

Crisis Committee (CC)

STUDY GUIDE

MUNARJÍ
XIX 2026



TOPIC:

**Responding to the European Migration
and Asylum Crisis: Balancing
Humanitarian Protection, Border
Management, and Regional Stability**



Welcome to Crisis

Dear Diplomats,

Welcome to the MUNARJÍ XIX Crisis Committee!

This committee will be different from any traditional Model United Nations experience. Here, you will not simply discuss what should happen—you will make decisions that can influence what happens next.

You will step into the role of a real political or institutional actor, face an ongoing international crisis, negotiate with other diplomats, make strategic decisions, and respond to unexpected developments as the situation evolves. New information may change your priorities, alliances may shift, and every decision may bring consequences.

Do not expect to have every answer before the committee begins. Crisis is about being prepared, but it is also about thinking on your feet, adapting to new circumstances, and finding solutions when the situation does not develop as expected.

Research your character, understand their interests and limitations, come prepared with a strategy—and be ready to change it.

Most importantly, enjoy the challenge. Be creative, take initiative, negotiate, question, and make your voice count. The direction of this crisis will depend, in part, on the decisions you make.

In a traditional committee, you debate what should happen.
In Crisis, you help decide what happens next.

Welcome to Crisis. We look forward to seeing where you take it.

The Chair
Crisis Committee
MUNARJÍ XIX

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PART I

How Crisis Committee Works

What is a Crisis Committee?

A Crisis Committee is a fast-paced and interactive form of Model United Nations in which diplomats respond to an evolving situation and make decisions that directly influence the simulation. Unlike traditional MUN, where delegates generally debate an established issue and work toward resolutions, Crisis focuses on decision-making, action, and consequences.

Diplomats represent specific political leaders rather than countries as abstract entities. As the committee progresses, they receive new information, negotiate responses, and use directives to determine what actions the committee will attempt. The Crisis Staff then evaluates those decisions and introduces their consequences into the simulation, meaning that the situation can change because of what diplomats decide.

How Is Crisis Different from Traditional MUN?

Traditional MUN	Crisis Committee
Delegates usually represent countries.	Diplomats represent specific political leaders.
Debate focuses on an established agenda.	Debate responds to an evolving crisis.
Delegates develop resolutions.	Diplomats use directives to take action.
The situation generally remains stable.	New developments can change the situation.
Debate leads to proposed solutions.	Decisions lead to actions and consequences.

There is no single predetermined solution or path through the committee. Diplomats must evaluate changing information, defend their character's interests, negotiate with others, and adapt when circumstances change.

The essential difference:

In a traditional MUN committee, you debate what should happen. In the Crisis Committee, your decisions help determine what happens next.

Your Role as a Diplomat

In this Crisis Committee, you do not represent a country in the traditional MUN sense. You **represent a specific political leader**, with their own authority, priorities, interests, and limitations.

Your goal is not to imitate your character perfectly or predict exactly what they would do. Instead, you should make decisions that are credible and consistent with your leader's position and the interests of the country you represent.

Act in Character

During the committee, speak and negotiate from your character's perspective. Consider:

- What does my leader want to achieve?
- What interests must my country protect?
- What resources and influence can I use?
- What actions are within my authority?
- What political, legal, or diplomatic limits do I face?

Your character's real-world positions provide your starting point, but the crisis may create situations they have never faced. You may adapt your strategy, negotiate compromises, or cooperate with unexpected partners as circumstances change.

Individual Interests and Collective Responsibility

Every diplomat enters the committee with different priorities. A frontline state may focus on border pressure, while another government may prioritize security, humanitarian protection, national sovereignty, or regional stability.

At the same time, many crisis developments cannot be managed by one country alone. Effective diplomacy requires balancing your character's interests with the need for collective action.

Diplomatic Conduct

Crisis may involve disagreement, pressure, and rapidly changing alliances, but diplomatic conduct remains essential. Challenge another diplomat's policies and proposals, not the person representing them.

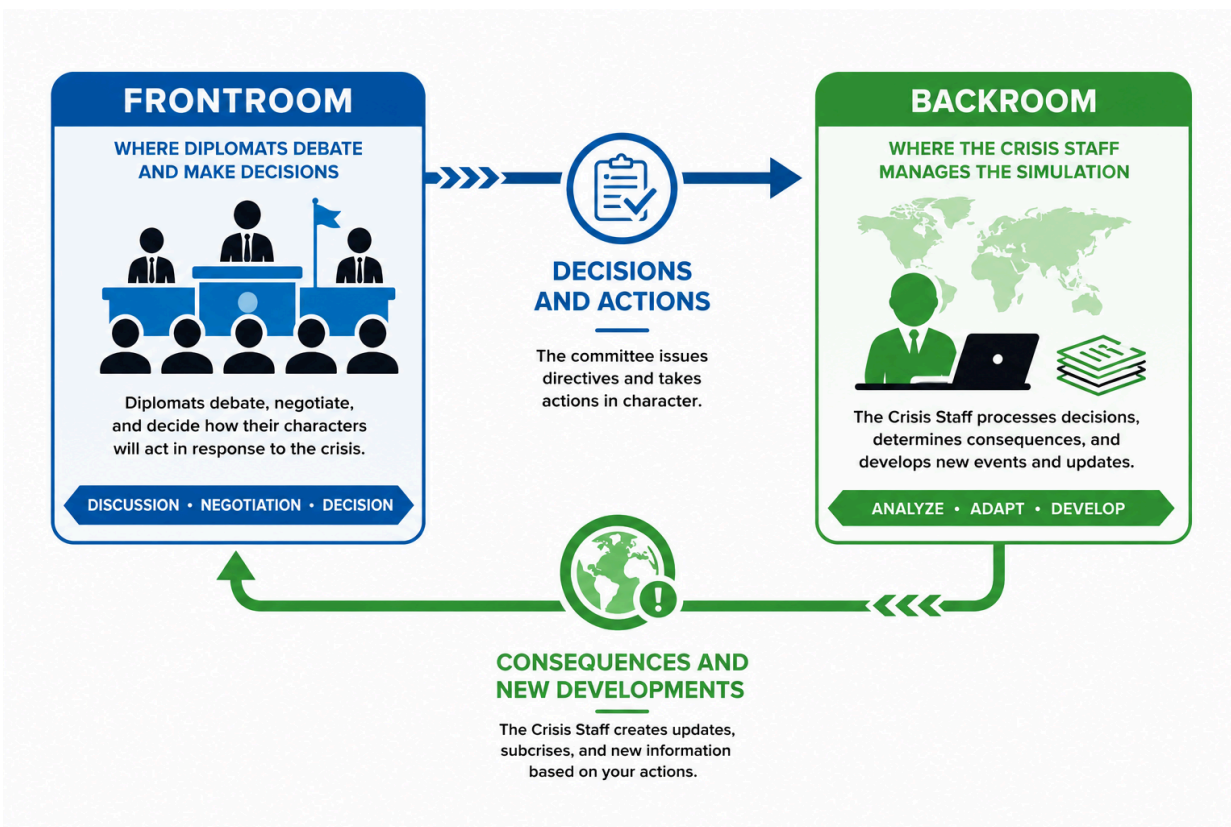
CRISIS TIP

Know what your character wants—but also know what they can realistically do, what they can offer, and where they may be willing to compromise.

How the Committee Works

A Crisis Committee operates through two connected spaces: the **Frontroom**, where diplomats debate and make decisions, and the **Backroom**, where the Crisis Staff manages the evolving simulation.

The basic idea is simple:



Frontroom

The Frontroom is the committee room where diplomats participate.

Here, you will:

- Receive and analyze crisis updates.
- Debate possible responses.
- Negotiate and build alliances.
- Write directives proposing actions.
- Introduce, debate, and vote on directives.

Once the committee approves an action, it is sent to the Backroom.



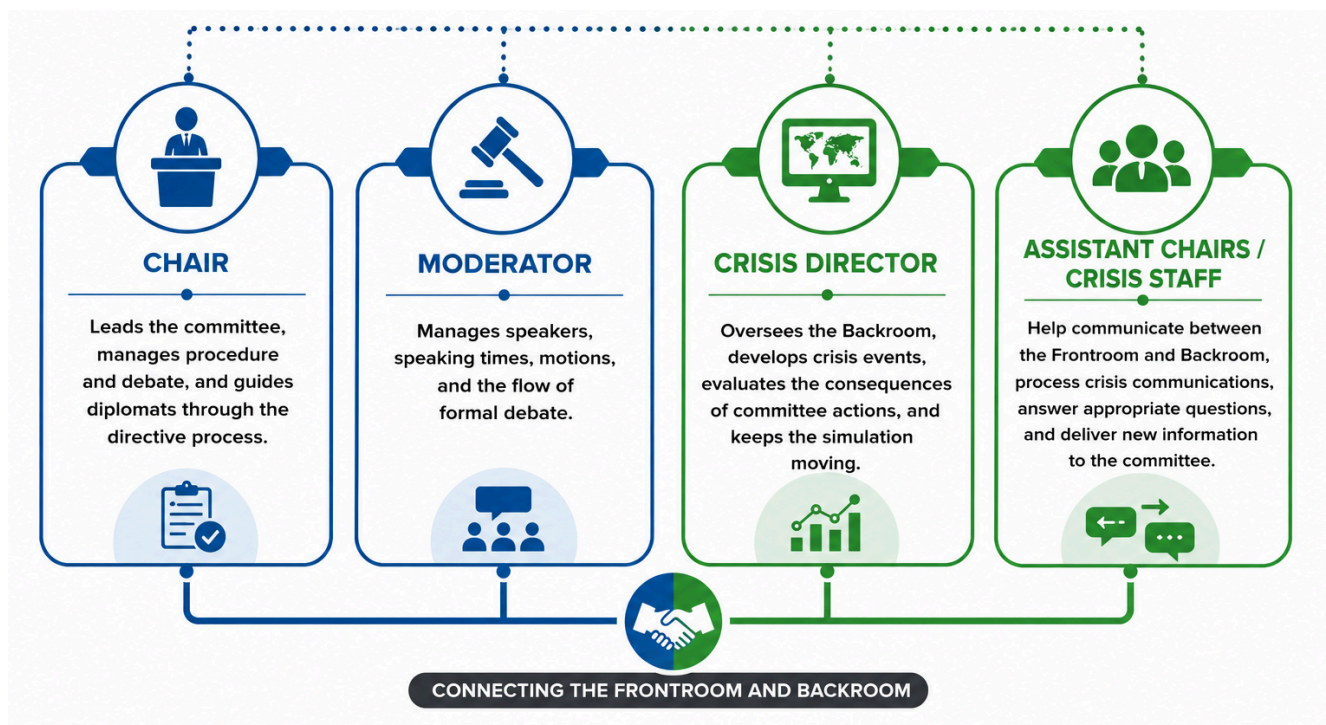
Backroom

The Backroom, or Crisis Room, operates behind the scenes. Diplomats do not participate directly in it. The Crisis Staff receives the committee's decisions and determines what happens based on the circumstances of the simulation, available resources, the authority of the actors involved, and previous actions.

A directive therefore does not automatically produce the result diplomats intended. You decide what to attempt; the Backroom determines the consequences.

Crisis Staff

The Crisis Staff connects both sides of the simulation:



REMEMBER

The Frontroom decides what to attempt. The Backroom determines what happens. The consequences return to the Frontroom—and the crisis continues.

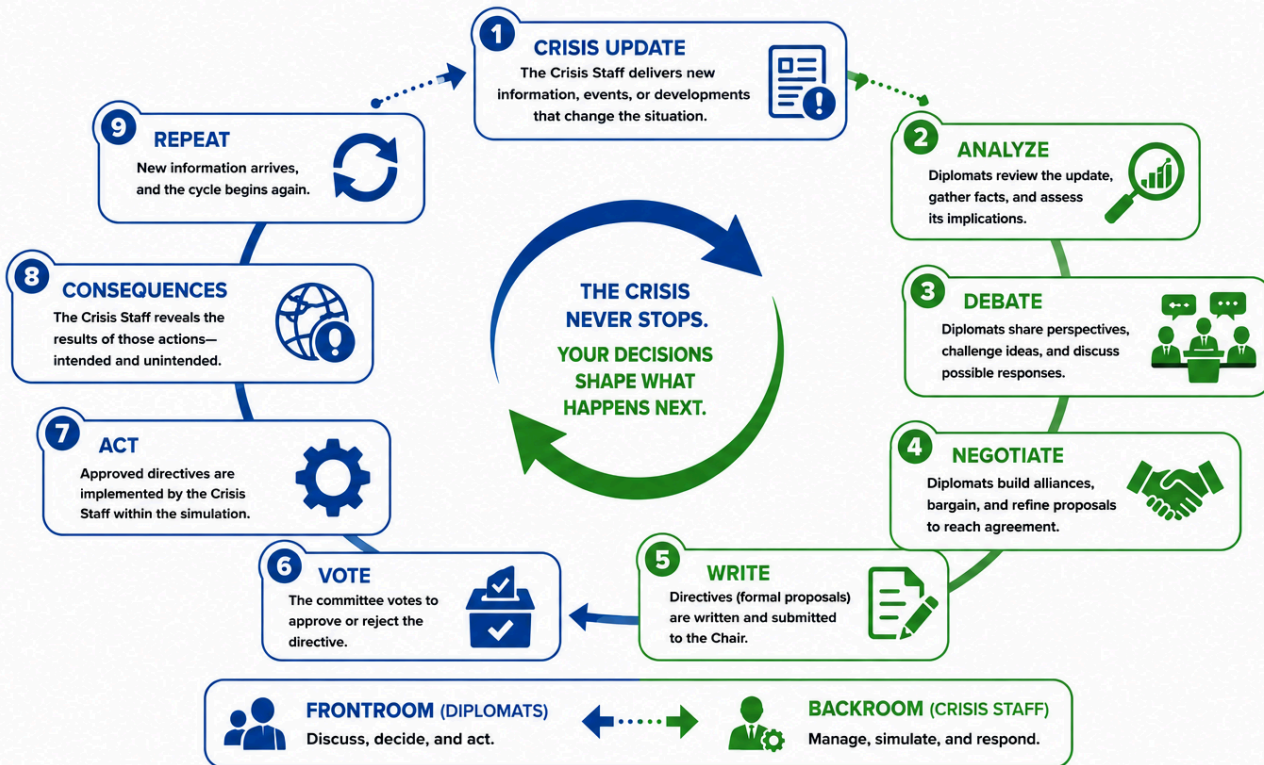
The Crisis Cycle and Crisis Updates

A Crisis Committee develops through a continuous cycle of information, decisions, actions, and consequences.

Each cycle begins when the Crisis Staff introduces new information. Diplomats must determine what has changed, decide how to respond, negotiate with others, and turn their proposals into **directives**. Approved actions are evaluated by the Backroom, and their consequences may influence the next update.

THE CRISIS CYCLE AND CRISIS UPDATES

A Crisis Committee develops through a continuous cycle of information, decisions, actions, and consequences.



Crisis Updates

A Crisis Update tells the committee what is happening outside the room. It may:

- Introduce a new development.
- Reveal the consequences of previous decisions.
- Provide new intelligence or information.
- Change the urgency or direction of the crisis.
- Introduce a subcrisis requiring immediate attention.

Updates may be delivered through briefings, documents, news reports, messages, or simulations by the Crisis Staff.

A **subcrisis** is a new emergency that develops within the broader crisis. It does not replace the main situation; it adds another problem that diplomats must manage.

Pay Attention to the Information You Receive

Not every diplomat will necessarily receive the same information:

- **Public** – Available to the entire committee.
- **Confidential** – Shared only with specific diplomats or actors.
- **Classified** – Highly restricted or sensitive information.

Always consider **what you know, how reliable it is, and who else knows it.**

After an update, diplomats may ask clarification questions such as:

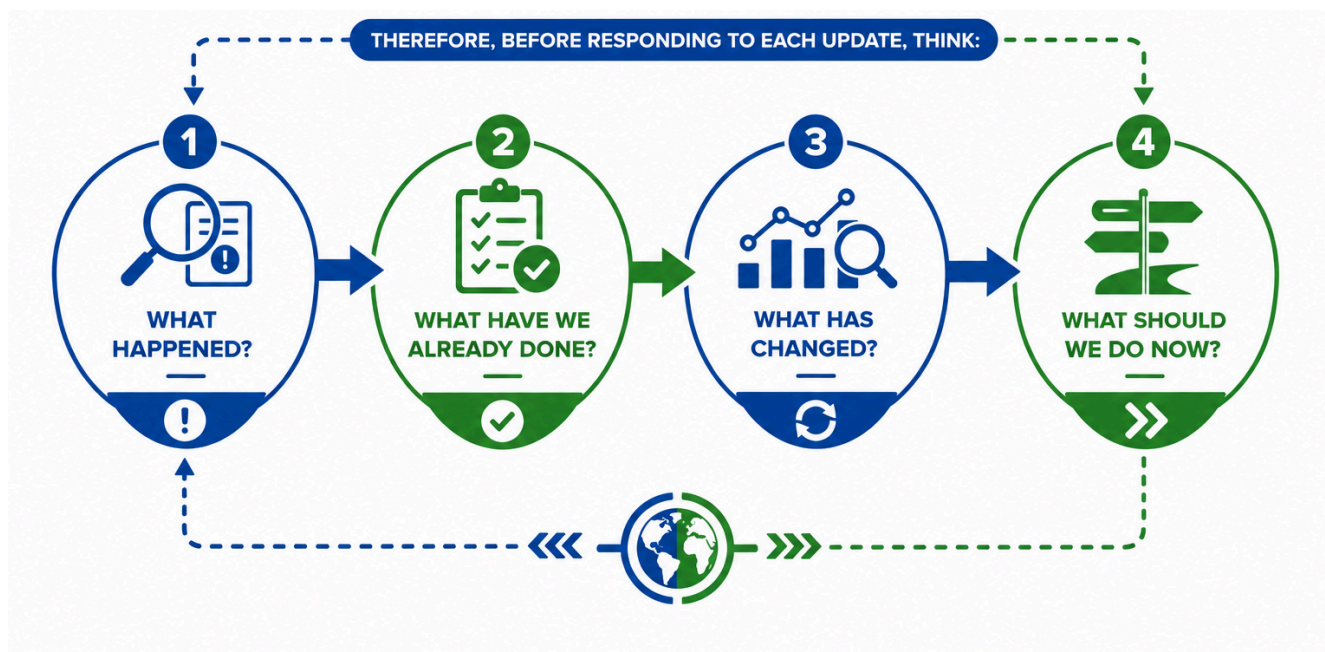
- Is this information confirmed?
- Who is involved?
- When and where did this happen?
- Who knows about it?
- What resources are available?
- How have other actors responded?

Crisis Staff can clarify **what is known**, but they will not tell you **what you should do**.



Decisions Have Consequences

Crisis updates are connected. An action approved in one cycle may solve a problem, fail, create an unexpected consequence, or produce an entirely new subcrisis.



You will not always have complete information. Part of Crisis is deciding whether to **act immediately, seek more information, or adjust your strategy as new facts emerge.**

CRISIS TIP

Listen carefully to every update. Today's solution may become tomorrow's problem.



Debate and Rules of Procedure

Debate in Crisis is fast, flexible, and focused on action. There is no permanent Speakers List. Most debate takes place through moderated caucuses and round robins, while unmoderated caucuses are used for negotiation and writing directives. The Chair and Moderator may adapt the flow of debate when necessary as the crisis develops.

Roll Call and Quorum

At the beginning of each session, **diplomats respond “Present”** when their character is called. At least **60% of the committee must be present** to begin the session.

Main Forms of Debate

Moderated Caucus

The principal form of formal debate. Diplomats raise their placards and, when recognized, deliver short speeches on a specific topic. Each caucus has a total duration and individual speaking time.

“Motion for a 9-minute moderated caucus with a 45-second speaking time on the immediate humanitarian response.”

Round Robin

Every diplomat has an opportunity to speak briefly on the same question. This is especially useful after an important Crisis Update to quickly identify positions and priorities.

“Motion for a round robin with a 30-second speaking time on immediate priorities following the Crisis Update.”

Unmoderated Caucus

Formal debate is suspended so diplomats can move around the room, negotiate, build coalitions, and draft or merge directives.

“Motion for a 10-minute unmoderated caucus.”

Points

Points should address **procedural or practical matters, not disagreement** with another diplomat's argument.

Point	Purpose
Point of Personal Privilege	Addresses a practical difficulty that prevents participation, such as being unable to hear.
Point of Order	Identifies a possible error in the application of committee procedure.
Point of Parliamentary Inquiry	Asks the Chair or Moderator a question about procedure.

Common Motions

Diplomats may motion to:

- Begin a **moderated caucus**.
- Begin a **round robin**.
- Begin an **unmoderated caucus**.
- **Extend** the current caucus.
- **Introduce directives**.
- Enter **voting procedure**.

The Chair or Moderator determines whether motions are in order and manages competing motions according to the needs of the committee.

Introducing, Debating, and Voting on Directives

Once an eligible directive has been submitted and approved by the Chair, a diplomat may motion:

"Motion to introduce the directives on the table."

Introduced directives may then receive brief speeches **in favor and against** before the committee votes. The committee may also proceed directly to voting when appropriate. Directives require a **simple majority to pass**.

The complete process for writing and submitting directives is explained in the next section.

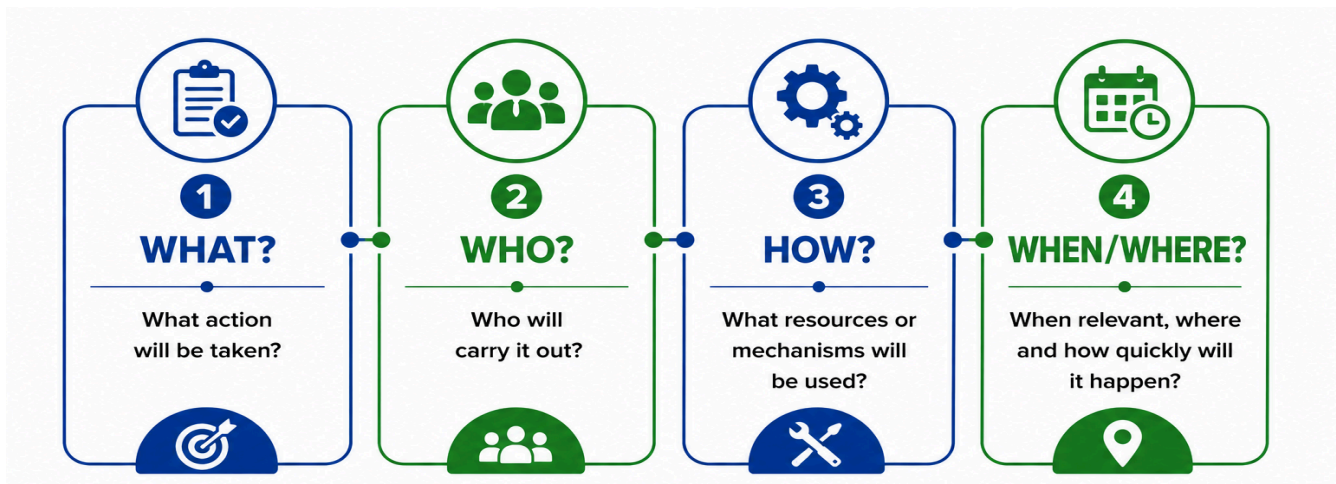
Directives: Turning Ideas into Action

A **directive** is the main tool diplomats use to take collective action in Crisis. It is a short written proposal explaining **what the committee wants to do and how it intends to do it**. Unlike traditional MUN resolutions, **directives do not require preamble clauses or complex resolution language**. They should be clear, practical, and actionable.

A directive may propose diplomatic, humanitarian, economic, security, intelligence, legal, or public communication measures—or combine several types of action as part of one strategy.

Writing an Effective Directive

A strong directive should answer four basic questions:



AVOID VAGUE INSTRUCTIONS SUCH AS:

“Increase humanitarian assistance.”

Instead, explain **who will provide the assistance, what will be provided, where it will go, and how it will be coordinated**. The Backroom must have enough information to determine how the proposed action could realistically be implemented.

Sponsors and Signatories

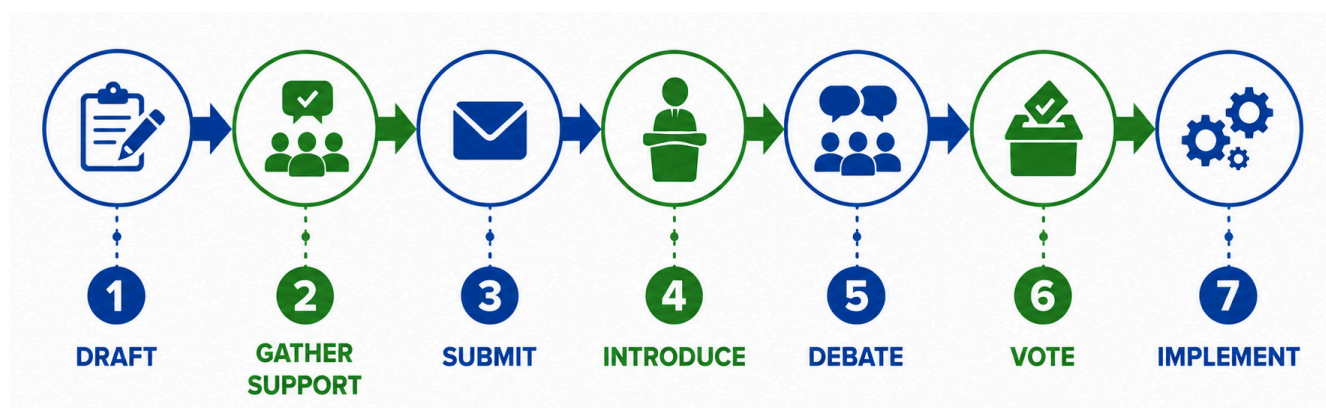
Sponsors are the diplomats who **write and formally support the content** of the directive.

Signatories support bringing the directive forward for consideration, but they **do not necessarily agree** with every action it contains.

The Chair will establish the minimum number of sponsors and/or signatories required. Similar directives may be asked to merge before they are introduced.

From Idea to Action

The process is simple:



1. **Draft** a clear and realistic directive.
2. **Gather sponsors/signatories** as required by the Chair.
3. **Submit** it to the Chair for review.
4. Once approved, **motion to introduce the directives on the table**.
5. The committee may hear brief **speeches in favor and against**.
6. Diplomats **vote** Yes, No, or Abstain.
7. A directive passes with a **simple majority** and is sent to the Backroom for implementation.

Implementation and Consequences

Passing a directive does ***not guarantee that everything in it will succeed.***

The Crisis Staff evaluates the action according to the authority of the actors involved, available resources, feasibility, previous decisions, and the circumstances of the simulation. The result may be complete success, partial success, failure, resistance, or an unexpected consequence.

This is why ***realistic and detailed directives are more effective*** than ambitious but vague proposals.

Sample Directive

Directive: Safe Passage

Sponsors: Diplomat A, Diplomat B

Signatories: Diplomat C, Diplomat D, Diplomat E

1. Establish an emergency humanitarian response at the affected Mediterranean arrival point by:
 - a. Deploying available emergency reception personnel to assist with registration and temporary shelter;
 - b. Coordinating with relevant humanitarian organizations to provide:
 - i. Emergency medical assistance;
 - ii. Food and potable water; and
 - iii. Protection for unaccompanied minors and other vulnerable individuals.
2. Request updated information from relevant border authorities regarding:
 - a. The number and location of recent arrivals; and
 - b. Possible changes in migration or smuggling routes.

This format is sufficient. Directives do not need to be long—they need to tell the Crisis Staff **exactly what the committee is attempting to do.**

Crisis Notes and Private Actions

Not every action in Crisis must involve the entire committee. **Crisis notes** allow diplomats to communicate privately with the Backroom to request information or attempt actions that fall within their character's authority.

Crisis notes are confidential unless the Crisis Staff determines that their consequences become public.

Two Uses of Crisis Notes

1. Requesting Information

You may ask the Backroom for information that your character could realistically obtain.

TO: *Ministry of Interior*

REQUEST: *Provide the latest available information on arrivals at the northern border during the past 24 hours.*

The Backroom may provide complete, partial, uncertain, or unavailable information depending on what your character could realistically know.

2. Attempting a Private Action

You may also attempt an action using resources or authority available to your character.

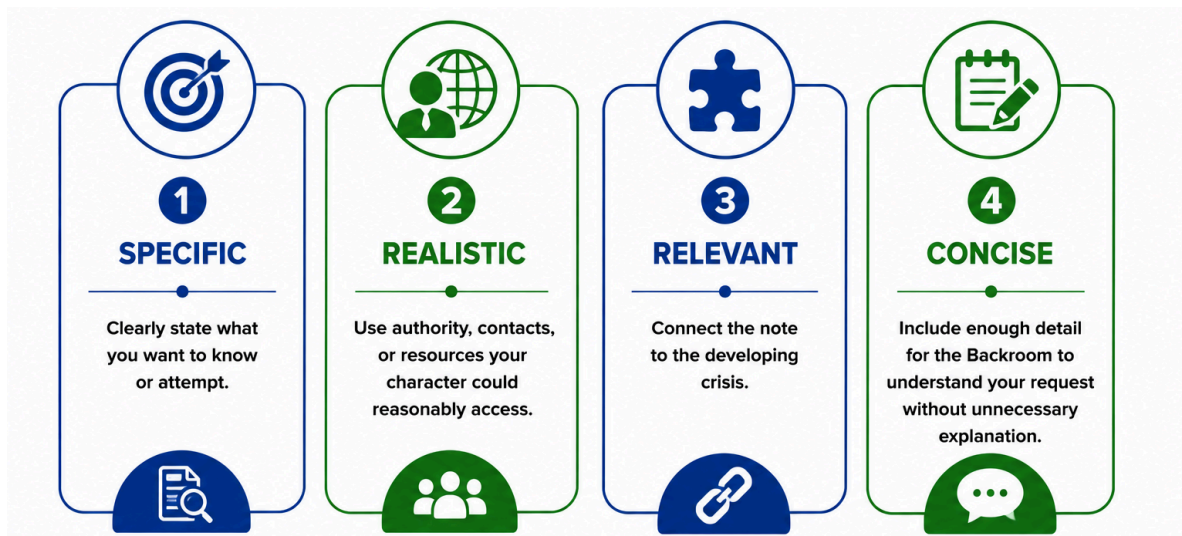
TO: *Foreign Minister*

REQUEST: *Contact the government of the neighboring transit state and request an urgent bilateral meeting regarding the increase in border crossings.*

The Crisis Staff determines whether the action is possible and what consequences it produces.

What Makes a Good Crisis Note?

A useful note should be:



Important Limits

A crisis note does **not guarantee** success. You cannot automatically control another government, international organization, military force, intelligence service, or institution simply by sending a note.

Your character's **authority matters**.

Private actions may also create public consequences. A confidential negotiation could be leaked, an intelligence operation could be discovered, or another government could reject your request.

CRISIS TIP

Before sending a crisis note, ask yourself:

Could my character realistically know this or attempt this action?

If the answer is yes, make the request clear and specific.



PART II

The Crisis You Are Entering

Understanding the European Migration and Asylum Crisis

Migration has long been part of Europe's political, economic, and social reality. People move to and within Europe for different reasons: to work or study, reunite with family, seek better opportunities, or escape war, persecution, violence, and instability. These forms of movement do not have the same legal meaning, particularly when a person is seeking international protection.

The European migration and asylum crisis is therefore not simply about how many people arrive in Europe. It involves several interconnected challenges.

Humanitarian Protection

People fleeing persecution, conflict, or serious danger may have a right to international protection. European states must provide access to asylum procedures and respect legal obligations such as non-refoulement, while ensuring appropriate protection for people whose claims are being considered (United Nations High Commissioner for Refugees [UNHCR], n.d.-a).

Asylum-System Capacity

European asylum systems must register applicants, determine protection needs, provide reception conditions, process cases and appeals, and manage the situation of people who do not qualify for protection.

Although asylum applications declined in 2025, EU+ countries still received approximately 822,000 applications, while an estimated 1.2 million cases remained pending across all instances at the end of the year (European Union Agency for Asylum [EUAA], 2026a).

Border and Migration Management

Europe must manage extensive external borders while preserving access to international protection. This includes monitoring migration routes, registering arrivals, conducting search-and-rescue operations, combating migrant smuggling and human trafficking, and addressing irregular migration.

Migration pressure is not constant across all routes. Changes in conflicts, border policies, smuggling activity, and cooperation with countries of origin and transit can reduce movement along one route while increasing it elsewhere (European Border and Coast Guard Agency [Frontex], 2025).

Responsibility-Sharing

Geography means that migration pressure is not distributed equally. Frontline states such as Italy, Greece, Spain, and Cyprus may face significant arrival and reception pressures, while other states



experience greater numbers of asylum applications, secondary movements, or integration responsibilities. In 2025, for example, Germany received the largest number of asylum applications in the EU+, while Greece and Cyprus experienced the highest numbers relative to their populations (EUAA, 2026a).

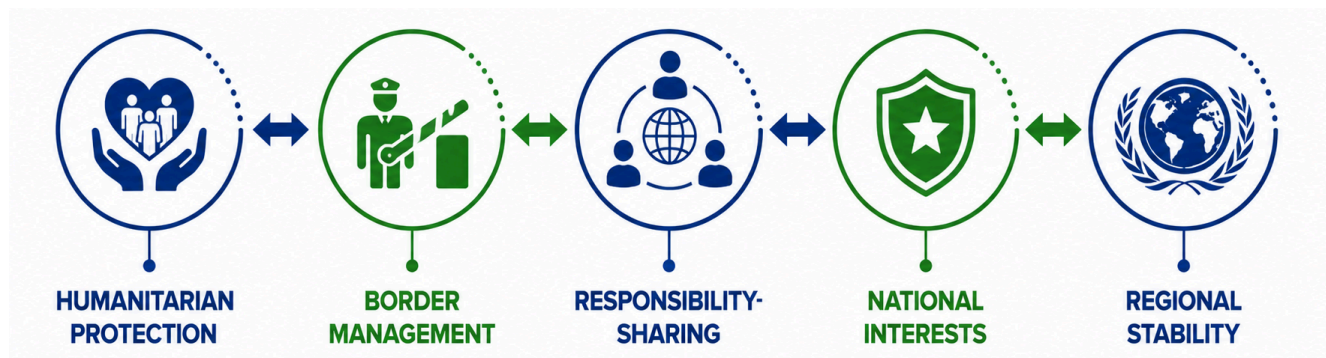
This creates one of Europe's most persistent disagreements:

Who should be responsible—and how should that responsibility be shared?

A Political and Regional Challenge

Migration also affects domestic politics, relations between European states, cooperation with countries of origin and transit, and regional security. Governments may agree that cooperation is necessary while disagreeing strongly over border controls, relocation, returns, humanitarian obligations, or national sovereignty.

For this reason, the crisis cannot be understood as a choice between simply “open” or “closed” borders. The challenge is how to manage migration while balancing several legitimate but sometimes competing objectives:



These competing priorities form the central problem diplomats will confront throughout the simulation.

Key Concepts

These terms are essential for understanding the crisis. They are **not interchangeable**, so diplomats should use them accurately during debate and when writing directives.

Term	Definition
Migrant	A broad term for a person who moves away from their usual place of residence, within a country or across an international border, for different reasons.
Refugee	A person who is outside their country and cannot safely return because of a well-founded fear of persecution. Refugees receive specific protection under international law.
Asylum Seeker	A person seeking international protection whose claim has not yet received a final decision. Not every asylum seeker will ultimately be recognized as a refugee.
Irregular Migration	Movement or stay outside the laws or regulations governing entry, residence, or exit. Irregular entry does not eliminate a person's right to seek asylum.
International Protection	Protection provided to people who cannot safely return to their country because they face persecution or serious harm.
Non-Refoulement	The principle that a person must not be returned to a place where they would face persecution, torture, or other serious harm.
Country of Origin/ Transit/ Destination	Origin: where a person comes from. Transit: a country through which the person travels. Destination: where the person intends to remain. A country may perform more than one of these roles.
Frontline State	In this context, a European state located on an important external border or migration route and therefore exposed to significant first arrivals.
Secondary Movement	Movement of asylum seekers or migrants from the European country where they first arrived or were registered to another European country.
Relocation	Transfer of asylum seekers or people in need of protection from one European state to another as a form of responsibility-sharing.
Return / Readmission	Return: the process by which a person who does not have a legal right to remain leaves or is required to leave a country.

	Readmission: acceptance of that person by the country to which they are returned.
Migrant Smuggling	Facilitating the irregular entry of a person into a country, generally for financial or material benefit.
Human Trafficking	Recruitment, transportation, or movement of people through means such as force, coercion, deception, or abuse of vulnerability for the purpose of exploitation.
Instrumentalization of Migration	In the European context, the deliberate facilitation or encouragement of migration movements by a state or other actor to pressure or destabilize another state.
Temporary Protection	An emergency mechanism that provides immediate collective protection during mass displacement when ordinary individual asylum procedures risk being overwhelmed.

Note: Definitions and terminology are based primarily on the Glossary on Migration of the International Organization for Migration (IOM, 2019), UNHCR guidance on refugees, asylum seekers, and non-refoulement (United Nations High Commissioner for Refugees [UNHCR], n.d.-a, n.d.-b, n.d.-d), and the European Union's migration and asylum framework.

REMEMBER

*Migrant, asylum seeker, refugee, and irregular migrant
do not mean the same thing.*

*A person's method of entering a country does not by
itself determine whether they have a valid claim for
international protection.*

Historical Background

Europe's current migration and asylum system developed over decades. Its central challenge has remained remarkably consistent: ***how to protect people who need international protection while managing borders and sharing responsibility among states.***

1951-1967 – International Refugee Protection

Following the mass displacement caused by the Second World War, the 1951 Refugee Convention established the international definition of a refugee and fundamental protection standards, including non-refoulement. The 1967 Protocol removed the Convention's original temporal and geographic limitations, expanding its application beyond the circumstances for which it was originally created (United Nations High Commissioner for Refugees [UNHCR], n.d.-c).

1990s-2000s – Building a Common European System

As European integration reduced internal border controls, EU states developed the Common European Asylum System (CEAS) to create common rules for asylum and international protection.

The Dublin system became particularly important because it established criteria for determining which Member State was responsible for examining an asylum application. Over time, this contributed to disagreements over responsibility-sharing, particularly when a limited number of states faced significant numbers of arrivals and asylum applications (Council of the European Union, 2026a).

2015-2016 – The European Refugee and Migration Crisis

Conflict and instability in Syria, Afghanistan, Iraq, and elsewhere contributed to exceptional refugee and migration movements toward Europe. In 2015, more than one million irregular arrivals were recorded in the EU, placing intense pressure on reception systems, asylum procedures, border management, and cooperation among European states (Council of the European Union, 2026b).

European governments responded differently, creating significant political divisions. Measures included emergency relocation, reception and registration mechanisms, strengthened border operations, and greater cooperation with countries outside the EU. In March 2016, the EU-Türkiye Statement established a major framework for cooperation intended to reduce irregular movement along the Eastern Mediterranean route and disrupt migrant-smuggling networks (European Council, 2016).

2021-2022 – New Types of Migration Pressure

In 2021, the EU accused the Belarusian government of deliberately facilitating migrant and refugee movements toward its external borders to advance political objectives. The situation brought the

instrumentalization of migration to the center of European debates about migration, border management, and security (Council of the European Union, 2021).

A different challenge emerged after Russia's full-scale invasion of Ukraine in February 2022. Faced with mass displacement, the EU activated the Temporary Protection Directive for the first time, providing eligible displaced people from Ukraine with immediate collective protection and reducing pressure on ordinary asylum procedures (Council of the European Union, 2022).

2024-2026 – Reforming the European System

After years of negotiation, the EU adopted the Pact on Migration and Asylum in 2024. The Pact introduced a comprehensive set of rules covering screening and registration, asylum and return procedures, responsibility for asylum applications, solidarity among Member States, and responses to migration crises (Council of the European Union, 2026c).

The new rules became applicable on 12 June 2026, following a two-year transition period. The simulation therefore takes place at a particularly important moment: Europe has a newly reformed migration and asylum system, but its ability to operate effectively under serious and rapidly changing pressure is still being tested (European Commission, 2026).

The Crisis at the Start of the Simulation

The MUNARJÍ Crisis Committee begins in October 2026, at a moment of transition in European migration and asylum policy.

Europe is not experiencing migration at the exceptional levels of the 2015–2016 crisis. Both asylum applications and detections of irregular border crossings declined during 2025. Nevertheless, pressure remains unevenly distributed, dangerous migration routes continue to operate, asylum systems carry significant caseloads, and governments continue to disagree over how responsibility should be shared (European Union Agency for Asylum [EUAA], 2026a).

A System Under Uneven Pressure

EU+ countries received approximately 822,000 asylum applications in 2025, 19% fewer than in 2024. However, the decline was not experienced equally. Germany received the largest number of applications, followed by France, Spain, and Italy, while Greece and Cyprus experienced the highest pressure relative to their populations (EUAA, 2026b).

Irregular migration also declined overall, but it did not disappear. Detections of irregular border crossings at the EU's external borders fell by approximately 26% in 2025, reaching their lowest level since 2021. However, trends differed considerably between routes, demonstrating that migration pressure can shift as conditions and routes change (EUAA, 2026a).

A New European System Is Being Tested

The timing of the simulation is particularly important. The Pact on Migration and Asylum became applicable on 12 June 2026, only a few months before the committee begins. The Pact introduced new rules concerning screening and registration, asylum and return procedures, responsibility for asylum applications, solidarity among Member States, and responses to crisis situations (European Commission, 2026).

Europe therefore enters the simulation with a new system that has not yet been tested over a long period or under every possible form of major pressure.

At the same time, governments continue to confront unresolved disagreements over:

- External border management.
- Responsibility-sharing and solidarity.
- Returns and readmission.
- Cooperation with countries of origin and transit.

- Humanitarian and international protection obligations.
- Secondary movements within Europe.
- The possibility of migration being instrumentalized for political purposes.

The Situation You Inherit

At the opening of the committee, there is no fictional emergency yet.

The starting crisis is the real and ongoing European migration and asylum situation as it stands at the simulation cutoff date. Diplomats enter a system that is functioning, but remains politically divided and potentially vulnerable to sudden pressure.

From this point forward, the Crisis Staff may introduce fictional but realistic developments and subcrises based on these existing conditions.

The central question facing the committee is:

Can European and neighboring states manage a new migration or displacement emergency while protecting people in need, controlling borders, sharing responsibility, and preserving regional stability?

Once the first Crisis Update is delivered, the simulation begins—and your decisions become part of what happens next.

Legal and Institutional Framework

Diplomats in Crisis may propose bold solutions, but governments cannot act without legal and institutional limits. European migration and asylum policy operates through international refugee law, human-rights law, EU legislation, and national governments.

Legal Framework	Why It Matters in Crisis
1951 Refugee Convention & 1967 Protocol	Establish the international definition of a refugee and fundamental protections, including non-refoulement: people cannot be returned to places where they face persecution (United Nations High Commissioner for Refugees [UNHCR], n.d.-c).
European Convention on Human Rights (ECHR)	Protects fundamental rights relevant to migration and asylum, including protection from torture and inhuman or degrading treatment (European Union Agency for Fundamental Rights [FRA] & European Court of Human Rights [ECtHR], 2020).
EU Charter of Fundamental Rights	Protects rights within EU law, including the right to asylum and protection against refoulement and collective expulsion (FRA & ECtHR, 2020).
Common European Asylum System (CEAS)	Provides the common EU framework governing asylum procedures, reception, international protection, and responsibility for asylum applications (European Commission, 2026a).
Pact on Migration and Asylum	The major reform applicable since June 2026, introducing new rules on screening, asylum and return procedures, responsibility-sharing, solidarity, and crisis situations (European Commission, 2026a).
Schengen Framework	Allows travel without routine internal border controls among participating states while requiring coordinated management of the common external border (Council of the European Union, 2026a).
Temporary Protection Directive	Allows the EU to provide immediate collective protection during mass displacement when ordinary asylum systems risk being overwhelmed. It was activated for the first time following Russia's full-scale invasion of Ukraine in 2022 (Council of the European Union, 2022).

Who Does What?

European migration policy is not controlled by a single institution. Understanding which actor has authority is particularly important when writing directives.

National Governments

Control many of the resources needed during a crisis, including police and border authorities, reception systems, national asylum administrations, and diplomatic relations.

European Commission

Proposes EU legislation, oversees the application of EU law, and coordinates important aspects of the implementation of the Pact on Migration and Asylum (European Commission, 2026a).

European Council & Council of the European Union

The European Council brings together EU leaders to establish the Union's overall political priorities, while the Council of the EU brings together national ministers and, together with the European Parliament, negotiates and adopts EU legislation. Both can therefore play important but different roles in migration policy.

Frontex – European Border and Coast Guard Agency

Supports Member States in managing the EU's external borders through activities such as border operations, situational monitoring, and assistance with returns. It supports national authorities rather than replacing them (European Border and Coast Guard Agency [Frontex], 2026).

European Union Agency for Asylum (EUAA)

Provides operational and technical assistance to national asylum and reception systems, particularly when Member States experience significant pressure (European Union Agency for Asylum [EUAA], n.d.).

United Nations High Commissioner for Refugees (UNHCR)

Works to protect refugees, asylum seekers, and other forcibly displaced people and promotes compliance with international refugee standards. It can provide expertise and humanitarian assistance, but it does not control European governments (UNHCR, n.d.-c).

International Organization for Migration (IOM)

Supports governments and migrants through migration management, humanitarian assistance, migration data, and programs such as voluntary return and reintegration (International Organization for Migration [IOM], 2026).

Why This Matters in Crisis

A directive must identify who actually has the authority and capacity to carry it out.

For example, the committee cannot simply instruct Frontex to replace a country's border authorities, order UNHCR to implement a government policy, or return asylum seekers without considering applicable legal protections.

The most effective directives therefore combine political objectives with the correct legal and institutional mechanisms.

CRISIS TIP

Before proposing an action, ask two questions:

Is it legal?

Who has the authority to do it?

Key Actors and Diplomat Profiles

The European migration and asylum crisis involves governments, EU institutions, international organizations, and countries of origin and transit. Their interests frequently overlap, but they do not always agree on border control, asylum, responsibility-sharing, returns, humanitarian protection, or cooperation with third countries.

Key Institutional Actors

Although they are not individually represented by diplomats, several institutions may influence the crisis, appear in Crisis Updates, or become relevant to directives:

Actor	Role in the Crisis
European Commission	Coordinates EU migration policy and oversees implementation of EU law and the Pact on Migration and Asylum.
European Council / Council of the EU	Establish major political priorities and negotiate collective European responses.
European Border and Coast Guard Agency (Frontex)	Supports external-border management, situational monitoring, and return operations.
European Union Agency for Asylum (EUAA)	Provides operational and technical assistance to asylum and reception systems.
Office of the United Nations High Commissioner for Refugees (UNHCR)	Protects refugees and asylum seekers and provides guidance on international protection standards.
International Organization for Migration (IOM)	Supports migration management, humanitarian operations, data collection, and voluntary return and reintegration.

These institutions are controlled by the Crisis Staff during the simulation. Diplomats may seek their cooperation when appropriate, but must respect their mandates and authority.

Diplomat Profiles

The committee includes **25 political leaders** whose countries have different interests in the crisis.

Your profile provides a **starting position, not a predetermined strategy**. You may negotiate, compromise, change tactics, and cooperate with unexpected partners as the crisis develops.

European Union Member States

Giorgia Meloni – Prime Minister of Italy

- **Starting Position:** Italy favors stronger external-border management, action against migrant smuggling, effective returns, and cooperation with countries of origin and transit, while seeking greater European responsibility-sharing.
- **Leverage:** Italy's position on the Central Mediterranean route and its relationships with North African states make it central to European migration management.
- **Keep in Mind:** Italy wants to reduce irregular arrivals without assuming disproportionate responsibility for Europe's external border.

Pedro Sánchez – Prime Minister of Spain

- **Starting Position:** Spain combines border management and cooperation with countries of origin and transit with support for legal migration pathways and migrant integration.
- **Leverage:** Spain's position on the Western Mediterranean and Atlantic routes and its close relationship with Morocco give it significant influence.
- **Keep in Mind:** Spain must balance migration control, humanitarian obligations, labor needs, and cooperation with neighboring states.

Kyriakos Mitsotakis – Prime Minister of Greece

- **Starting Position:** Greece supports stronger external-border protection, effective returns, cooperation with Türkiye, and greater European solidarity.
- **Leverage:** Greece controls a strategically important section of the EU's external border and is a major entry point on the Eastern Mediterranean route.
- **Keep in Mind:** Border management must coexist with European and international protection obligations.

Nikos Christodoulides – President of Cyprus

- **Starting Position:** Cyprus seeks stronger EU solidarity, effective returns, and greater cooperation with neighboring and origin countries.
- **Leverage:** Its geographic position and migration pressure relative to its population strengthen its demands for European assistance.
- **Keep in Mind:** Cyprus has limited capacity to manage a sudden major increase in arrivals alone.

Friedrich Merz – Chancellor of Germany

- **Starting Position:** Germany favors tighter control of irregular migration, stronger external borders, faster asylum procedures, and increased returns within a common European framework.
- **Leverage:** Germany's economic and political weight gives it considerable influence over European negotiations.
- **Keep in Mind:** Germany must balance migration control with European cooperation, labor needs, and significant integration responsibilities.

Emmanuel Macron – President of France

- **Starting Position:** France supports stronger European border and migration management, action against smuggling networks, and greater control of irregular migration while maintaining international protection obligations.
- **Leverage:** France is a major EU political power and an important destination and transit country.
- **Keep in Mind:** Migration remains a politically sensitive domestic issue, while cooperation with neighboring states—particularly the United Kingdom—is strategically important.

Rob Jetten – Prime Minister of the Netherlands

- **Starting Position:** The Netherlands seeks greater control over asylum and irregular migration while maintaining cooperation within the European migration and asylum system.
- **Leverage:** Its economic and political influence gives the Netherlands weight in EU negotiations.
- **Keep in Mind:** Reception capacity, housing pressures, and secondary movements can strongly influence its domestic position.

Bart De Wever – Prime Minister of Belgium

- **Starting Position:** Belgium favors stronger migration management, effective returns, and greater control of irregular migration within a common European framework.

- **Leverage:** Belgium is an important destination country and occupies a politically influential position at the center of the EU.
- **Keep in Mind:** Reception capacity and domestic political divisions can constrain the government's choices.

Christian Stocker – Chancellor of Austria

- **Starting Position:** Austria supports stronger external borders, effective asylum and return procedures, and tighter control of irregular and secondary migration.
- **Leverage:** Austria lies along important movements connecting the Western Balkans with Central and Western Europe.
- **Keep in Mind:** Austria seeks to reduce secondary movements while preserving the advantages of the Schengen system.

Ulf Kristersson – Prime Minister of Sweden

- **Starting Position:** Sweden favors tighter asylum and migration policies, stronger returns, and greater control of irregular migration.
- **Leverage:** Sweden has extensive experience with refugee reception, integration, and European asylum policy.
- **Keep in Mind:** Previous large-scale reception has made integration capacity and social cohesion significant domestic concerns.

Mette Frederiksen – Prime Minister of Denmark

- **Starting Position:** Denmark favors a restrictive approach emphasizing border control, returns, and alternatives to conventional asylum arrangements.
- **Leverage:** Denmark can advocate tougher migration-management approaches while drawing on extensive experience with restrictive asylum policy.
- **Keep in Mind:** Denmark has special arrangements concerning its participation in EU justice and home-affairs policies.

Donald Tusk – Prime Minister of Poland

- **Starting Position:** Poland prioritizes protection of the EU's eastern border and treats migration pressure from Belarus primarily as a security and hybrid-threat issue. Poland has maintained

restrictions on applications for international protection at its border with Belarus as part of this approach (Ministry of the Interior and Administration of Poland, 2026).

- **Leverage:** Poland controls a strategically important EU and NATO external border and has direct experience responding to instrumentalized migration.
- **Keep in Mind:** Poland distinguishes strongly between displacement caused by war and migration pressure it considers deliberately organized by hostile actors.

Petteri Orpo – Prime Minister of Finland

- **Starting Position:** Finland emphasizes border security and measures against instrumentalized migration along its border with Russia. Finland has maintained restrictions at its eastern border in response to concerns about instrumentalized migration (Finnish Government, 2026).
- **Leverage:** Finland brings significant experience in border security, relations with Russia, and responses to hybrid threats.
- **Keep in Mind:** Security measures must still operate within Finland's European and international legal obligations.

Péter Magyar – Prime Minister of Hungary

- **Starting Position:** Hungary continues to emphasize strong border control and national authority over migration policy, while its new government operates in a different political context following the end of Viktor Orbán's premiership.
- **Leverage:** Hungary occupies an important position along the Western Balkan migration corridor and can influence Central European negotiations.
- **Keep in Mind:** Do not assume that every policy of the previous government automatically represents Magyar's position. The change of government means that Hungary's approach may continue to evolve.

Andrej Babiš – Prime Minister of the Czech Republic

- **Starting Position:** The Czech Republic emphasizes border management and national control while remaining cautious about mechanisms that could significantly reduce Member State discretion over migration policy.
- **Leverage:** It can cooperate with other Central European governments on border management and migration-control initiatives.

- **Keep in Mind:** As a non-frontline state, its immediate interests may differ substantially from those of Mediterranean states experiencing first arrivals.

Inga Ruginienė – Prime Minister of Lithuania

- **Starting Position:** Lithuania views migration pressure from Belarus within the broader context of border security and hybrid threats. The EU has continued to characterize Belarusian state-sponsored facilitation of irregular migration as part of a broader hybrid campaign against Member States (Council of the European Union, 2026).
- **Leverage:** Lithuania has direct experience responding to migration pressure at the EU's eastern external border.
- **Keep in Mind:** Security concerns must be balanced with applicable European and international protection obligations.

Neighboring, Origin, and Transit States

Recep Tayyip Erdoğan – President of Türkiye

- **Starting Position:** Türkiye remains a crucial partner in European migration management, hosts a large refugee population, and seeks financial, diplomatic, and political benefits from cooperation with Europe.
- **Leverage:** Turkish policies can significantly affect migration movements along the Eastern Mediterranean route and cooperation concerning refugees and returns.
- **Keep in Mind:** Türkiye is not simply implementing EU policy. It has its own security, economic, regional, and diplomatic objectives.

Aziz Akhannouch – Head of Government of Morocco

- **Starting Position:** Morocco cooperates with European states on migration and border management while pursuing its own economic and diplomatic interests.
- **Leverage:** Moroccan cooperation can significantly influence the Western Mediterranean and Atlantic migration routes.
- **Keep in Mind:** Migration cooperation may be connected to broader economic, diplomatic, development, and regional negotiations.

Sara Zaafarani Zenzri – Head of Government of Tunisia

- **Starting Position:** Tunisia cooperates with Europe on migration management while resisting arrangements that could effectively transform the country into a permanent destination for migrants seeking to reach Europe.
- **Leverage:** Tunisia's geographic position makes it particularly important to the Central Mediterranean route.
- **Keep in Mind:** Economic pressures, domestic politics, sovereignty, and human-rights concerns complicate cooperation with European governments.

Abdul Hamid Dbeibeh – Prime Minister of Libya's Government of National Unity

- **Starting Position:** Libya seeks European assistance with border management, security, and economic development while remaining a major transit and departure country on the Central Mediterranean route.
- **Leverage:** Cooperation with authorities in western Libya can influence migration departures toward Europe.
- **Keep in Mind:** Libya remains politically fragmented, limiting the government's authority over the entire territory and over multiple armed and security actors.

Ahmad al-Sharaa – President of Syria

- **Starting Position:** Syria's government seeks reconstruction, international normalization, and conditions that encourage Syrians living abroad to return.
- **Leverage:** European governments considering the future return of Syrian refugees may require cooperation with Syrian authorities.
- **Keep in Mind:** The Syrian government's desire for refugee returns does not by itself establish that conditions are safe for return.

Abdel Fattah el-Sisi – President of Egypt

- **Starting Position:** Egypt cooperates with Europe on migration management, regional security, and economic stability while hosting substantial refugee and migrant populations.
- **Leverage:** Egypt's geographic position, population, and regional influence make its stability strategically important to Europe.
- **Keep in Mind:** Expanded cooperation is likely to involve broader economic, development, security, and political interests.

Other Major International Actors

Keir Starmer – Prime Minister of the United Kingdom

- **Starting Position:** The United Kingdom prioritizes reducing irregular Channel crossings, disrupting migrant-smuggling networks, and strengthening cooperation with France and other European partners. UK-France cooperation was expanded further in 2026 through additional policing, intelligence, and enforcement measures (UK Home Office, 2026).
- **Leverage:** The UK possesses substantial diplomatic, intelligence, maritime, law-enforcement, and financial capabilities.
- **Keep in Mind:** The UK needs cooperation with European states but operates outside the EU's Common European Asylum System.

Donald J. Trump – President of the United States

- **Starting Position:** The Trump administration places strong emphasis on border security, immigration enforcement, removals, sovereignty, and national control over migration policy (The White House, 2026).
- **Leverage:** The United States possesses exceptional diplomatic, security, intelligence, financial, and technological capabilities.
- **Keep in Mind:** The European migration crisis is not primarily a U.S. responsibility. American involvement is therefore likely to depend on whether developments affect broader U.S. security, geopolitical, or strategic interests.

Vladimir Putin – President of the Russian Federation

- **Starting Position:** Russia enters the committee primarily as a geopolitical actor rather than as a participant in the EU asylum system. European governments remain concerned about migration being incorporated into broader hybrid pressure along the EU's eastern borders, particularly through Belarus (Council of the European Union, 2026).
- **Leverage:** Russia possesses significant diplomatic, security, intelligence, information, and regional influence.
- **Keep in Mind:** Deep strategic distrust between Russia and most European governments will shape cooperation, accusations, and negotiations.



Using Your Profile

Before committee, build on this starting point by researching your ***leader's most recent policies and statements***, your country's interests, available resources, important relationships, and political or legal limitations.

Because the simulation begins in October 2026, diplomats should give priority to the most recent reliable information available before the conference.

REMEMBER

*Your profile tells you **where your character begins—not where the crisis must take you.***

Major Challenges, Previous Responses, and Lessons Learned

Europe has responded to migration and asylum pressures through stronger border management, responsibility-sharing mechanisms, cooperation with third countries, emergency protection, return policies, and reforms to the Common European Asylum System. However, previous crises show that no single measure can address every situation.

The following challenges are likely to shape debate during the simulation.

Border Control vs. Access to Protection

European governments seek to control irregular migration, secure external borders, and combat migrant-smuggling networks. At the same time, people seeking international protection must have access to appropriate procedures, and states remain bound by fundamental rights and the principle of non-refoulement (United Nations High Commissioner for Refugees [UNHCR], n.d.-a).

European responses have included stronger external-border management, screening and registration procedures, operational support from Frontex, and new border procedures under the Pact on Migration and Asylum (European Commission, 2026a).

Lesson: Stronger borders and access to protection must be addressed together, not as mutually exclusive objectives.

European Solidarity vs. National Responsibility

Migration pressure is unevenly distributed. Frontline states may receive significant first arrivals, while destination states face asylum applications, secondary movements, reception pressures, and integration responsibilities.

During the 2015–2016 crisis, the EU introduced emergency relocation mechanisms to transfer eligible applicants from Greece and Italy to other Member States, but implementation encountered significant political and practical difficulties. The Pact on Migration and Asylum now establishes a permanent solidarity mechanism through which Member States can contribute through relocation, financial contributions, or alternative solidarity measures (Council of the European Union, 2024; European Commission, 2026a).

Lesson: Agreement that solidarity is necessary does not mean agreement on who should contribute, how much, or in what form.

Cooperation with Third Countries

European migration management depends significantly on cooperation with countries of origin and transit, including Türkiye, Morocco, Tunisia, Egypt, and Libya.

The 2016 EU-Türkiye Statement demonstrated how cooperation with a major transit country could influence migration movements along the Eastern Mediterranean route. The agreement combined measures addressing irregular crossings and returns with EU commitments concerning refugees, funding, and broader cooperation with Türkiye (European Council, 2016).

Similar European partnerships with third countries have sought to strengthen migration management, combat smuggling, support refugees and host communities, and improve return and readmission cooperation.

However, these arrangements can create political dependence and raise questions concerning human rights, funding, sovereignty, and what partner countries expect in return.

Lesson: External cooperation requires mutual incentives. Europe cannot assume that third countries will implement European priorities without pursuing interests of their own.

Returns vs. Protection Obligations

A functioning asylum and migration system must distinguish between people entitled to international protection and those who do not have a legal right to remain. Improving the effectiveness of returns has therefore become an important part of EU migration policy (European Commission, 2026b).

In practice, returns can be difficult because they require legal procedures, identification and documentation, transportation, respect for fundamental rights, and often cooperation from the country receiving the person.

Lesson: A directive cannot simply state “return rejected applicants.” Diplomats must consider who can legally be returned, where they will go, whether the receiving country will cooperate, and how the operation will be carried out.

Humanitarian Emergencies and Mass Displacement

Ordinary asylum systems may struggle when very large numbers of people require protection within a short period.

Following Russia's full-scale invasion of Ukraine in 2022, the EU activated the Temporary Protection Directive for the first time, allowing eligible displaced people from Ukraine to receive immediate collective protection without first completing ordinary individual asylum procedures (Council of the European Union, 2022).

Lesson: Exceptional displacement may require emergency mechanisms, but temporary responses eventually create longer-term questions involving integration, funding, return, and future legal status.

Migration as a Security and Geopolitical Issue

Migration can also become connected to broader security disputes. In 2021, the EU accused the Belarusian authorities of deliberately facilitating migrant and refugee movements toward Lithuania, Latvia, and Poland as a means of exerting political pressure (Council of the European Union, 2021).

This created a particularly difficult situation: European governments viewed the border pressure as a hybrid security threat, while individuals arriving at the border could still have legitimate international protection needs.

Lesson: Security concerns and humanitarian obligations may exist at the same time. Diplomats must determine who is creating the pressure, why, and how to respond without automatically treating migrants themselves as security threats.

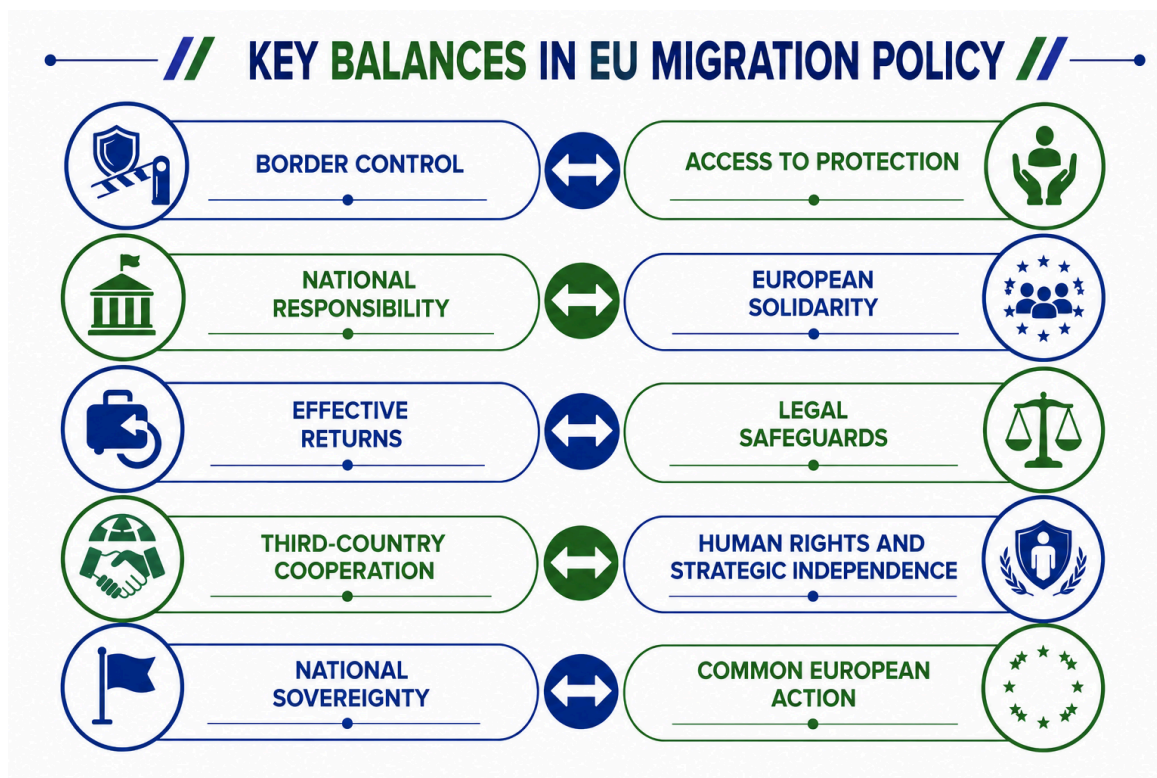
What Previous Crises Have Taught Europe

Previous Experience	Main Lesson for Crisis
2015-2016 Migration Crisis	Large-scale arrivals require reception, processing, resources, border management, and responsibility-sharing simultaneously.
EU-Türkiye Statement (2016)	Cooperation with transit countries can influence migration routes, but requires negotiation and mutual incentives.
Belarus Border Crisis (2021-present)	Migration movements can become part of a broader geopolitical or security confrontation.
Ukraine Displacement (2022-present)	Mass displacement may require rapid collective protection rather than ordinary asylum procedures alone.
Pact on Migration and Asylum (2024-2026)	Europe now has stronger common mechanisms, but their effectiveness depends on implementation and cooperation among states.



The Central Challenge

Most disagreements in the committee will ultimately involve balancing competing priorities.



There may be no solution that completely satisfies every actor. The challenge for diplomats is to determine **which interests can be reconciled, which compromises are possible, and which consequences they are prepared to accept.**

CRISIS TIP

*History provides precedents, not ready-made solutions. Before proposing an action, ask: **What has been tried before, what did it accomplish, and why might this crisis be different?***



PART III

Prepare for the Crisis



Research Your Character and Build Your Strategy

Your Diplomat Profile gives you a **starting point**, but effective participation requires additional preparation. Before committee, you should understand your leader, your country's interests, and the resources and limits that will shape your decisions.

You **do not need to memorize** your leader's biography. Focus on what will help you act realistically during the crisis.

Know Your Character

Research:

- Your leader's recent statements on migration, asylum, refugees, border security, and regional cooperation.
- Your country's main interests in the crisis.
- Important domestic political pressures.
- Relationships with other countries represented in the committee.
- Recent agreements, disputes, or policy changes that may affect your position.

Ask yourself:

If the crisis escalated tomorrow, what would my leader care about first?

Know Your Resources and Limits

Identify what your character can realistically use.

Resources may include:

- Political influence
- Diplomatic relationships
- Funding or economic assistance
- Border or coast guard capabilities
- Intelligence or security resources
- Reception capacity



- Geographic leverage
- Influence within the EU, NATO, or other international organizations

Also identify your limits, including legal obligations, domestic politics, economic constraints, coalition partners, or dependence on other countries.

Define Your Strategy

Before committee, establish:



Do not create permanent alliances before committee. Crisis partnerships may change as circumstances change.

Prepare Actions, Not a Script

Arrive with several realistic actions your character could consider, such as:

- Requesting emergency assistance.
- Strengthening reception capacity.
- Negotiating with a transit country.
- Supporting relocation or financial solidarity.
- Increasing border or maritime cooperation.
- Expanding humanitarian assistance.
- Sharing intelligence.
- Coordinating returns.
- Combating migrant-smuggling networks.

Whether any of these actions makes sense will depend on the Crisis Updates you receive.

Think One Step Ahead

Before supporting a directive or private action, ask:

What could happen next?

A stronger border may redirect migration to another route. A deal with a transit country may require concessions. A relocation plan needs countries willing to receive people. A return policy depends on legal procedures and cooperation from countries of origin.

Good Crisis strategy considers not only the immediate objective, but also the ***possible consequences***.

Your Crisis Strategy Card

Before arriving at MUNARJÍ, prepare a short strategy card. When the crisis begins, use this strategy as a guide—not as a fixed plan.



// CRISIS STRATEGY CARD //

MY STRATEGY		MY NOTES
	MY 3 PRIORITIES	1. _____ 2. _____ 3. _____
	MY RED LINES	_____
	WHAT I CAN OFFER	_____
	WHAT I NEED FROM OTHERS	_____
	POSSIBLE PARTNERS	_____
	LIKELY DISAGREEMENTS	_____
	ACTIONS I COULD CONSIDER	_____

Suggested Readings and Resources

European Union Institutions and Agencies

European Commission – Migration and Asylum

EU migration and asylum policy, including the Pact on Migration and Asylum.

https://commission.europa.eu/topics/migration-and-asylum_en

Council of the European Union – EU Migration and Asylum Policy

European policy, migration routes, asylum, external borders, and major EU decisions.

<https://www.consilium.europa.eu/en/policies/eu-migration-policy/>

European Union Agency for Asylum (EUAA)

Asylum trends, reports, country information, and analysis of European asylum systems.

<https://www.euaa.europa.eu/>

Eurostat – Migration and Asylum

Official European statistics on asylum, migration, returns, residence permits, and temporary protection.

<https://ec.europa.eu/eurostat/web/migration-asylum>

Frontex – European Border and Coast Guard Agency

Information on external borders, migration routes, border operations, and irregular border crossings.

<https://www.frontex.europa.eu/>

United Nations and International Organizations

United Nations High Commissioner for Refugees (UNHCR)

Refugee protection, asylum, forced displacement, and international refugee law.

<https://www.unhcr.org/>

International Organization for Migration (IOM)

Migration data, displacement, migration governance, humanitarian operations, and migration routes.

<https://www.iom.int/>

IOM Displacement Tracking Matrix (DTM)

Data and reports on displacement, migration movements, routes, and arrivals.

<https://dtm.iom.int/>

Legal and Policy Resources

UNHCR – The 1951 Refugee Convention

The principal international legal framework for refugee protection.

<https://www.unhcr.org/about-unhcr/overview/1951-refugee-convention>

European Commission – Pact on Migration and Asylum

Official information on the EU's current migration and asylum framework.

https://home-affairs.ec.europa.eu/policies/migration-and-asylum/pact-migration-and-asylum_en

Council of the European Union – Migration and Asylum Timeline

Chronology of major developments in European migration and asylum policy.

<https://www.consilium.europa.eu/en/policies/eu-migration-policy/migration-timeline/>

Handbook on European Law Relating to Asylum, Borders and Immigration

Reference guide to European legal standards concerning asylum, immigration, borders, and fundamental rights.

https://www.echr.coe.int/documents/d/echr/handbook_asylum_eng

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