



## 1

### SITUATION OVERVIEW

The Mission Leadership Team (MLT) meets routinely in the special representative of the secretary-general's (SRSG) conference room in Galesi. The deputy chief of the Joint Operations Centre (JOC) enters the meeting and states that the JOC just received an urgent call from the United Nations Assistance Mission in Carana's (UNAC) head of office (HOO) for Mhabek Province in Faron. Approximately ten minutes ago, the HOO was called by a World Food Programme (WFP) employee at the UN Country Team's (UNCT) compound in Perkes, which is 15 kilometers northwest of the Sector 2 HQ at Faron.

The caller reported that there was a large explosion at the WFP site, followed by widespread chaos, shooting, and yelling. Before hiding behind some equipment in a storage room, she observed at least four attackers in a mix of military-style and civilian clothing, but she was certain there were more attackers she did not see. One of the attackers shot a UN colleague and two national employees, but the caller did not know their condition. The firing had stopped, and the attackers appeared to be searching for personnel and collecting them in the conference room at the front of the building. The caller said there was much shouting in a mixture of French, the local dialect, and broken English. The HOO representative taking the call could hear these sounds in the background. The caller stated she was afraid of being discovered and said she must end the call. A detached UN infantry company from the Faron battalion is based outside Perkes but is not collocated with the UNCT. The local time is now 15:30, and sunset is at 18:30.

## 2

### TASK

The MLT is expected to make a decision on actions to be taken to respond to this situation and ensure the security of UN personnel. The SRSG considers this to be a crisis rather than business as usual and asks the Crisis Management Working Group (CMWG) to consider what needs to be done as part of an integrated action plan (IAP) and to be prepared to brief her and her Crisis Management Group (CMG). As a member of the CMWG, brainstorm the actions and decisions needed using the following IAP analysis methodology.

## 3

### DISCUSSION QUESTIONS

1. What do we know about the situation?
2. What do we not know but need to know?
3. What has been done?
4. What needs to be done immediately and in the longer term? By whom and when?
5. What, how, and when do we communicate, and to whom?

**Inject 1**

The JOC deputy chief enters the room with an update based on a second call from the HOO. The WFP employee had called again and reported that she thinks some of the attackers might be wearing uniforms of the Carana Defence Forces. It sounded like she was discovered by the attackers, and her phone call ended abruptly. The HOO has been unable to make additional contact with her or any other personnel at the sub-office.

1. What should be done if the attackers are alleged to be members of Carana's security forces?

**Inject 2**

The UN HOO in Faron asks for a UN military response to rescue the personnel being attacked at the Perkes UNCT site and to remain on-site to provide security to its staff. The sector commander estimates that he can get a platoon to the UNCT site from the company at Perkes within 30 minutes. However, any further help will need to come from the sector quick reaction force (QRF) at Faron, which will take over an hour to travel the 15 kilometers to the Perkes site because of poor road conditions and the uncertain security situation.

1. How can responsive QRFs be created?
2. Who should accompany the response force to the UNCT site?
3. What are the priority tasks for the response force?

**Inject 3**

The response force arrives at the UNCT Perkes site and finds that the attackers have departed. Three of the UN personnel have been killed, and two others have been wounded and left behind. One of the survivors states that approximately five of his colleagues were bound, blindfolded, and taken away by the attackers in a truck. The office building and a large warehouse that stored humanitarian supplies have both been looted. Villagers are beginning to take many of the supplies and other items that were left behind by the attackers.

1. Should the mission HQ issue any guidance for the responding unit?
2. What should be done regarding the abducted UN personnel?

**Inject 4**

The abducted personnel, all national staff, were released by the attackers after they were beaten and some were raped. They made their way back to the UNCT site, arriving approximately an hour after the response force. The situation at the site is currently stable, but future attacks on any of the other UN facilities in the sector are possible.

1. What measures must be taken to mitigate the effects of the attack?