

INTERNATIONAL MIGRATION CRISIS

Human Rights and Border Security



United States
Diplomacy Center



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Diplomacy

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The simulations have no right or wrong actions or solutions because the process, rather than the end result, is the goal. The learning experience develops organically as the students engage in the simulation. Once the simulation has been completed, students are encouraged to express how their views on diplomacy have evolved as a result of the simulation, and to contemplate how they can apply diplomatic skills to their everyday lives.

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Diplomatic Simulations are developed and presented by the U.S. Diplomacy Center as an integral component of the Center's education offerings. This document and all associated materials are intended exclusively for educational use.

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Reports of war and famine, religious and ethnic persecution resulting in the flow of refugees across international borders are all too common today. Whether the desperate individuals come from Syria, Afghanistan, South Sudan or Somalia, we should all be moved by their tragic stories. Today you have the opportunity to experience the challenge of protecting a persecuted minority group and preventing another crisis of refugees from occurring.

In today's exercise you will be focusing on a minority group known as the Rubits in the fictitious country of Budan. The majority population in Budan is persecuting the Rubits for their religion. Many Rubits have fled as refugees across the border into the neighboring country of Gilbia. Gilbia and various international organizations and Non-Governmental Organizations (including the United Nations High Commissioner for Refugees and the Association for Refugees and Minorities) are trying to provide shelter for the thousands of refugees, but the numbers have overwhelmed them. Your goal is to protect the Rubits, prevent the refugee emergency from escalating, and find a more permanent solution to the crisis.

We are now
witnessing the
highest levels
of displacement
on record.

-UNHCR

You will find as you try to resolve this humanitarian and human rights crisis that different players have different objectives. You will need to find common ground to prevent a further crisis and public outcry against the worsening refugee situation in Gilbia. The United States, other nations including the influential nation of Malil, and activists across the world are critical of the developing scenario in Gilbia and are following events closely.

Are you willing to jump in and confront the situation? We believe you bring the necessary skills to the table: the ability to hear others' viewpoints; the ability to analyze your own and others' positions and goals; a spirit of cooperation; and a belief that everyone can be a part of a solution.

As representatives of one of the stakeholders engaged in the process, you will need to:

- Prioritize your diplomatic goals according to your group's policy position.
- Identify with whom you will need to negotiate and who might be your allies/opponents.

You will need to learn what the other participants believe and what they want out of the negotiation. Can you help bridge gaps between the participants? Remember, not all groups will agree with your priorities or goals. The objective is to find a solution that advances your group's goals and priorities. To do this, you will need to compromise and develop consensus to meet the other stakeholders halfway.

You will need to negotiate with other groups and look for ideas you share. Recognize where you can and cannot change your own and others' positions; identify areas of agreement; and finally agree on a strategy. You will have a worksheet to help organize your strategy. The country of Gilbia has invited a group of countries and organizations to discuss the situation within and on the borders of Gilbia and Budan. Representatives from Gilbia, Budan, the United States, Malil, the United Nations High Commissioner for Refugees (UNHCR) and the Association for Refugee and Minorities (ARM) will attend. There will be a Chair to call the meeting together and to moderate.

At the beginning of the first round of discussions and in the order listed above, each group will have three minutes to outline its concerns and objectives. Some ideas for your group's opening position are provided in your Stakeholder Profile; feel free to incorporate or withhold this information as you wish.

After all groups have given an opening statement, you will be given 15 minutes to reach out to other participants and to negotiate your positions informally. Your goal in this session should be to build alliances and to offer strategies to find consensus with as many other groups as possible.

When you return to the formal meeting, the Chair will recognize delegates to hear their proposals. During this time, you should look for support. Do not spend time endlessly debating; the goal is to find a workable solution to the crisis at hand. Listen to what others say and if you need to adjust your proposal, do so. The Chair will give you 15-20 minutes to come up with a resolution – or not.

Today's simulation involves a hypothetical scenario but deals with the real world problem of refugees. You will role play a member of a delegation at an international meeting trying to negotiate a solution. The delegations are:



Foreign Ministry of Liberia



Foreign Ministry of Sudan



The U.S. Department of State



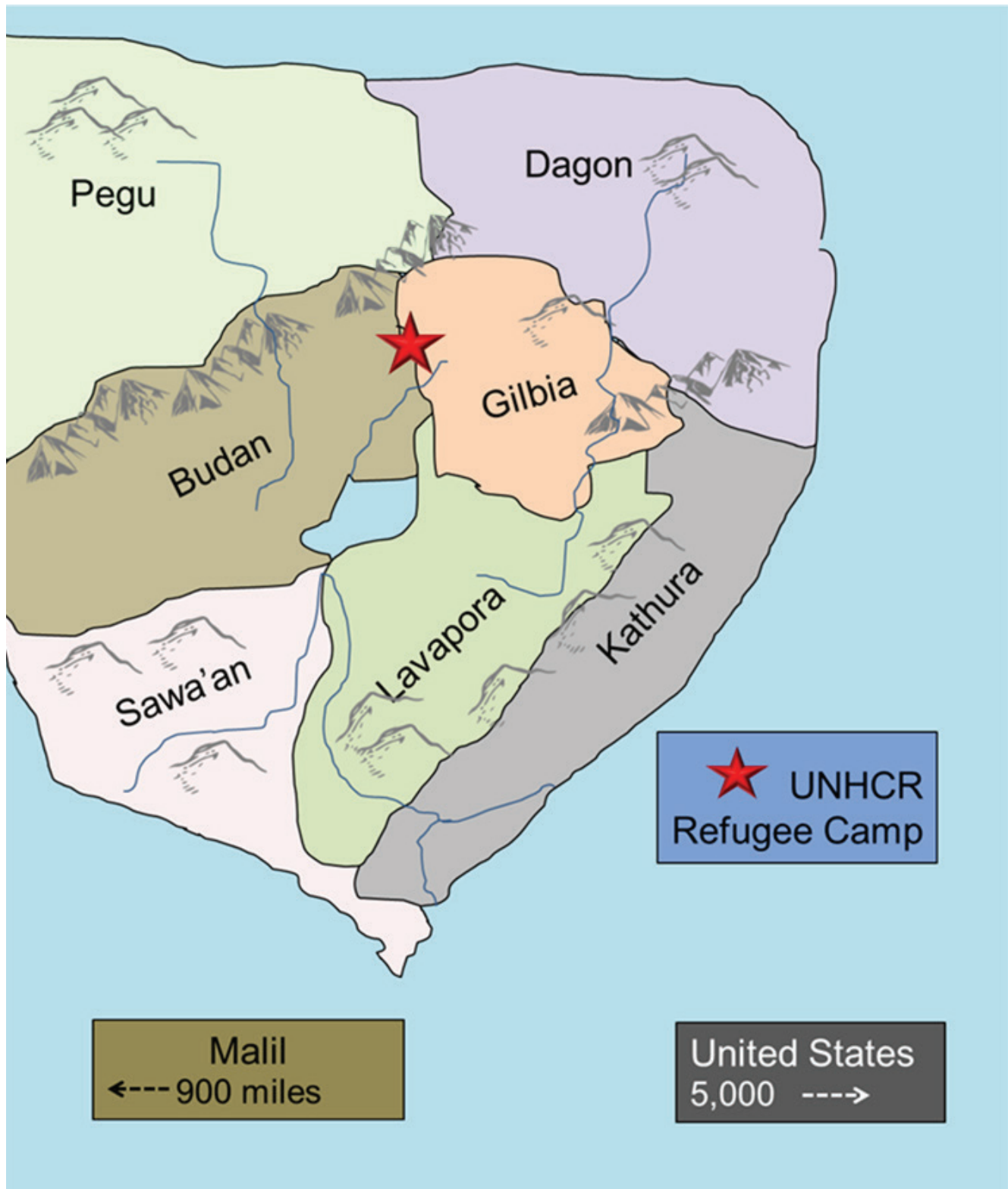
Foreign Ministry of Mali



**United Nations High
Commissioner for Refugees**



Association for Refugees and Minorities



The Government of Budan recently passed a law prohibiting the religion practiced by the Rubits, its minority citizens. This decision comes after the majority ethnic group in Budan, the Dannii, pressured the government into passing a series of harsh laws effectively beginning the exodus (departure) of the Rubits from Budan. Conflicts between the two communities have existed for years but simple intolerance has now turned into persecution. This persecution has caused Rubit activists and their families to leave behind their businesses and loved ones to cross into the neighboring country of Gilbia.

Economically, the Rubits are among the most successful groups in the country, and for the last five years their businesses have attracted numerous foreign investors. Rubit success is all the more noteworthy as Budan has placed high taxes on Rubit businesses and cut government funds for schools and development in areas with high Rubit populations.

Now, however, Rubit persecution has become even worse. A number of Rubit houses have been burned, and Rubit citizens are convinced that the government played a part. Proof, however, has yet to be established. Rubit religious leaders and successful members of the business community have been threatened by anonymous sources and several Rubit community leaders have gone missing in the past month. Last week the body of one such community leader was discovered hanging from a lamp post.

What began one month ago as a small number of Rubits crossing the border into neighboring Gilbia has since increased to more than 5,000 crossings last week. There are now approximately 10,000 refugees in Gilbian territory. In response to this migration, some within the Budanese government were (according to off-the-record statements) “happy to see [the Rubits] go.” Local media reporting in Gilbia has emphasized Budan’s majority population echoing these sentiments.

The number of Rubit refugees has now exceeded Gilbia’s ability to care for them. In response, the United Nations High Commissioner for Refugees (UNHCR) has set up camps totaling 2,000 tents with a maximum capacity of four to a tent. These resources are being overrun by the influx of additional desperate refugees streaming in from Budan. There is not enough food; sanitation conditions remain terrible; and over fifty Rubit children have come down with measles in the last 48 hours. Additionally, UNHCR officials are preparing for the possibility of an outbreak of cholera within the camps.

Gilbian citizens are worried about crime and fear that refugees will begin to invade homes or that their children will catch diseases from the newcomers. Gilbia has repeatedly tried to work with Budan to find a solution to this problem. The Government of Budan has remained unresponsive.

The Association for Refugees and Minorities (ARM)

The Association for Refugees and Minorities (ARM) works to protect the lives of refugees around the world and needs to maintain support from all sides. ARM recognizes that given the immediacy of the crisis and current location of Rubit refugees, camps appropriately were set up in Gilbia. However, ARM does not see Gilbia as a permanent home for these individuals. In past crises, Gilbia was only able to take in approximately 100 refugees for resettlement per year. In the current crisis, however, the number of Rubit refugees flooding into Gilbia could soon exceed 100,000 this year alone.

Budan and Gilbia

Relations between the authoritarian Budanese government and democratic Gilbia have always been difficult; the two countries have different cultures, political histories and economies. Their extensive and shared border has long been a source of tension rather than cooperation. The number of Budanese refugees in Gilbia is increasing now more than ever. Whatever their differences, both nations agree that some action must be taken immediately.

Malil

The country of Malil (located 900 miles west of Budan) is approximately the same size as the United States in terms of geographic area. Malil has a strong influence in the region and economic and political power worldwide, including a permanent seat on the United Nations Security Council. Budan has been in Malil's orbit of influence for many years and receives substantial foreign aid from Malil.

The U.S. Department of State (DOS)

The United States Department of State is the lead U.S. government agency responsible for conducting international relations according to the policies set by the President. The President appoints a Secretary of State who represents his or her foreign policies to other nations. The Department also advises various executive agencies and makes recommendations based on its relevant expertise. DOS advocates for freedom of religion around the world. The U.S. business community has large investments in Gilbia; trade is strong; and thousands of American jobs depend on that trade relationship.

The United Nations High Commissioner for Refugees (UNHCR)

Beyond setting up their current camp/tents for the refugees in Gilbia, the UNHCR is reluctant to do more. The UNHCR, like other United Nations agencies, is limited by its budget, and contributing member states are very concerned about costs. The UNHCR must justify every deployment and large expense, and this crisis could represent a huge expenditure of resources for many years to come. ARM has been a strong ally and partner of the UNHCR for decades, and the two groups have worked side-by-side in even the most dangerous of conditions.

Resettlement is a long process. Once refugees have moved out of a given country, a UNHCR team determines who qualifies for resettlement. It may take months--even years--and a great deal of documentation is required to determine if a refugee is eligible. Economic migrants (individuals fleeing for better job opportunities) are disqualified.

WORKSHEET 1: QUESTIONS TO THINK THROUGH

Whom do you represent?

What is your overall goal?

What goals (in priority order) would you also like to achieve?

Who can help you?

Who might oppose your approach?

What incentives and disincentives can you offer to persuade others?

What should be your strategy in dealing with the other parties, i.e., with whom should you speak first?

Remember: There is no “right” or “wrong” outcome. This is not a debate in which you need to win the argument; your goal is to work together to find a workable solution. Build upon common ground and look for areas where you and other parties can agree. Where you disagree, try to create options that address the other parties’ concerns.

WORKSHEET 2: POSSIBLE ACTIONS

The following points are *possible* actions to be taken. Prioritize your top two choices according to your delegation's policy position. Feel free to add actions. You will share your priorities with the other delegations in your opening statement.

- Identify steps to stop the flood of refugees from Budan into Gilbia;
- Prevent a humanitarian crisis in the refugee camps where Rubits who have escaped Budan are now living in Gilbia;
- Suggest incentives to encourage better economic and political relations between the Governments of Budan and Gilbia;
- Encourage other countries to accept additional refugees through the United Nations High Commissioner for Refugees;
- Protect minorities in the region and particularly in Budan;
- Reduce conflict—between the United States and Malil and between Gilbia and Budan.

Other: _____

Other: _____

Other: _____

Other: _____



Clearly Determine Your Position And Agree On Your Strategy:

- Clarify or restate your position if it is mis-represented by one of the other stakeholder groups.
- If during informal discussions you decide your group should change its position, discuss it with the other group members as soon as possible.

Realistically Evaluate Possible Actions Before You Propose Them:

- Are the proposals possible?
- Will they achieve the results you want?
- Watch for unintended consequences.

Analyze Other Groups' Positions:

- Why do they hold that position?
- Why do they oppose or support your proposals?
- Can you apply pressure to make stakeholders re-evaluate their positions?
- Can you offer any incentives to make stakeholders re-evaluate their positions?

Build Alliances:

- Identify which stakeholders share your position and which do not.
- Do not spend all your time trying to persuade others. Listen carefully to other delegates and absorb what they are saying.
- Try to identify common interests and concerns you share with other stakeholders.
- Even if your end goal is different, what can you agree on with others?

Identify Incentives and Disincentives (“Carrots and Sticks”):

- Consider what incentives you can safely offer to other groups.
- Explain to other stakeholders the negative consequences (either direct or indirect) that may follow if they oppose your position.

General Tips*:

- Separate the people from the problem.
- Interests: Focus on interests, not positions.
- Options: Generate a variety of possibilities before deciding what to do.
- Criteria: Insist that the result be based on some objective standard.

*Excerpted from “Getting To Yes”, Roger Fisher and William Ury, Random House Business Books, 1981



Who is a refugee?

A refugee is someone who has been forced to flee his or her country because of persecution, war, or violence. A refugee has a well-founded fear of persecution for reasons of race, religion, nationality, political opinion or membership in a particular social group.

Who is an internally displaced person?

An internally displaced person (IDP) is a person who has been forced to flee his or her home for the same reason as a refugee, but remains in his or her own country and has not crossed an international border. Unlike refugees, IDPs are not protected by international law or eligible to receive many types of aid. As the nature of war has changed in the last few decades, with more and more internal conflicts replacing wars among countries, the number of IDPs has increased significantly.

A returnee is a refugee who has returned to his or her home country. The majority of refugees prefer to return home as soon as it is safe to do so, after a conflict and the country is being rebuilt. The UN High Commissioner for Refugees (UNHCR) encourages voluntary repatriation, or return, as the best solution for displaced people. The agency often provides transportation and other assistance, such as money, tools and seeds. Occasionally, UNHCR helps rebuild homes, schools and roads.

Who is a stateless person?

A stateless person is someone who is not a citizen of any country. Citizenship is the legal bond between a government and an individual, and allows for certain political, economic, social and other rights of the individual, as well as the responsibilities of both government and citizen. A person can become stateless due to a variety of reasons, including sovereign, legal, technical or administrative decisions or oversights. The Universal Declaration of Human Rights underlines that “Everyone has the right to a nationality.”

Who is an asylum seeker?

When people flee their own country and seek sanctuary in another country, they apply for asylum – the right to be recognized as a refugee and receive legal protection and material assistance. An asylum seeker must demonstrate that his or her fear of persecution in his or her home country is well-founded.

What is the 1951 Refugee Convention?

The 1951 Geneva Convention is the main international instrument of refugee law. The Convention clearly spells out who a refugee is and the kind of legal protection, and other assistance and social rights he or she should receive from the countries who have signed the document. The Convention also defines a refugee’s obligations to host governments and certain categories or people, such as war criminals, who do not qualify for refugee status. The Convention was limited to protecting mainly European refugees in the aftermath of World War II, but another document, the 1967 Protocol, expanded the scope of the Convention as the problem of displacement spread around the world.

Taken from UNHCR, What is a refugee, <http://www.unrefugees.org/what-is-a-refugee/> accessed on October 1, 2017.



Foreign Ministry of Gilbia



Background: The democratic country of Gilbia shares a 1,385 mile border with the country of Budan. The countries were never allies and have fought often about their border. Gilbia's economy has been healthy for the last decade because of its strong service sector (banks, financial companies) and information technology (IT) fields. The 2008 worldwide recession has hit Gilbia hard, however, causing high unemployment and a large deficit in the national budget. The 2,000 United Nations High Commissioner for Refugees (UNHCR)-sponsored refugee tents in the west of the country are putting a strain on resources and making the people of Gilbia angry. The press is also criticizing Budanese refugees and blaming them for an increase in crime and disease. Gilbia is a member of the United Nations and enjoys a strong relationship with the United States. Over the last decade, the United States has invested billions of dollars into the Gilbian economy which has strengthened the economic and political relationship between the two nations. The flood of refugees arriving from Budan, however, threatens to undo these valuable investments and may cripple the Gilbian economy for a generation.

Opening Position:

Gilbia has asked for a meeting among relevant parties to be held to determine how to halt the flow of the thousands of refugees crossing into Gilbia from Budan. Gilbia is seeking a solution to the crisis and U.S. sanctions leveled against Budan for persecuting the Rubits. Gilbia will accuse Budan of persecuting the Rubits for their religion and for creating the crisis in the first place. Gilbia will therefore demand that Budan take the lead in addressing the refugee status of its own Budanese Rubit citizens and point out that Budan has the economic strength to do so. Gilbia will also accuse Budan of using the Rubit's religion as an excuse to punish them for their economic success.

Negotiation Strategy:

- Consider your short and long-term goals regarding the Rubit migration into your nation. Is a short-term, stop gap solution enough?
- If achievable, what other agreements with Budan and the other stakeholders might address the refugee crisis and benefit your nation in the long run?
- How can you provide shelters and protection for refugee Rubits in your country given limited national resources?
- What are the objectives of the other stakeholders? How can you use those objectives to achieve your own goals?

U.S. Department of State



Background: The State Department leads the United States in its relationships with foreign governments, international organizations, and the people of other countries. It aims to promote the security, prosperity and interests of the American people around the world. It does so by creating American jobs through support for open markets for U.S. companies; by issuing passports and providing emergency assistance to U.S. citizens abroad; by negotiating treaties to reduce nuclear weapons and equipping countries to respond to their own security challenges; by helping countries with health, food and humanitarian crises; by promoting stability, peace and human rights; and by increasing understanding of American society and values.

The United States has had relations with both Budan and Gilbia for over a century, but the U.S. relationship with Gilbia has always been warmer. Budan, in contrast, remains closer to the influential nation of Malil. The U.S. has moderately staffed embassies in both countries, and the number of American citizens living in Budan and Gilbia is small. The United States is a member of the United Nations and is one of the Permanent Five (Perm5) members of the Security Council. The United States is also the biggest donor to the United Nations High Commissioner for Refugees (UNHCR), contributing hundreds of millions of dollars annually. Additionally, the United States has historically accepted many refugees for resettlement.

The U.S. Congress has remained unwilling to pass the President's budget and as a result, local agencies who handle refugee resettlement programs have almost closed for lack of funds. Non-governmental organizations (the Association for Refugee and Minorities [ARM] included) continue to run heart-wrenching television ads showing Rubit refugees and appealing to Americans and their government's responsibility to defend religious minorities. Members of Congress, pressured by both Dannii and Rubit immigrant populations in their districts, are beginning to raise the issue.

Over the last decade, the United States has invested billions of dollars into the Gilbian economy, which has strengthened the relationship between the two nations. The new flood of Rubit refugees crossing over into Gilbia however, threatens the strength of the Gilbian economy, the investments of the United States, trade, U.S. jobs, and stability in the region.

Opening Position:

The United States will defend the right to religious freedom and criticize Budan for persecuting the Rubits. The President and Secretary of State have given your team great leeway in supporting the refugees as you see fit, citing both American financial support for the UNHCR and longstanding U.S. support for refugees worldwide. The United States will note that the region including Budan and Gilbia is currently under great internal strain and should not become an area for further conflict between the external powers (i.e. Malil and the United States).



Negotiation Strategy:

- How should the Department of State react to the concerns of Budan and Gilbia, ARM and the UNHCR? The United States has significant interests and partnerships with all groups as well as other pressing concerns around the globe.
- How can you encourage better economic and political relations between the Governments of Budan and Gilbia while protecting minority groups at the same time?
- How many refugees are you willing to accept given that the United States has already taken in approximately 70,000 refugees this past year and processing takes on average 18-24 months?
- Finally, Malil (a close ally of Budan and a Security Council member) almost always opposes the United States in the geopolitical arena. The relationship is complex and needs to be managed with care.

Foreign Ministry of Budan



Background: The authoritarian government of Budan has been in power for decades. It is made up entirely of the country's majority ethnic group, the Dannii. The Dannii have their own culture and religion and do not accept the religion of the minority Rubits, who represent less than 20% of the country's population. The Rubits, who are among the original peoples of Budan, are from a different ethnic group and have a distinct culture and religion. Even though they are politically disadvantaged, the Rubits have been very successful economically. Conflicts between the two communities have existed for years, but the Rubits are now being overtly persecuted because of their religion.

This persecution has caused many Rubit families to flee the country of Budan, leaving behind their businesses and relatives, to seek safety in the neighboring country of Gilbia. This migration has been the unspoken goal of the government of Budan for many years. The Budanese government justifies its taxation of the Rubits by claiming Rubits use unfair business practices that allow them to dominate key sectors of the valuable information technology (IT) sector and as a result become far wealthier than others in Budan.

Budan and Gilbia have a long history of disputes over their shared 1,385-mile border which has made their political relationship very tense. Budan is much larger in terms of geography and population, economy and Gross National Product (GNP) thanks to its industry, agriculture and IT sectors. The country of Budan is a member of the United Nations and relies on the much more powerful Permanent Security Council Member Malil for economic and political support.

Opening Position:

Budan will rebut (go against) Gilbia's complaint that it is persecuting the Rubits and forcing them to cross the border into Gilbia. Budan will argue that it is not treating the Rubits any differently from its other citizens and that it has the right, like all nations, to conduct its internal affairs as it sees fit. Budan will further question the presence of the United States at these negotiations as it has no direct interests at stake in their outcome. Budan will dispute the ability of any nation or organization to interfere in its internal affairs.

Negotiation Strategy:

- What elements of the status quo benefit your government? What does not?
- What might incentivize your government to change its policies towards the Rubits? If an agreeable alternative/incentive is presented, what must it contain?
- What are the objectives of the other stakeholders? How can you use those objectives to achieve your own goals?
- Much depends on whether the Rubits crossing into Gilbia should be defined as refugees and whether your government even considers this scenario and treatment of its minority citizens to be problematic.

United Nations High Commissioner for Refugees (UNHCR)



Background: The Office of the United Nations High Commissioner for Refugees (UNHCR) was established on December 14, 1950 by the United Nations General Assembly. The UNHCR coordinates international action to protect refugees and acts as a global leader in resolving refugee problems worldwide. Its primary purpose is to safeguard the rights and well-being of refugees and to work to make sure that citizens of all nations can exercise the right to seek asylum and to find safety in another country if the need arises. Under international law, refugees have the right to return to their home nation, become a part of the community to which they have fled, or move to another country.

Because so many Rubits (10,000) left Budan so suddenly, the government of Gilbia was not able to respond adequately. Therefore the UNHCR and its partners moved life-saving emergency assistance such as clean water, health care resources, as well as shelter materials (tents), into the west of Gilbia near the border with Budan. Among the relief items are blankets, sleeping mattresses, household goods and food. The UNHCR can provide refugee registration, assistance and advice on asylum applications, education and counseling. Conditions, however, are far from ideal. Supplies are limited; the rain and other extreme weather never stop; and the refugees remain in miserable living conditions.

Opening Position:

The UNHCR will state its concerns about the refugees currently in Gilbia, note that it has brought in only 2,000 tents and emergency supplies and inform all parties that its resources are at capacity. It will remind all stakeholders that refugees continue to cross the Gilbian-Budanese border in large numbers and that the UNHCR cannot resolve this crisis alone. The UNHCR will therefore ask the countries of the world, and especially UN Security Council members, to make additional pledges of donations, emergency supplies, personnel, equipment, and vaccines to enable the UNHCR to respond effectively to this humanitarian crisis.

Negotiation Strategy:

- How can you convince other nations to contribute their resources in resolving this crisis? What are the objectives of the other stakeholders? How can you use those objectives to achieve your own goals?
- In what ways can you act as a neutral party to resolve conflicts between rival stakeholders while achieving your primary goal of protecting the refugees?
- Your primary objective in the early rounds of negotiation should be to provide immediate care and relief supplies for those refugees currently in Gilbia.
- In later rounds, determine if your more long-term priorities can be negotiated: where can refugees in Gilbia be relocated; how to stop the flow of refugees; can protection for the Rubits within Budan be achieved.
- Remember that a partial solution, however seemingly unsatisfactory, is preferable to no solution at all.

Foreign Ministry of Malil



Background: The country of Malil is approximately the same geographic size as the United States. It has a large army and an authoritarian (strong single party) government. Malil has a significant influence in the region surrounding Budan and Gilbia and wields economic and political power worldwide. Budan has been in Malil's orbit (influence) for many years and receives consistent foreign aid from the Malilian government. Malil does not give high priority to religious freedom or to the rights of minorities, and contributes minimally to refugee assistance worldwide. Budan and Malil are strong allies and have worked together on many issues. Malil supports Budan's national integrity, sovereignty, and right to decide what is best for its people.

Opening Position:

Malil will support Budan, affirm its desire to resolve this issue and emphasize the right of all nations to internal integrity and sovereignty. Malil will criticize the United States for trying to make the region a conflict zone and meddle in the internal affairs of foreign countries.

The possibility of relocating a number of Rubits to Malil is an option for your Ministry, but high ethnic tensions could consequently undermine your own national stability if too many refugees are brought in. Currently, Malil questions the refugee status of the Rubits and considers them economic migrants seeking better lives in another country rather than as victims fleeing persecution. Malil, like the United States, is a member of the United Nations and a permanent member of the UN Security Council. The two countries are usually on opposite sides of any given issue. It is often in the best interest of Malil to offer support and economic aid to Budan if needed given the historic partnership the two countries have enjoyed.

Negotiating Strategy:

- How can you minimize the influence of the United States in the region while simultaneously preserving your own?
- What are the objectives of the other stakeholders? How can you use those objectives to achieve your own goals? Can you resolve the crisis at hand while minimizing your own contribution?
- If your nation's funds and supplies are distributed to Rubits in Gilbia, who or what organizations will ensure those resources are being distributed properly?
- Your ultimate priority is preserving stability in the region with minimal involvement. However, as a last resort, your government has authorized you to (1) offer economic assistance to Budan so they may address this issue on their border and (2) accept a limited number of Rubits into Malil on the condition that the Budanese delegation defers to your leadership in shaping any final agreement.



Association for Refugees and Minorities (ARM)



Background: The Association for Refugees and Minorities (ARM) is a non-governmental organization (NGO), an advocacy group similar to Greenpeace or Amnesty International, whose mission is to increase worldwide education in and awareness of global refugee issues. ARM is based in New York and has active supporters around the world. In the United States, ARM members lobby members of Congress, the State Department and the President on minority rights and protections of refugees. The organization recently ran a successful campaign to boycott businesses that discriminated against refugees in their employment practices.

The NGO has brought attention to persecuted communities in the darkest corners of the globe (and loudly publicized their success in doing so). It has a significant budget with endowments from several American foundations and film celebrities and can act internationally when needed.

ARM has lobbied for the rights of Budan's minorities for many years. The organization has experienced minimal success with the Government of Budan during this time and has found more success instead in attracting international attention to the plight of Rubit Budanese. A star-studded concert last week in downtown Manhattan drew attention to the problem of Budan's Rubit minority population, and American and European youth are now wearing orange bracelets and leading social media campaigns to express their solidarity with Budan's beleaguered minority.

Opening Position:

The representative of ARM pleads for action to protect the Rubits, the Budan minority who are being persecuted by Budan for their religion. ARM will speak at length about the terrible suffering and horrific human rights situation in the refugee camps in the country of Gilbia.

Negotiation Strategy:

- Neither the UNHCR nor ARM wants to be on different sides of this issue.
- The UNHCR and ARM need to work together, but as an official United Nations agency the UNHCR must remain officially neutral and may be content with a partial solution.
- ARM, on the other hand, is clearly aligned with the Rubits and remains focused on gathering support for the group worldwide.

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