consolidation efforts.

The Council decided that MONUSCO would comprise, in addition to the appropriate civilian, judiciary and corrections components, a maximum of 19,815 military personnel, 760 military observers, 391 police personnel and 1,050 members of formed police units. Future reconfigurations of MONUSCO would be determined as the situation evolved on the ground, including: the completion of ongoing military operations in North and South
Kivu as well as Orientale provinces; improved Government capacity to protect the population effectively; and the consolidation of State authority throughout the territory.

The DRC is one of the largest countries in Africa. It is almost as big as Western Europe and almost a quarter the size of the United States. Its terrain is made up mainly of a vast central basin and a low lying plateau with mountains in the east. The country is drained mainly by the Congo River, has large amounts of precipitation and is home to the second largest rainforest in the world after the Amazon. Eighty percent of the land surface of the DRC is covered by jungle. The country has a tropical climate. The DRC shares boundaries with 9 countries and has 11 administrative provinces namely Bandundu, Bas-Congo, Equateur, Kasai-Occidental, Kasai-Orientale, Katanga, Kinshasa, Maniema, Nord-Kivu, Sud-Kivu and Orientale. The provinces are sub-divided in districts and these into territories. The major towns in the DRC are Kinshasa, the capital where both the Mission and the Force HQ are located, Kisangani, Goma, Bukavu, Lubumbashi, Mbuji-Mayi, Kananga and Matadi. Communications infrastructure is generally very inadequate with poor roads, limited all weather airfields, few railway lines and a low developed water transport system.

The DRC holds one of the largest reserves of mineral resources in the world with minerals like cobalt, copper, cadmium, petroleum, diamonds, gold, silver, zinc, manganese, coltan, among others. It also has a massive hydro electric power capacity. The country has an estimated population of over 65,000,000, comprising more than 200 ethnic groups who speak about as many languages. The main tribes are the Kongo, Luba and Mongo (all Bantu) and the Mangbetu-Azande. The major languages are Kikongo, Lingala, Tshiluba and Swahili. French is the official language. The DRC was a Belgian colony until it became independent in 1960 with Patrice Lumumba as Prime Minister and Joseph Kasavubu as the President. Political assassinations and in-fighting led to the death of Lumumba and a coup d'état which brought Mobutu Sese Seko to power in 1965. Mobutu held on to power until May 1997 when he was overthrown in a civil war that ravaged the country. Mobutu was succeeded by Laurent Desiré Kabila who was in turn assassinated in January 2001 and succeeded by his son Joseph Kabila.
ARMED GROUPS

At present armed groups include:

**ADF/NALU** (Allied Democratic Forces/National Army for the Liberation of Uganda) Originally founded in opposition to the Ugandan President, Yoweri Museveni, the ADF and NALU alliance comprises a mix of Rwandan Hutu militiamen, Congolese ‘freelance’ fighters and Ugandan rebels and dissidents. Since joining forces in the 1990s, the ADF/NALU has been led by Jamil Muluku and although considered to be Islamist in character, the group lacks a coherent ideology. It appears to have switched its focus in recent years from military operations to illegal activities, centred on recruitment (including abductions of civilians) and the exploitation of resources (relying on lucrative illegal mining activities and trade in timber, palm oil, etc.), and has thus reportedly recovered somewhat from FARDC’s efforts to reduce its strength. The ADF alone is estimated to comprise around 1,000 combatants. After having been militarily dormant for some years, the ADF/NALU has on several occasions in 2011 and 2012 staged attacks and ambushes on FARDC positions in North Kivu’s northern territories.

**APCLS** (Alliance des Patriotes pour un Congo Libre et Souverain) A PARECO (Coalition des Patriotes Résistants Congolais) splinter group and registered political party, the APCLS consists of members of the Hunde community whom it claims to protect from attacks from other armed groups, in particular ex-CNDP (Congrès National pour la Défense du Peuple) members. Its forces are estimated at 250 to 300 fighters.

**FDC** (Force de la Défense Congolaise) Operating in Masisi and Walikale territories, the FDC is a recently established group which aims to force the FDLR to return to Rwanda. Its key personnel are primarily from the Hunde community, and members of the group have reportedly expressed interest in joining the FARDC in the event that the FDLR is defeated. The FDC has allegedly benefitted from APCLS defections and the group has carried out the forcible recruitment of local men. In 2012, FDC and FDLR cadres have clashed on several occasions.

**FDLR** (Forces Démocratiques de Libération du Rwanda) Predominantly consisting of ethnic Hutus from Rwanda, the FDLR is committed to the overthrow of the Rwandan
government, but in recent years the group’s activity has mainly been limited to ambushes and harassment targeting the FARDC and civilians in the Kivus. Structured as a regular army, the current estimated number of fighters stands at 1,000-2,500, down from some 7,000 in 2008. In late 2011 and early 2012, a number of defections and assassinations of high-ranking members as well as joint MONUSCO/FARDC operations have further weakened the group. Nevertheless, it is far from neutralised and has retained the capability to stage attacks in the Kivus. The December 2011 report by the UN Group of Experts on the DRC described the FDLR as the “most militarily strong and politically significant rebel force in the Kivus”

FNL (Forces Nationales de Libération) Comprises ethnic Hutu from Burundi, the FNL officially transformed into a political party in Burundi in 2009. Disgruntled members defected, however, and have regrouped in South Kivu, which the group now uses as a rear base for its operations in Burundi. The group has recruited former members of the Burundian security forces and from Burundian refugee camps in Tanzania and is estimated to number between 350 and 600 combatants in the DRC alone. The trade in natural resources as well as piracy on Lake Tanganyika are said to be major sources of revenue for the FNL, and it has formed alliances with some Mayi-Mayi militias, including the Yakutumba.

FPLC (Forces Patriotiques pour la Libération du Congo) The FPLC militia grew out of a Ugandan-backed armed group (UPC, Union des Patriotes Congolais) in 2009 and has since operated in Rutshuru territory and across the border in Uganda. It had been hoped that the arrest of an FPLC leader in 2010 and the assassination of another main figure the following year would have caused it to disintegrate but the FPLC has continued to be a the Rwandan national military), however, have weakened the group.

Local Defence Groups The numerous local defence groups in South Kivu to a large extent share the same aims as many of the more organised Mayi-Mayi groups, including the protection of their territory for farming and pastoralism from other militias. The groups tend to be small and loosely organised, covering and defending only minor areas. Their presence does not affect the overall stability of the province but clashes
between the groups and other armed groups are a continuing source of localised insecurity.

Mayi-Mayi Groups The Mayi-Mayi groups are community-based militias, often organized on an ethnic basis, and have traditionally operated for control and protection of local territories and interests across the Kivus. Some groups are involved in various predatory activities (e.g. poaching, illegal mining and the exploitation of local citizens). Alliances are often formed between the different groups but this has usually little impact on their ability to coordinate attacks. New militias emerge frequently and there are numerous groups operating in the Kivus. Some of the more well-established groups include Cheka (also spelled as Sheka), Mutumboki, and Yakutumba. Given their limited military capabilities and differing agendas, their overall impact on the security situation is limited but they continue to be a cause of local disruption. Fighting amongst Mayi-Mayi groups and other armed groups as well as clashes with the FARDC has displaced thousands of civilians.

FARDC INTEGRATED GROUP WITH MILITIA LINKS CNDP (Congrès National pour la Défense du Peuple) After being integrated into the FARDC in early 2009, ex-CNDP members have a strong influence in the national army in the Kivus. Parallel command structures and administrative systems remain in place within the FARDC and ex-CNDP soldiers remain loyal to the former CNDP chief of staff Bosco Ntaganda. The strong CNDP influence on the FARDC in the Kivus and the group’s increasing autonomy is an issue of concern for security and stability in the Kivus.

THREAT ASSESSMENT

As by end 2012, MONUSCO troops are not perceived as a threat by any of the Armed Groups and as such are not considered a primary target for them. Nevertheless the execution of Joint Operations with FARDC has impaired its perceived impartiality. When conducting Joint Operations MONUSCO troops can become a target. Environmental hazards and tropical diseases are part of the threats that MONUSCO troops will be exposed at.
MISSION STRUCTURE AND ORGANISATION

MONUSCO is led by Mr Roger Mecce (USA), the Special Representative of the Secretary General (SRSG). He is supported by 2 deputy SRSGs. MONUSCO's Military Component is made up of about 17,000 personnel comprising contingents, military observers, staff officers and liaison officers. These are provided by some 50 Troop Contributing Countries (TCCs). MONUSCO’s organisation, Force structure and deployment are as indicated below.
Figure 2. MONUSCO Force Structure.
Figure 3. MONUSCO Deployment.
Figure 4. MONUSCO Deployment.

**OPERATIONAL CONCEPT**

The following operational concept may be read in conjunction with The Mission Mandate, FC’s Directive and ROEs.

MONUSCO’s campaign plan is formulated upon the Mandate given by the UNSC. On the grounds of this Mandate, the SRSG’s expresses his intent which is "to stabilize Eastern DRC and protect civilians by helping to improve the security environment and extend basic state authority through a combination of political, military, developmental and humanitarian initiatives". This in turn leads to the military mission which states that "MONUSCO's Military Force, as part of the integrated mission, will support the
Government of the DRC (GoDRC) to reduce the threat to civilians by all negative forces and increase the capability of the FARDC to deal with this threat, in order to create the conditions for a stable security environment under the control of the GoDRC”. The end state in all of this is to enable the GoDRC security agencies to be able to deal effectively with the most likely threats without the eventual backing of a MONUSCO Force.

Based upon its mandate and the strategic consent from the GoDRC, MONUSCO aims to achieve a secure and stable environment built upon 3 pillars namely compel, support and protect. The Mission will compel, through the use of force if necessary, Internal Armed Groups, (IAGs), Foreign Armed Groups (FAGs) and Ex-Combatants to comply with existing peace agreements. MONUSCO will support the GoDRC agencies such as the FARDC, PNC, Border Police, ANR, Judicial System and Prisons to build capacity to reduce the threat of insecurity and violence, taking into account the provisions of the “Due Diligence Human Rights Policy” also known as “Conditionality Policy”. It will support the DDR/RR processes, other UN Agencies and NGOs. The Mission will also protect UN personnel and the civilian population. Specific military tasks therefore include protecting the population, supporting the ceasefire, supporting efforts to dismantle illegal AGs (FDLR, LRA, ADF/NALU…), support the stability plan to reestablish state authority along major axes, conduct joint operations in support of FARDC, improve FARDC capability and support elections 2011.

CHALLENGES

The mission faces a number of challenges in its quest for peace and stability in the DRC. These include:

a. The ongoing post election tensions due to perceived irregularities during the process, favoring the current President and coalition holding power;
b. The threat of violence against the civil population from FAGs and IAGs;
c. Absence of State authority;
d. Threats related to ex-Combatants;
e. Sexual violence;
f. Security Sector Reform;
g. Lack of infrastructures;
h. Exploitation of mineral resources;

i. External threats.

GUIDE LINES IN THE DEVELOPMENT OF SCENARIOS

This paper by no means inhibits the ingenuity of exercise director hence not only leaves room but encourages and appreciates creating ingenuity and flexibility in conduct of exercise. Therefore, following need to be kept in mind:-

a. The serial number of scenarios given as such is not sequential hence flow of the exercise should be planned logically starting from normal/ routine task scenarios to more complex and difficult ones.

b. Small little changes in statement of scenarios warranted in consonance with the actual area where the Battalion is going to be deployed may be made to suit to the peculiarity of area and situation.

CONCLUSION

Despite being still the largest deployed UN Mission, and its strong chapter VII mandate, MONUSCO struggles, nevertheless, to perform its mandated tasks. The challenges posed to the Mission, often put it under the spotlight of the criticism from the media and international community, for not fulfilling expectations, particularly concerning to the protection of civilians. Only committed, flexible and robust enough peacekeepers, will properly contribute to the accomplishment of the mandate.
<table>
<thead>
<tr>
<th>SCENARIO</th>
<th>DAY 1</th>
<th>DAY 2</th>
<th>DAY 3</th>
<th>DAY 4</th>
<th>DAY 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>USE OF FORCE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td>PROTECTION OF CIVILIANS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td>CROWD DISPERsal</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>INFORMATION MANAGEMENT</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td>IDP SECURITY</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>MINE CASEVAC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SEA</td>
</tr>
<tr>
<td>8</td>
<td></td>
<td>FORCE PROTECTION</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TIME</td>
<td>Tasks</td>
<td>Responsibility</td>
<td>Battalion HQ</td>
<td>Company HQ</td>
<td>Comments</td>
</tr>
<tr>
<td>------</td>
<td>-------</td>
<td>----------------</td>
<td>--------------</td>
<td>------------</td>
<td>----------</td>
</tr>
<tr>
<td>1130</td>
<td>EXCON DEBRIEF</td>
<td></td>
<td></td>
<td></td>
<td>Startex, Battalion Radio Check</td>
</tr>
<tr>
<td>1200</td>
<td>Scenario 8 Inject 1. Logistic requirement</td>
<td>HICON</td>
<td></td>
<td></td>
<td>To be discussed with rep from BDE HQ at 1500hrs</td>
</tr>
<tr>
<td>1330</td>
<td>Scenario 8 Inject 2</td>
<td>HICON</td>
<td></td>
<td></td>
<td>Scenario 8 Inject 2 to be discussed at 1700hrs</td>
</tr>
<tr>
<td>1300</td>
<td>1400</td>
<td>1500</td>
<td>1600</td>
<td>1700</td>
<td>Discuss Scenario 8 Inject 2</td>
</tr>
</tbody>
</table>

**DAY 2**

<table>
<thead>
<tr>
<th>TIME</th>
<th>Tasks</th>
<th>Battalion HQ</th>
<th>Company HQ</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>STOP CLOCK</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acronym</td>
<td>Definition</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AG</td>
<td>Armed Groups</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AOR</td>
<td>Area of Responsibility</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAN</td>
<td>Community Alert Networks</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CIP</td>
<td>Critical Infrastructure Protection</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CLA</td>
<td>Community liaison Assistant</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COB</td>
<td>Company Operating Base</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSO</td>
<td>Civil Society Organisation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENDEX</td>
<td>End of Exercise</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EWC</td>
<td>Early Warning Centres</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EXCON</td>
<td>Exercise Control</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FARDC</td>
<td>Forces Armées de la République Démocratique du Congo</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FDLR</td>
<td>Force Démocratique de la Libération du Rwanda</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HICON</td>
<td>High Control</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HRV</td>
<td>Human Rights Violations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IDP</td>
<td>Internally Displaced Persons</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>INJ</td>
<td>Inject</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>INTSUM</td>
<td>Intelligence Summary</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LOCON</td>
<td>Low Control</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LRA</td>
<td>Lord's Resistance Army</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------</td>
<td>-----------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MDMP</td>
<td>Military Decision Making Process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MOP</td>
<td>Movement of Personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MSF</td>
<td>Medecins sans Frontieres</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NGOs</td>
<td>Non Governmental Organisations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCHA</td>
<td>Office for the Coordination of Humanitarian Affairs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OPP</td>
<td>Operational Planning Process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PNC</td>
<td>Police Nationale Congolaise</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>POC</td>
<td>Protection of Civilians</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>QRF</td>
<td>Quick Reaction Force</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RCD</td>
<td>Rassemblement Congolais pour la Democratie</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RPA</td>
<td>Rwanda Patriotic Army</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOB</td>
<td>Temporary Operating Base</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VP</td>
<td>Vice President</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Multiple files are bound together in this PDF Package.

Adobe recommends using Adobe Reader or Adobe Acrobat version 8 or later to work with documents contained within a PDF Package. By updating to the latest version, you’ll enjoy the following benefits:

- Efficient, integrated PDF viewing
- Easy printing
- Quick searches

Don’t have the latest version of Adobe Reader?

Click here to download the latest version of Adobe Reader

If you already have Adobe Reader 8, click a file in this PDF Package to view it.
You are X Battalion deployed with the Ituri Brigade in MONUSCO where the primary mandate of the mission is the protection of civilians. You are deployed in an area with a bad record of Human Rights Violations (HRVs). This is the first deployment of a battalion from your country. You are thus required to put in all the basic building blocks for the protection of civilians in your AOR in order to fulfill the UN mandate for which you are deployed. The population in your AOR have been traumatized by incessant attacks by Armed Groups (AGs) and are looking forward to your battalion with great expectation for protection from these marauding gangs. If you are unable to provide this protection, the trust of the local population will be shattered and the opportunity to prove that all the efforts are geared towards the protection of the civilian populace will be lost.

Learning outcomes

On completion of MONUSCO Module, Scenario 2, participants will be able to:

1. Recognize local situations in which the battalion has to address protection of civilians;
2. Examine and react to a situation of ongoing human right violation;
3. Examine and react to a situation of a human right violation that just occurred.

Relevant aspects related to the trainees’ performance:

1. Effectiveness of preparations to protect civilians.
2. Speed of reaction at all levels in response to reports of human right violations (HRVs);
3. Utilization of EWC, CLA, CAN in response to HRVs.
You are X Battalion deployed in Kinshasa with MONUSCO as part of the Western Brigade. You arrived in the MISSION shortly before Presidential elections were held. The elections have since been held and results are just about coming in. The Presidential election has gone into a second round because no candidate obtained more than 50% of the votes in the first round. This has led to a progressive rise in tensions in Kinshasa. The Supreme Court of Justice is in charge of proclaiming the final results after the arbitration of Vice President Kabutu’s allegations became a key point of the DRC political transition process. The Supreme Court is due to announce the results at the Public Hall which is in your AOR. There are several key points in your AOR which are likely trouble spots that you are keeping tabs on. You have conducted a recce of most of these areas. However, because you arrived in the AOR not too long ago and also because of the schedule of work during the election period, you have not adequately familiarized yourself with the whole AOR. Some important areas that you have not covered include the Airport, Stadium and Supreme Court. Your attention have been more focused on areas like the Central Business District, the Office of the Electoral Commission and the offices and residencies of key candidates in the election. The court house is located in the centre of town, in an area of tension and is located in the immediate vicinity of the compound/barracks of VP Kabutu’s armed protection units. A sketch of the Supreme Court building area is attached.

Learning outcomes

On completion of MONUSCO Module, Scenario 3, participants will be able to:

1. Examine a situation on crowd control;
2. Develop a plan which shall include coordination with and take over from Police;
3. Evaluate an evolving situation of aggressive and armed crowd and react accordingly.

Relevant aspects related to the trainees` performance:

1. Anticipation of areas that crowds are likely to gather and directions in which they will be dispersed.
2. CO direction and guidance in MDMP.

3. BN Staff handling of MDMP.

4. Coordination with Police elements.

5. Prepositioning of troops/reserve in such a manner as to quickly influence a crowd situation.

6. COY/PI reaction to crowd situation on the ground.
MONUSCO MODULE - SCENARIO 4 BACKGROUND

You are X BATT deployed with ITURI Brigade as part of MONUSCO. You have been in the mission for about 3 months. Your AOR is well known for HRVs by different AGs over the years. The situation is at times made worse by allegations, sometimes credible, that some members of the FARDC also engage in HRVs. This makes verification of reports difficult at times because the FARDC, having better knowledge of the terrain, communities and AGs, are in a good position to support you in such investigations. Your AOR is quite big in an area with very poor roads. Some villages are in very remote locations where radio and phone communications are very difficult. There are a lot of NGOs in your AOR and they are prompt to send reports, sometimes exaggerated, of HRVs direct to MONUSCO HQ or even to the Force HQ, and to the local and international media. On a number of occasions, MONUSCO has been embarrassed because of reports of large scale HRVs in MONUSCO AOR that the force did not seem to have a knowledge of. Further investigations have, in most cases, proved that such reports were exaggerated. Force HQ is understandably interested in correcting this trend since it is giving the Force a bad image in the eyes of the local and international media.

Learning outcomes

On completion of MONUSCO Module, Scenario 4, participants will be able to:

1. Identify critical information;
2. Analyze and evaluate critical information;
3. Select the appropriate means to achieve set mission.

Relevant aspects related to the trainees’ performance:

1. Reaction to incidents.
2. Passage of information at all levels without delay.
MONUSCO MODULE - SCENARIO 5 BACKGROUND

You are X Battalion deployed with MONUSCO in DR Congo. The violence in DR Congo over the years has resulted in the displacement of several people and the creation of several IDP Camps. Some of the IDP Camps are located near villages and this co-location very often results in conflict over limited resources. Your Battalion is located near one such IDP Camp and village. Your location is prone to occasional fighting between various armed groups. Such fighting is likely to spill over to the IDP Camp. This requires you to be alert and conscious of the potentially volatile environment in which you operate in order for you to react rapidly to any situation that could disrupt the peace.

Learning outcomes

On completion of MONUSCO Module, Scenario 5, participants will be able to:

1. Analyze and evaluate the implications of having an IDP camp in the BN AOR;
2. Identify the need of liaise / interact with all local actors involved in IDP matters;
3. Mediate between parties;
4. Develop a plan to deal with the security challenges.

Relevant aspects related to the trainees` performance:

1. BN responsibilities regarding IDPs;
2. Necessity of having close liaison with various NGOs/ Law enforcement agencies and institutions which are involved in handling of IDPs;
3. Management of local crisis between IDP and locals;
4. Pre-emptive measures and protection of the IDP camp;
5. Quick reaction to security developments.
MONUSCO MODULE - SCENARIO 6 BACKGROUND

As a result of a decade of conflicts in and around the country, the Democratic Republic of Congo (DRC) records mines and Explosives Remnants of war contamination. Even if the level of contamination varies from a Province to another, all provinces are affected. In the past ten years there were 755 killed and 1,991 injured in the DRC. It is essential that Battalions are prepared for any eventualities involving mine accidents. This could make the difference between life and death in an operational area. Your Battalion is deployed in the Kivus region where there are two Mine Action Coordination Centre offices.

Learning outcomes

On completion of MONUSCO Module, Scenario 6, participants will be able to:

1. Identify the importance of positive relations with UN agencies and NGOs and the mechanisms to provide support to them;

2. Examine a situation of mine incident;

3. Identify measures to mark mine field/ area after identification/ incident.

4. Chose the appropriate course of action and CASEVAC procedures.

Relevant aspects related to the trainees` performance:

1. Relations with an NGO in a manner as not to jeopardize the neutrality of the NGO;

2. Support to NGO;

3. Reaction to a mine incident;

4. CASEVAC procures;

5. Press briefing.
MONUSCO MODULE - SCENARIO 7 BACKGROUND

In 2011 (up to 1 December) there were 11 category one and 55 category two allegations, involving members of military contingents deployed in MONUSCO.

Category 1 allegations include: all offences related to sexual exploitation and abuse including rape, transactional sex, exploitative relationships and sexual abuse (ST/SGB/2003/13), cases involving risk of loss of life to staff or to others, abuse of authority or staff, conflict of interest, gross mismanagement, bribery/corruption, illegal mineral trade, trafficking with prohibited goods, life threat/murder, abuse or torture of detainees, arms trade, physical assault, forgery, embezzlement, major theft/fraud, use, possession or distribution of illegal narcotics, waste of substantial resources, entitlement fraud and procurement violations.

Category 2 allegations include: discrimination, harassment, sexual harassment, abuse of authority, abusive behavior, basic misuse of equipment or staff, simple theft/fraud, infractions of regulations, rules or administrative issuances, traffic-related violations, conduct that could bring the UN into disrepute, breaking curfew, contract disputes and basic mismanagement.

As a Battalion deployed in MONUSCO, the staff must understand on how to deal with such kind of situation and act correctly according to the UN procedures and mission regulations.

Learning outcomes

On completion of MONUSCO Module, Scenario 7, participants will be able to:

1. Examine a situation of sexual exploitation and abuse;
2. Understand roles and responsibilities of the Battalion staff and the consequences of inaction;
3. Choose the appropriate course of action and procedures.

Relevant aspects related to the trainees` performance:
1. Allegations on sexual exploitation and abuse;
2. Need of informing the CDU;
3. Quick action on the allegation;
4. Consequences of grave misconduct.
MONUSCO MODULE - SCENARIO 8 BACKGROUND

You are X BN operating as part of MONUSCO in the DR Congo. The country is so large that there are simply not enough troops to cover effectively all the regions. Depending on the prevailing operational situation, there may be the need to reinforce a BN with subunits from another for a period of time. This may be required to stabilize a particular situation after which the troops may revert to their original deployment. Such reinforcement is normally done to support Kinshasa, the capital city which is the seat of government, a commercial centre and host to a large number of organizations and institutions both local and international. This makes Kinshasa prone to large demonstrations for political, economic and other reasons. During such demonstrations, critical infrastructure need to be protected from damage by angry rioters. On several occasions, rioters in Kinshasa have targeted MONUSCO troops and positions for a number of reasons. During such times, force protection becomes very important. One basic requirement for force protection is that bases must be well planned and constructed to provide troops a secure base from which they can launch operations and also rest.

Learning outcomes

On completion of MONUSCO Module, Scenario 8, participants will be able to:

1. Identify force protection requirements;
2. Develop a plan for critical infrastructure protection;
3. Examine aspects related to the deployment of a COB in urban terrain.

Relevant aspects related to the trainees` performance:

1. Identification and planning for protection of key infrastructure;
2. Reinforcement;
3. Information and intelligence;
4. Requirements for a proper setting out of a COB position.