


RAYFELMUN CRISIS



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1. Letter From the Head of Academy

Dear Delegates,

Welcome to the crisis committee of our school's MUN conference,

We are gathered here today to conduct a special committee addressing the September 11, 2001, attacks, a crucial turning point in world history.

The world is currently reeling from the coordinated attacks on the United States. Information is scarce, the atmosphere is tense, and the international community is unsure how to react. That's where you come in.

In this committee, you will analyze rapidly changing news, determine the right strategy without being deceived by misinformation, strive to strike a balance between national security and global peace, and, above all, focus on creating solutions using diplomatic language.

This committee will feature rapid updates resembling real-time crisis flow, provide immediate results of your decisions, and provide the opportunity to shape international policy. You will examine a very serious historical event while also testing your diplomacy, communication, and crisis management skills. Delegates, I wish you success. You have the floor.

If you have any questions, please feel free to contact me.

Sincere Regards

Head of Academy

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2. Letter From the Under Secretary General

Welcome, delegates to RAYFELMUN'25 and to the United States National Emergency Response Council, or as I like to call it, **Crisis**. This committee was convened in response to a rapidly unfolding national security crisis on September 11, 2001. Your roles are critical in guiding the federal government's political, military, intelligence, economic, and legal response to this unprecedented event. Your decisions will shape how the government responds in real time. Expect intense debate, high-stakes decisions, conflicting priorities, and ambiguous intelligence...

And as your Under Secretary General, I'm very delighted to be meeting you at this most prestigious conference. Yes, our committee may seem like the black sheep of this conference but believe me when I say that it will be the most exciting thing it has to offer. Our agenda might be unfamiliar to you, and we understand that, but don't worry, I believe that you can get this done. This is going to be a lot of your first MUN and, more importantly, first Crisis committee, so please **remember that it's okay and normal to make mistakes; everyone does them anyway**. Now I want to tell you a little bit more about our committee.

As members of this committee, every minute, every decision, and every thought matters. Throughout the sessions, you will receive real-time updates from us (**The Crisis Team**), and it will be up to you to interpret them, challenge them, and build responses. Most importantly, remain **adaptable**. The situation will evolve rapidly, and what you believe to be true at one moment may be upended the next. Expect surprises. Expect setbacks. Expect moral and political dilemmas. That is the nature of a crisis.

As the crisis team, we spent so many hours on this study guide, and it was all worth it at the end. I trust in your judgment, your creativity, and your dedication. This committee is designed not just to test your knowledge, but to test your instincts as leaders. Now I want to tell you something I heard on my journey, and something I find moving to this day: **"It's allowed to dream here"**

Sincerely, with my best regards

Kayra ÇAĞLAYAN

Under Secretary General

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3. Letter From Head of Crisis

Most distinguished delegates of RayfelMUN Crisis,

It is a great honor for us to welcome you to the committee. I believe that this committee will bring a unique excitement to the first organization of RayfelMUN, which has been prepared and shaped with a huge determination and effort.

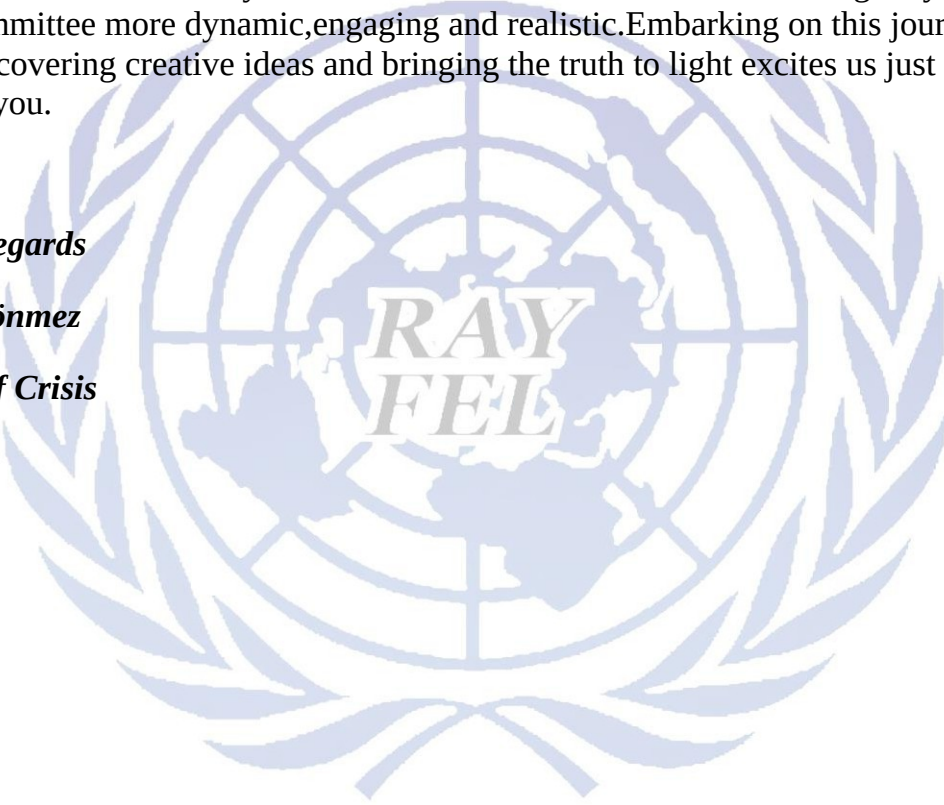
In this committee, we will advance and examine the 9/11 attacks that are still not sufficiently illuminated yet. In this journey, all of the delegates in this committee will have critical responsibility. This diabolical topic will lead you to re-comment, re-critic and re-shape the modern history.

As the Crisis Team of RayfelMUN Crisis Team, we have worked diligently to make this committee more dynamic, engaging and realistic. Embarking on this journey with you, uncovering creative ideas and bringing the truth to light excites us just as much as it does you.

Kind Regards

Batu Sönmez

Head of Crisis



“Victory belongs to those who can say, ‘Victory is mine.’

Success belongs to those who begin by saying, ‘I will succeed,’ and end by saying, ‘I have succeeded.’”

-Gazi Mustafa Kemal ATATÜRK

4. Historical Background

a.Soviet Invasion of Afghanistan and Operation Cyclone (1979-1989)

In April 1978, the centrist government of Afghanistan was overthrown by left-wing military officers affiliated with the People’s Democratic Party of Afghanistan, which itself was divided between two Marxist-Leninist factions: the Khalq (People’s) faction and the Parcham (Banner/Flag) faction. The new government, with close ties to the Soviet Union, faced opposition due to its purges and social reforms, such as land reforms, women’s rights, and a literacy drive. This led to unrest and sparked insurgencies known as the mujahideen. Amidst internal conflicts, the Soviet Union invaded in December 1979, sending about 100,000 troops to support the faltering government. Leading the mujahideen to intensify, expand, and initiate larger-scale insurgency.

Mujahideen comprised seven main parties, also known as the Peshawar Seven. The Peshawar Seven alliance fell into two categories:

- The political Islamists: Mohammad Yunus Khalis, Gulbuddin Hekmatyar, Burhanuddin Rabbani, and Abdul Rasul Sayyaf

- The traditionalists: Ahmed Gailani, Sibghatullah Mojaddedi, and Mohammad Nabi Mohammadi

The mujahideen rebellion grew with backing from Pakistan, the United States, and Saudi Arabia. The war turned into a stalemate, with Soviet forces controlling cities and the mujahideen active in the countryside. The mujahideen received military support, training, and funding from the United States(Saudi Arabian nationals also funded the mujahideen), including anti-aircraft missiles, which helped neutralize Soviet air power. In 1988, the Soviet Union signed an agreement with the United States, Pakistan, and Afghanistan to withdraw its troops.

b.Dissolution of the Afghan Government

Outside Kabul, law and order collapsed, the Peshawar Seven disbanded, and Afghanistan was controlled by militia leaders and warlords who engaged in extortion and kidnappings. The Taliban, composed of former mujahideen fighters and religious students, emerged in 1994, seizing control of Kandahar and eventually Kabul in 1996. By 2001, the Taliban controlled over ninety percent of the country, with the Northern Alliance posing the primary opposition.

c.The First Gulf War(Operation Desert Storm)

On 2 August 1990, Iraq, under the rule of Saddam Hussein, invaded and occupied Kuwait within 2 days. The invasion was primarily over the claim that Kuwait was drilling into Iraq's oil fields, Iraqi irredentism, Iraq's \$14 billion debt to Kuwait after the Iraq-Iran war, and Kuwait and the UAE exceeding their OPEC quotas for oil production, dropping its price as low as \$10 per barrel, resulting in a loss of \$7 billion per year to Iraq. After the invasion, Kuwait's Emir and key figures fled to Saudi Arabia, and Iraq absorbed Kuwait into its governorates, making it the 19th Governorate.

The invasion was met with immediate international backlash and condemnation. The UN Security Council demanded Iraq's immediate withdrawal and imposed heavy international sanctions on Iraq.

The US and Great Britain deployed troops and equipment to Saudi Arabia while urging other countries to send their own military forces. The American-led coalition was the largest military alliance since World War II. On 9 November 1990, the UN Security Council gave Iraq an ultimatum, expiring on January, to withdraw from Kuwait with all member-states empowered to use all necessary means to force Iraq's compliance.

On the 17th of January, the coalition forces began bombing Iraq, which continued for 5 weeks. Iraq fired missiles at Israel to provoke a military response, with the expectation that such a response would lead to the withdrawal of many Muslim-majority nations from the coalition.

In February, the coalition launched a major ground assault into Iraqi-occupied Kuwait(Operation Desert Storm). The operation saw some notable battles such as the battles of 73 Easting, Norfolk, Medina Ridge, Highway of Death, and the Bulldozer Assault. The offensive was a decisive victory for the alliance, which shortly after began to advance past the Iraq-Kuwait border. After a hundred hours of the ground campaign, a ceasefire was agreed upon.

d.Rise of Jihadist Movements in the Middle East

In the late 20th century, Jihad was a relic of the past until the Soviets invaded Afghanistan. What started as a regional conflict soon transformed into a global confrontation. Thousands of young men from across the Muslim world traveled to Afghanistan as volunteers to join the fight; drawn by a mix of religious duty, anti-Soviet and anti-communist/socialist sentiment, the promise of defending fellow Muslims, and maybe even achieving martyrdom. These foreign fighters were economically and militarily supported by Pakistan, Saudi Arabia, and the US, and formed an international network of militants. After the war, the militants who returned home did not simply go back as they were; they came back with a sense of victory, a belief that faith and armed struggle had defeated a superpower. Many returned to authoritarian governments, corruption, repression, and political blockage that weren't as friendly to them, and weren't as religious as they wished, which brought resistance, radicalism, and a new jihadist outlook to their states, which soon fueled a cycle of violence and extremism. Earlier Islamist groups and movements focused on national goals, such as overthrowing local and national governments. And they soon started to form localized insurgencies, which resulted in conflicts, such as:

Lebanese Civil War(1975-1990)

Iran-Iraq War(1980-1988), which intensified sectarian rivalries and militarized political Islam, furthermore.

Civil wars in Algeria, Yemen, and Sudan offered safe havens for militants.

But the most dramatic shift came after the First Gulf War in 1991. When American troops were stationed in Saudi Arabia, the heartland of Islam, and invaded Iraq, many militants saw this as an unforgivable intrusion and treachery by their American allies. And soon Western influence, corrupt regional governments, and local grievances all merged into a single enemy. This idea became the foundation of Al-Qaeda, a network that united veterans of the Afghan War under a shared mission. Throughout the 1990s, Al-Qaeda carried out attacks abroad, striking embassies, warships, and civilian targets. Each attack reflected the growing ambition to challenge the world's most powerful states, not just by words but through action.

By the turn of the century, jihadism had evolved from scattered regional insurgencies into a transnational movement. Newer Jihadist groups advocated a global Jihad, one that targeted foreign countries, international institutions, and most importantly, Westernization and Western influence on Muslim states, one capable of projecting violence across continents. Its origins lay in decades of war, political repression, foreign intervention, and the belief that a small, dedicated force could reshape global politics.

e.Terrorist activities against the US in the 90s

Throughout the 90s, the United States faced a series of terrorist attacks and plots both abroad and at home. These incidents demonstrated the rise of transnational jihadist networks and revealed significant vulnerabilities in the US security and intelligence coordination. However, the public wasn't that shaken up since most of these attacks were overseas or were foiled.

-1993 World Trade Center Bombing (New York, February 1993)

A truck bomb detonated beneath the North Tower of the World Trade Center, killing six people and injuring over a thousand. The attack was carried out by Islamist militants linked to Ramzi Yousef, who intended to bring down the North Tower and have it crash into the South Tower.

-The “Landmarks Plot” (1993–1995)

A foiled follow-up terror plot aimed at bombing:

- The UN Headquarters
- the Lincoln Tunnel
- The Holland Tunnel
- The George Washington Bridge
- and targeting the FBI building

-The Khobar Towers Bombing (Saudi Arabia, 1996)

A massive truck bomb exploded near a U.S. Air Force housing complex in Dhahran, killing 19 American servicemen and injuring hundreds.

The attack was attributed to militants aligned with Iranian-backed groups, marking one of the most deadly attacks on U.S. forces overseas in the decade.

-The 1998 U.S. Embassy Bombings (Kenya & Tanzania)

Simultaneous bombings destroyed the American embassies in Nairobi and Dar es Salaam, killing more than 200 people. These attacks were planned by Al-Qaeda and represented the group's first major strike against American targets. They marked a turning point in U.S. awareness of the threat posed by Osama bin Laden.

-USS Cole Bombing (Yemen, 2000)

A small boat packed with explosives rammed into the USS Cole while it was refueling in Aden. Seventeen U.S. sailors were killed. The attack was carried out by Al-Qaeda operatives, demonstrating the group's ability to target U.S. military assets.

f. The New Dawn

As the world entered the new millennium, the United States stood at a moment of apparent stability and optimism. The Cold War was long over, the economy was booming, and American global influence was unmatched. To many, the year 2000 felt like the beginning of a new era, a new dawn.

On January 20, 2001, the Republican candidate George W. Bush took office after defeating the previous administration's vice president and Democratic candidate Al Gore very narrowly, with Bush winning in the electoral college by 5 votes but losing the popular vote to Al Gore; the last time this happened was the 1888 election.

The new administration prioritized domestic issues, tax reform, and education with the "No Child Left Behind" policy, while its foreign policy focused on traditional state-based concerns, including China, Russia, missile defense, and regional stability. Terrorism was on the radar, but was just viewed as a remote danger and not an immediate crisis.

The stock market was booming, and technological expansion was at an all-time high. International travel surged, financial systems became more connected, and global trade expanded rapidly; the rising globalisation was shaping the world more and more into one where borders felt more open and distant conflicts seemed less urgent.

The technological accelerations and advances, such as the internet becoming more available, electronic banking, and interconnected networks, brought incredible conveniences; however, they also brought new security risks and vulnerabilities that only a few were aware of, and fewer took them seriously. Aviation security relied on outdated assumptions, and communication systems were not designed for national emergencies.

Despite warnings from intelligence experts about Al-Qaeda's ambitions, the general belief was that the United States was insulated from large-scale attacks, and there wouldn't be any on US soil. Terrorist threats were seen as distant problems, confined to regions like the Middle East or East Africa.

Inside government, interagency cooperation remained fragmented.

-CIA and FBI shared limited information.

-NORAD prepared for threats from nation-states, not decentralized transnational groups

-FEMA was built for hurricanes and earthquakes, not coordinated urban attacks.

As the year 2000 came to a close, the US was at its peak of global power; it was economically, militarily, and technologically strong, and politically confident, both nationally and internationally. Yet beneath the surface, the conditions for a historic crisis were forming:

-underestimated foreign threats that were not dealt with in time

-unprepared domestic infrastructure

-Intelligence was scattered because the CIA, FBI, and 40 other agencies were not sharing their information or were doing so in a manner that was not efficient.

-rising militant networks abroad, especially in the Middle East and Africa

-and a sense of invulnerability at home, which made Americans overconfident

The New Dawn marked the prelude to not only one of the most transformative crises in modern American history but also the modern world.

5. Delegate Roles & Powers

President of the United States (George W. Bush)

Declare a national emergency, issue executive orders, direct federal agencies, and authorize military action.

Secretary of State (Madeleine Albright)

Manage U.S. foreign relations, coordinate with allies, build international coalitions, engage the UN and NATO, and shape America's global response to the crisis.

Secretary of Defense (Donald Rumsfeld)

Deploy military forces, coordinate with NORAD, and authorize air defense missions.

Chairman of the Joint Chiefs (Gen. Richard Myers)

Deploy military forces, coordinate with NORAD, and authorize air defense missions.

CIA Director (George Tenet)

Deliver foreign intelligence, assess terrorist networks, and recommend covert operations.

FBI Director (Robert Mueller)

Investigate domestic threats, coordinate law enforcement, arrest suspects, and interrogate detainees.

Attorney General (John Ashcroft)

Authorize warrants, interpret emergency legal authority, and advise on civil liberties.

Secretary of the Treasury (Paul O'Neill)

Stabilize markets, monitor financial threats, coordinate sanctions, and emergency economic measures.

FEMA Director (Joe Allbaugh)

Coordinate national emergency response, manage search & rescue, support state/local agencies, oversee disaster logistics.

Public Affairs (Ari Fleischer)

Craft official statements, manage public messaging, maintain national morale, and control media narrative.

6. Crisis Mechanics & Procedural Rules

6.1 Time & Pace

The simulation will run in **rounds**; each round represents a compressed “real-time” period (e.g., it may have been 30 minutes in the committee, but in real-time, it may have been a day).

The Crisis team will issue **crisis updates** at regular intervals, revealing new information, events, or potential actions.

6.2 Directives & Actions

Directives: Short, actionable policy or operational proposals. These require sponsorship or co-sponsorship. They are voted on or approved by the committee/Chair.

Joint Directives: When two or more delegates cooperate on cross-agency actions (e.g., DoD + CIA).

Emergency Orders: Executive-level actions that may bypass some normal approval if timed correctly, but also may come with legal or public costs.

Secret Directives: Private, covert instructions sent directly to the Crisis Staff to pursue hidden actions outside the public debate.

6.3 Private Communication

Delegates may send **back-room notes** to the Chair, to each other, or to agencies (depending on role).

Some communications are classified (only certain roles receive them).

6.4 Public Opinion & Media

A **Public Confidence Meter** will track national morale. High-stakes decisions will raise or lower it.

Crisis updates often come with “media bulletins”, public information that may not reflect classified intelligence.

6.5 Legal Review

The Attorney General may legally challenge or approve certain executive actions.

Court rulings (or legal opinions) may be public or classified, depending on the Chair's decisions.

7. Themes & Challenges Delegates Will Face

a.National Security vs. Civil Liberties

How far can the government go under emergency powers?

When is it justified to limit constitutional rights, and who oversees this power?

b.Fragmented Information

You will often act without knowing the full picture. Information will be incomplete, conflicting, or delayed; agencies may have competing interests. Delegates must make high-risk decisions.

c.Interagency Rivalries

CIA, FBI, and DoD may have competing priorities.

d.Public Communication

Misinformation and panic spread quickly.

Media missteps may worsen the situation.

e.International Ramifications

NATO, allies, and adversaries will respond to U.S. actions.

f.Political Struggles

Especially during a crisis, power dynamics and internal conflicts intensify.

g.Economic Stability

Markets may crash, airlines will stop, and financial systems will be strained.

Treasury must balance short-term liquidity with long-term debt and public confidence.

8. Ethical & Sensitivity Considerations

We encourage delegates to:

- Stay respectful
- Focus on policy, rescue, investigation, and leadership.
- Be mindful of language
- Think about the long-term consequences

9. Research Guide

To prepare effectively, delegates should research:

Government Structure (2001): Understand how the U.S. President, NSC, Cabinet, DoD, DOJ, and intelligence agencies work together.

Al-Qaeda History: Origins, leadership, ideology, previous attacks.

Counterterrorism Policy: What were the U.S. laws in place in 2001 regarding surveillance, detention, and military action?

Aviation and National Security: How air traffic control, the FAA, and NORAD functioned in 2001.

Constitutional Law: Emergency powers, habeas corpus, executive orders.

Economic Crisis Management: Financial systems, central bank tools, liquidity, market stabilization.

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