



## Scenario-Based Training for Senior Mission Leadership

Mission Budget

Participant Handout

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### SITUATION OVERVIEW

The Mission Leadership Team (MLT) of the United Nations Assistance Mission in Carana (UNAC) is meeting in the special representative of the secretary-general's (SRSG's) conference room in Galasi to assess options to respond to increasing unrest among demobilized ex-combatants, which could disrupt the upcoming national elections.

In anticipation of the general elections—taking place nationwide in 120 days—security and logistical preparations are a high priority for UNAC. At the same time, the mission has been focusing on disarmament, demobilization, and reintegration (DDR) of former rebels. The start of the formal reintegration program, originally scheduled to start this month, has been delayed by three months due to insufficient voluntary funding from donors. In response, the chief of the DDR unit has suggested that the mission extend the duration of UNAC-implemented reinsertion projects, including labor-intensive activities, training, and job placement, until the start of the formal reintegration program. A front-page story in yesterday's *La Voix Nationale*, one of Carana's most widely read papers, claimed that frustration is growing among former combatants from the Mouvement Patriotique de Carana (MPC) and that many are threatening to leave the cantonment sites if the reintegration program does not start soon.

The ability of UNAC to fulfill its mandated tasks—including observing and monitoring implementation of the Kalari Peace Agreement (KPA), supporting DDR, creating a conducive environment for free and fair elections, and protecting civilians—is stretched thin. The arrival of two infantry battalions has been delayed several times, and it is unclear when these units will arrive in Carana. UNAC's military component has stepped up patrols in Leppko, where there has been a significant uptick in security incidents in the lead-up to the elections. The police component is fully deployed, with individual police officers concentrated in provincial capitals and two formed police units (FPUs) in Galasi. The mission has three civilian-provided utility helicopters, which are critical to logistical preparations for the upcoming elections and provision of casualty evacuation (CasEvac) for the mission.

A recent budget review revealed that UNAC's budget for reinsertion projects was based on a fixed timeframe, and the mission does not have unexpended funds in the available budget line item to extend the projects. There is underspend in two line items in Group III—"facilities and infrastructure" and "ground transport" (fuel)—which together would cover the projected cost of extending reinsertion projects for three months.

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### TASK

The MLT is expected to assess what UNAC's response should be to the recent changes in the political and security environment, weigh the operational trade-offs of different courses of action, and determine their budgetary implications.

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## DISCUSSION QUESTIONS

1. How urgent are the political and security risks posed by the delayed reintegration program? Should the mission extend the reinsertion activities as an interim measure?
2. What budgetary implications does any change in operational priorities have for the mission? How will these affect other operational considerations?
3. What are the messages that should be conveyed to UNHQ to sensitize the Secretariat, member states, and the budgetary bodies to the mission's current challenges, inform them of its efforts to address them within its resources, and prepare them for the potential need for additional resources?

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## INJECTS

## Inject 1

The director of mission support receives an email that the UN Department of Safety and Security, following a recent security assessment, has recommended that the UNAC regional office in Corma (Leppko Province) undergo physical security upgrades to add closed-circuit video cameras and monitors and replace two soft-skin vehicles with armored vehicles. The assessment follows the recent uptick in security incidents, including illegal checkpoints and shooting on GNR government vehicles. Many of the security incidents in Leppko have been attributed to a splinter group of the *Combattants Indépendants du Sud Carana* (CISC).

1. What impact will the additional security costs have on the mission's operating budget and planned mission activities?
2. What other solutions exist that could minimize the cost and/or time to achieve these security enhancements?

## Inject 2

The SRSG receives a phone call from the head of the Carana Human Rights Commission, who expresses concern about reports that women voters are being targeted for intimidation in CISC-dominated areas. The mission's human rights unit briefed you on this last night and requested an external electoral gender consultant to devise an action plan.

1. What considerations should the SRSG—with input from the MLT and the advice of the director of mission support—take into account when assessing whether to bring on an electoral gender consultant?

## Inject 3

The head of UNHCR reports to the DSRSG/RC/HC that a group of around 500 internally displaced persons (IDPs), mostly women and children fleeing violence in eastern Leppko, have arrived at UNHCR's Camp Lora, outside Eres. She informs you that Camp

Lora faces a critical lack of emergency supplies required for displaced and vulnerable populations and requests that UNAC use its air assets to enable humanitarian agencies to send additional staff and supplies from warehouses from Galasi to the camp.

1. What are the operational trade-offs involved in providing humanitarian support to the IDPs?
2. What are the possible budgetary implications and consequences?
3. Are there alternatives to the use of UNAC air assets for delivering humanitarian personnel and supplies?