UNIC's Guide for Conference Attendees

Table of Contents

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Research

Research is possibly the most intimidating yet most important part of preparing for any Model United Nations conference. Without proper preparation, not only are representatives unable to accurately represent their country's position in a global scenario but they also restrict themselves from gaining the most out of the memorable MUN learning experience.

A delegate's aim at a MUN conference is to most faithfully represent their country's stand on a certain issue being debated, and to do this, thorough research is needed. It goes beyond retelling speeches of national leaders and requires a genuine understanding of national policy, as only this can provide the basic foundation of role-playing at the MUN.

Here you will learn methods and tips for researching, understanding your country's perspective and policies and writing your position paper using critical information.

The Three Levels of Research:

For any Model United Nations conference, your research should focus on a top-down approach on three levels which goes from the general to the specific, although the areas will naturally overlap on several occasions. The idea is to research each area thoroughly in order to develop a proper understanding of your country and the issues that will be discussed.

The three levels are:
1) The UN System;
2) Country Information and;
3) The Assigned Agenda.

1. The United Nations System

It is interesting that this is an area which is often overlooked when researching for a MUN conference. MUNs aim to recreate the United Nations and so it is absolutely imperative that to do so, you know what the UN is, what it does and how it functions. Successful and proactive participation in the simulation requires a level of understanding of the United Nations organization itself, regarding structures, functions and protocols. The more conferences you attend, the less time you will find yourself spending on this aspect, since the only new research required is if you are going to a committee you've never been in before.

It is important for delegates to familiarise themselves with:
- The United Nations Charter: http://www.un.org/en/documents/charter/
- The history of the United Nations.
- The main bodies and committees of the UN: http://www.un.org/en/aboutun/structure/index.shtml
- The functioning of the various bodies and committees, particularly your own.
- The Universal Declaration of Human Rights: http://www.un.org/en/documents/udhr/
- The current Secretary-General and what he or she advocates: http://www.un.org/sg/

UN Information Centre
for India and Bhutan

- Your country's history within the UN, its role and reputation. Information on this can be found on the websites of the permanent mission of the UN to your country.
- Recent UN actions pertaining to your country or the agenda – including statements, press releases, publications, resolutions etc.: http://www.un.org/en/documents/index.shtml or http://research.un.org/en/docs/

Although there are countless publications and documents on the United Nations, the best source to studying about the United Nations is the UN itself. Below are a further collection of useful links:

- www.un.org
- http://www.un.org/en/members/index.shtml
- www.un.org/Pubs/chronicle/online.html
- http://www.icj-cij.org/
- http://treaties.un.org/Home.aspx

2. Country Information

Build a knowledge base of your country - delegates must be aware of their assigned country's historical, geographical, political, economic, social and environmental aspects. Build a country profile on your government – what systems, ideologies, political parties and leaders represent your country? What is your country's foreign policy and how is this affected by important historical and domestic aspects? Who are your allies and your adversaries? What other bilateral, regional and international organizations is your country a part of?

After building a basic profile, you must study your country's broad stand on global issues, particularly at the UN. Develop a basic understanding of your country's voting pattern, its involvement in the UN – speeches given by leaders and delegates of your country at the UN and resolutions/treaties it has been a part of.

- http://www.countryreports.org/
- http://www.un.org/esa/national.htm
- http://countrystudies.us/
- www.un.org/popin/data.html
- www.unausa.org
- http://www.un.org/en/members/
- http://www.gksoft.com/govt/en/

You may also wish to visit the national embassy of your country as it is the best source of information and research for sources that are not as readily available. It is the best way to get first-hand information on your country and where it stands on various issues. It could also give you the opportunity to interact with a real diplomat from the country you're representing, and pick up tips on how they carry themselves and respond to questions.

Country Information Worksheet

Government	Official country name:	
	Type of governmental system:	
	Head of state, major political parties:	
	Official language(s):	
	Region:	
	Allies or blocks:	
Economy	Economic system:	
	GDP and growth rate:	
	Status of infrastructure:	
	Major trading partners:	
	Trading blocs, associations:	
	Major imports/exports:	
	Balance of payments/trade:	
	IMF/World Bank position (debtor/donor nation?)	
	Natural resources:	
	Source of energy:	
Development	Development status:	
	Status on MDGs: (Millennium Development Goals)	
People	Population and growth rate:	
	Major religions or culture:	
	Standard of living:	
Military	Military organization:	
	% of GDP spent on defence:	
	Major weapons, nuclear capabilities:	
	Weapons/arms treaties:	
Conflict/ Issues	Major historical conflicts:	
	Ethnic/cultural issues:	
	Environmental problems/innovations:	
	Refugee problems:	
	Present conflict(s):	
United Nations	Date admitted into UN:	
	Membership in UN bodies:	
	UN dues payment status:	
	Past UN condemnations/sanctions:	
	UN intervention in country?	
	Contribution to UN peacekeeping:	
	Human rights violations? Why?	
	Respect for international norms:	

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3. The Assigned Agenda

This will form the bulk of your research – it will be what is used directly in committee sessions. You will be informed of the agenda of issues to be discussed at the MUN by your organisers before the conference. A thorough study of the tabled topic for debate and discussion with respect to your country, UN and the world as a whole will aid you to properly represent your country and actively participate in the simulation. You will be provided a study guide for your assigned agenda by your MUN committee, which you should use as your starting point.

Within your agenda topic, the three areas that must be covered are:
   a) A background and overview of the agenda topic and your country's policy on it
   b) Detailed information on important aspects of the topic
   c) Broad information on where other main countries and blocs stand

a. Background

After the background guide, news articles relating to your topic can be a good place to find a brief overview of the most recent developments. While only verified news agencies such as Reuters and Al-Jazeera are accepted in committee, news and op-ed articles can provide an entry point into deeper issues. However, you must be careful to look for writers' biases on the Internet in particular.

The next step is to look for resolutions and treaties that are relevant to the topic – the most recent resolution from the UN Documentation Centre should refer to the documents most central to your agenda. You must then look into your country's voting history on the matter, for indications on action, inaction, presence and absence, looking for changing policies and exploring their causal factors. Statements explaining votes can be found in records on the UN website.

b. Details

Once your background research is done, you need to dive deep into the topic to understand the primary aspects, and try to logically 'frame' the agenda into main sub-headings of sorts, under which all the important points can be organized. This can help you break down complex agendas into neatly manageable chunks, and score brownie points if your frame is accepted by the committee. It's important to make a clear distinction between facts, arguments based on those facts and opinions, particularly when reading on the Internet.

At this stage, sometimes as you're framing the problems, you're also coming up with innovative solutions to put in the proposal. Looking up implementation of past resolutions is a helpful starting point, but op-eds, blog posts, local and international NGO reports, think tank papers and academic papers will likely be more useful in shaping your ideas. Remember to focus on solutions that are politically, economically and sustainably feasible.

c. *Other Arguments*

One of the most important lessons from MUNs is learning to accommodate difference – it is important to be aware of the arguments and facts used by those holding the opposite stand to yours. While as a delegate you are bound to espouse the views of your country, individually your opinions can be shaped through the push and pull of opposing ideas. Also, this research will help you logically counter the arguments put forth by radically opposed delegations, and bring the committee around to your point of view.

In some conferences, delegates research countries other than their own in order to surprise other delegates with allegations and throw them on the back foot. Needless to say, this is not only undiplomatic but also entirely counter-productive to the cooperative purpose of the conference. While it is important to be aware of the policies of other countries, antagonistic behaviour can only harm the atmosphere of the committee and hamper consensus-building, and thus is discouraged.

The most important part of research is being able to synthesize the data you've found in an organized way and identify the key pieces of information, including facts and figures, which you can use to illustrate and defend your position. If your country plays a central role in the agenda topic, it becomes all the more important to be able to explain your actions. Finally, all your research comes down to being able to justify your position, explain your ideas and convince the other delegates that these are the most valuable approaches to solving the problem.

Step Two: Write a Position Paper

Public speaking, debating and verbal communication is essential to MUNs, but it is hard to do this without having your thoughts and information well organised beforehand. A position paper is a clear and concise one-page document specifying the background and stand of your country regarding the topic. Position papers are not only a great way to prepare speeches for the Speaker's List, but also allows delegates to become familiar with their foreign policy and their country's position on important issues which they can share with the rest of the meeting.

A competent position paper is usually structured as follows:
- Introduction: A general sentence clearly stating the country's position, and why it considers the issue important.
- Body: Paragraph 1: Address the issue from a national, and then international context. Is the issue significant on a national level in your country? If yes, then how does your government address it or deal with it? Are there any national institutions or mechanisms such as laws on the issue, any best case practices that can be adapted elsewhere? What are your country's global contributions? Are there any reports by the SG, Special Rapporteurs, groups, conferences or treaties relating to your country and agenda? Using quotes from statements made by important country officials can strengthen your policy statement.
- Body: Paragraph 2: This is the most important section – what kind of action would your country propose at the international level? What are the ideas and solutions you want to see in a resolution the committee passes? You can use this section to draw the attention of the Bureau to the quality of your research and innovation in proposing new feasible solutions, and in that sense this can become the first draft of a resolution or proposal for the committee.
- Conclusion: Restate your country's position on the topic.

Here are some simple tips for writing a good position paper:

DOs	DON'Ts
- Keep it simple – communicate your point strongly and effectively, avoid superfluous and confusing wording and stick to being clear and concise. - Make it look official, use a professional font and formal. You may even use the seal of your country or create an official letterhead for your position paper. The more realistic it looks, the more others want to read it. - Provide evidence for the points you make: statements from state representatives, reports, national statistics, resolutions etc. - Cite your sources – Use footnotes or endnotes to show where you found your facts and statistics.	- Do not use "I" or any other personal pronouns – remember the position paper is to represent your *country's* stand, not your own. - Provide a flood of information that is not related to your issue. - Support actions that are not in accordance with your country's position, even if you agree with it personally.

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Speaking at a Conference

An international conference is primarily an exercise in communication. Public speaking is considered to be one of the most daunting tasks of an MUN, but delegates must realise that it is the only way to communicate your country's views and ideas at an MUN. Those who appreciate the true magnitude of the challenge understand that they need to pay attention to components of oral communication and strive to continually improve their performance. With a little understanding and practice of the skill of public speaking, particularly in the context of an MUN however, the task is much less daunting.

It is important to remember that formal debate involves a particular way of speaking with various components.

Forms of Address

A delegate's use of the 'correct' forms of address is the most elementary way to show respect for the conference and the other delegates and therefore, is imperative.

- Addressing the Chair: Naturally, it is important to address the Chair with his/her correct title. As the Chairman has 'given' you the floor to speak, speeches usually start by thanking the Chairman: "Thank you (Mr or Madam) Chairman (for giving me the floor)." Thereafter, the word(s) '(Mr or Madam) Chairman' can be sprinkled throughout a statement, to signify paragraphs or to emphasize particular points.
- Addressing other delegates: In formal debate, you speak of others only in third person. Therefore, in formal debates the tradition is to refer to others exclusively as 'the Distinguished Representative(s) of [name of country]'. To omit the word 'distinguished' would be a significant faux pas, and possibly a deliberate slight.

Content:

Everything you say should contribute to a particular purpose within the conference, should be premeditated, clear and organised.

- Preparation: Everything you say must be carefully thought about and where possible and useful, be discussed with other delegates.
- Purpose: Remember, every intervention will either advance or retard the general debate and can move the general debate in one direction or the other. Therefore, before speaking, carefully consider what purpose your speaking at a given moment will achieve. Addition, consider what you are trying to avoid or whether your words could be easily misunderstood and offend or harm your country's reputation. In certain situations, it may work more in your benefit not to say anything at all.
- Structure: A statement is easier to understand and more effective if it is properly structured. How your arguments or ideas are introduced and developed are essential to clearly communicating your country's views. Make sure to introduce one idea at a time, starting with the widely familiar and accepted ones first. Frame proposals as contributions to a common global goal in order to encourage cooperation and conciliation among states. Be as specific and limited as possible and only refer to principles when they are universally accepted.

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Engaging the audience:

In an international conference delegates often speak from a prepared text, as the case of a position paper in MUNs. However there is something very disengaging and monotonous about simply reading from a piece of paper. Hence it is important that you engage the audience during your statements and most effectively put your country's point across.

- Eye contact: Make eye contact with the audience to try and disguise the fact that your speech or statement has been prepared. If you cannot look at fellow delegates, at least make sure to make eye contact with the Chairman. This should be synchornised to add deliberate pauses and meaningful emphasis to the material you are trying to communicate.
- Speed: Inexperienced public speakers sometimes tend to speak too fast which makes much of their statement incomprehensible. You want to retain the attention of your audience – even if this means cutting out important elements and speaking slower to shorten to your statement. It is much better for the audience to understand what you have said than to get as much information across as possible, with the audience understanding only little.
- Emotion: To engage your audience, you yourself must be engaged with what you are saying. Animate your speech using your emotion, but at the same time make sure that you do not come across as angry or arrogant. You must try to build dignity and respect in order to sway the conference and to do so; you must be and sound sincere in your speeches/statements.
- Formality: The rules of procedure and conformity to the customs of the conference ensure formality. But part of this is also politeness: this consists of at all times showing respect for other delegations as individuals and for the governments, states, nations and causes they represent.

Negotiating at a Conference

Note: Please see the UN4MUN Guide for more details and descriptions of the processes and tactics referred to in this document.

Eventually, the formal and informal proceedings that take place in a conference are only meaningful if an agreement is reached. This agreement could be reached by consensus or by a majority vote. This process by which a decision is agreed upon in a conference, whether by consensus or majority vote, is known as negotiation, and it is a key skill to learn.

Negotiation is a way of coping with disagreement; it is a way of settling disputes when varying views and different objectives are present. However, there has to be a certain degree of common ground among the parties involved for the process of negotiation to work; be it the common good, the intent to resolve issues peacefully etc. Negotiation and compromise aim to end in a joint decision being made. The word 'compromise' has negative connotations in colloquial English language; to compromise your country's principles and interests would not be ideal. However, in international negotiation, 'compromise' is used to mean 'to reduce your immediate ambitions so as to accommodate the concerns of other parties to the extent needed to make them agree to an outcome that you regard as an improvement'. In light of this, delegates need not be restrained in engaging in negotiations for fear of being forced to accept another country's terms.

It is widely believed that those delegates who represent the most powerful states have the power to impose their wishes on others, but it is important to remember that military, economic or cultural power do not directly translate into coercion power. Power struggles are not the point of MUNs nor relevant to the outcomes that these struggles produce. While large, powerful countries have some distinct advantages, so do smaller countries; they are usually better placed in achieving their objectives through bilateral relations. The real source of power in MUNs is a combination of how attractive, creative and flexible your proposal is, how hardworking and clearly guided your delegation is and the bi/multilateral relationships you build with other countries during the course of the conference.

Delegates must remember to represent their country during the negotiation. Typically, on an issue that is discussed in an MUN, many delegations do not feel compelled to take a strong stand for or against any proposal. Other delegations may wish to take a particularly strong stand and emerge as 'leading delegations' for that particular issue, in accordance with their country's foreign policy, and become leaders and drivers of the negotiation process. It is more beneficial if these 'leading delegations' to work together to try and resolve an issue, consulting with other delegations at the same time. The delegations that best accommodate differing concerns are 'leading delegations', because they will be followed.

It's also helpful to remember that a failure of a committee to take a decision on the matter before them is a failure of each and every member state present – in this light, it

is clear that it is in the interest of every constructive delegate to reach an agreement. This interdependence can be explained as follows: each delegate has an incentive to produce or support proposals that are attractive to as many other delegations as possible, preferably all, because that is what would give those other delegations an incentive to agree. In short, it is very much in the interest of each delegate to exert him or herself to achieve as much as possible of the objectives of other delegations (as well as his/her own objectives) to the extent that this does not do unacceptable damage to his/her own aims.

There are physical aspects such as temperature, ventilation, access to food and drink and all other factors that affect the comfort of delegates. But conferences, like crowds and individuals, have temperaments and emotions. They can be optimistic, hopeful and cooperative. They can be animated by a strong wish to reach agreement. They can have a sense of momentum carrying them in a particular direction. Negatively, they can be despairing, irritated or tired etc. Successful negotiators are aware of these factors, adapt to them and do what they can to create an atmosphere conducive to agreement.

Approaches to Negotiation

Competitive Bargaining:

This is the process when each party is concerned primarily with maximizing its own gains and minimizing its costs. Precepts of this kind can readily generate a competitive or even combative spirit and encourage negotiators to consider a loss by their counterparts as a gain for themselves. It should be evident that such sentiments at the international level are harmful to relations and thus to the prospects of cooperation and mutual tolerance. Therefore, bargaining of this kind is not encouraged at MUNs.

Tactical principles in this form of negotiation can be articulated as follows:

- Always ask for more than you expect to get. Think of some of the things asked for as 'negotiating coin' that you can trade away in order to achieve your aim. You can also assume that the other party does not expect to get everything they ask for and that some of their requests are only negotiating coin.
- You might even start off by demanding things you do not really hope to achieve, but which you know other parties strongly oppose. By such blackmail you may hope that the other parties will make concessions to you just to refrain from pressing such demands.
- Always hide your 'bottom line'. Because the other party's aim is to concede to you as little as possible, you may get more if they are not aware of how little is acceptable to you.
- Take early and give late. Negotiators often undervalue whatever is decided in the early part of the negotiation and place excessive weight on whatever is agreed towards the end of the negotiation.

- As the negotiation progresses, carefully manage the 'concession rate'. If you 'concede' things to the other party too slowly, they many lose hope of achieving a satisfactory agreement; but if you 'concede' too fast, they could end up with more than you needed to give them.
- The points at issue are seen as having the same worth for both sides –although they rarely do.

Cooperative Problem-solving:

This form of negotiation is seen as generally more productive and more appropriate in dealing with issues in the international relations. This starts from the basic recognition that both parties are interested in reaching an agreement and therefore will be willing to make proposals that will likely be agreed upon. This is the sort of bargaining that is expected both at the UN and MUNs.

To succeed in this type of negotiation, principles apply which are quite contrary to those that apply in 'competitive bargaining', namely:

- It is important not to request concessions from the other side that you know are impossible for them. If you do so, they will find it difficult to believe that you are genuinely working for an agreement.
- It is in your interest that the other party should understand your position. Indeed, perhaps they should even know your 'bottom line'. If they understand how close they are to that 'bottom line' on one point, they will also understand the necessity to include other elements that you value so as to give you an incentive to agree.
- Sometimes it is in your interest to 'give' a lot to the other side early in the negotiation process so as to give them a strong incentive to conclude the negotiation and therefore 'give' you what you need to be able to reach agreement.
- The 'concession rate' may not be important.
- There is a premium on understanding that the same points have different values for different negotiators and also on finding additional points on which to satisfy them.

As long as their intention is not to disrupt a meeting and avoid a resolution, negotiators and delegations have the common interest of reaching a resolution. Hence, negotiations are not meant to be a competitive, coercive process where the most successful delegation is that one which imposes its interests over other states, but a cooperative process that involves joint effort and a level of flexibility to accommodate the interests of other countries. Delegations that lose sight of the above mention factor are rarely productive in reaching resolutions at MUNs. The awareness of the mutual interdependence of negotiators is the fundamental basis for any successful negotiation.

Furthermore, the most persuasive argument will be that which appear reasonable from the perspective of people you are trying to convince. Therefore your whole line of argument should be developed keeping this in mind; do not speak from your own perspective but from a general outlook on how everyone can benefit.

For a successful negotiation, both time and timing are important. The successful negotiator must have a good sense of how much time a delegation will need to consult with other delegations, for ideas to be understood and for individual delegations and the conference as a whole to reach a point at which a decision can be made. The successful negotiator will also be able to judge at what moment he/she should approach another delegate, make an intervention or a proposal and so forth.

The process of negotiation:

1. Getting your ideas in the proposal:
   The conference can only agree on something that has been proposed, therefore it is essential to make sure that your wishes have been put into the proposal. If they are not reflected in the formally tabled proposal, they will not feature in the ultimate decision of the conference. There are several ways to ensure that your objectives are reflected in the tabled proposal:
   i.   You can submit the proposal yourself.
   ii. You can encourage another delegation to put forth a proposal that is responsive to your interests.
   iii. You can persuade another delegation to revise its proposal to be more accommodating of your interests.
   iv. You can merge your proposal with the proposal of another delegation.
   v.   You can persuade the conference to amend a proposal to reflect your objectives.
   vi. If another delegation expresses the same interests as you, support them or just let them do the work.

2. Negotiation:
   The aim of every conference is to reach a resolution through consensus. There are three possible strategies that can be used to achieve this (they can be used singularly, successively or in combinations):
   i.   'Divide' the difference – let them have what they want on some aspects of the proposal in exchange for them allowing you to have your own preferences on other points.
   ii. 'Give' to the other party –allow the other party something that they value, so that in exchange they will let you have some leverage on contested points.
   iii. Find a creative solution – an entirely creative solution that either sidesteps the difference in objectives or somehow allows for both (or all) parties to meet their respective objectives.

3. Suspension of meeting:
   When conflicts or competing views become apparent during the course of a formal meeting, the Chairman or any delegate can move for the suspension of the meeting for a brief period of time. This "pause" will:
   i.   Draw the attention of all the delegations to the problem.

    ii.   Provide time for you and all other delegations the problem and consider actions for the future.

    iii.   Provide time for consultations to discuss possible response strategies.

    iv.   Provide time to gather more information or gather more support from other delegations.

4. **Out-competing other texts:**

There are a number of reasons why it is in your favour to ensure that there is only one proposal before the conference; naturally, your position and the chances of your proposal being agreed upon are stronger if there is no competition. In the situation where two or more competing proposals are submitted to the conference, there are a number of ways you can get the other party to withdraw their application:

    i.   You could negotiate a merger of the two or more proposals into one that can be supported by all parties involved and is more likely to be passed by the committee.

    ii.   You may be able to persuade them that their proposal is unnecessary because your proposal considers their wishes equally effectively.

    iii.   You may be able to persuade the other party that their proposal does not really advance their objectives.

    iv.   That the other party's text will not be accepted by the conference.

    v.   You may be able to persuade other supporting delegations to press them to withdraw it.

    vi.   If necessary, you may be able to successfully amend their proposal which so changes the proposal that they withdraw it.

5. **Producing a consensus:**

A consensus can be reached in two ways:

    i.   'Negotiated fix' – in which the solution is worked out by those holding differing views to each other by working together. Delegates exchange proposals and suggest amendments to each other's proposals until they come to an acceptable level of compromise and acceptance. This can take place either in full committee or in a small group meeting which later reports to the full committee.

    ii.   'Constructed fix' – can be produced by the Chairman or an individual delegate (or sometimes a small group of delegates working together). Opposing views do not directly take part in the drafting of the proposal but without careful consultation and representing terms that will be acceptable to all or most delegations, the 'constructed fix' has no chance of being accepted.

Either way, the solution can only emerge if delegations understand what other delegations want. Therefore part of the way to achieve consensus and agreement is to let your objectives be known to other delegations. Constant communication, transparency and active dissemination of your own objectives are essential to coming to a resolution.

For more information, guidance and strategies, read:
http://outreach.un.org/mun/guidebook/skills/negotiation/

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Drafting Resolutions

The principal goal of every MUN conference is to adopt an outcome document, usually a resolution, which can be agreed upon by all Member States. Texts at MUNs begin as a draft of the words (a proposal) that will advance a particular aim of the conference agenda. Once these texts are adopted, usually through consensus, they are texts of the conference and carry its authority. Resolutions passed at the Security Council under Chapter VII of the Charter are binding whereas resolutions passed in all other committees are not binding. However it is important not to undermine the powerful commitment that the adoption of a resolution in the General Assembly symbolises, particularly through the pressure of international norms.

Format of a Resolution

Each resolution consists of one long sentence, comprising two kinds of clauses – a set of 'preambulatory clauses' and a set of 'operative clauses'. Preambulatory clauses introduce the topic, provide a background of past action and justify the purpose and content of the resolution; operative clauses then build on the context and background provided by preambulatory clauses and call on Member States to action. Ideally, every operative clause or set of operative clauses should be complemented by a preambulatory clause, but there are no hard and fast rules.

Preambulatory clauses begin with a verb in the present participle, which is in italics and the first letter of which is capitalised. The clause then ends with a comma. Examples: *Recognising, Appreciating, Noting with approval.*

Operative clauses begin with a verb in the present simple tense, which is in italics and the first letter of which is capitalised. The clause then ends with a semi-colon (except for the very last clause, which ends in a full stop). Examples: *Adopts; Calls upon; Requests.*

Below is a list of commonly used words for preambulatory and operative clauses:

Preambulatory Clauses	Operative Clauses
Acknowledging,	Accepts;
Affirming,	Adopts;
Appreciating,	Agrees;
Approving,	Appeals;
Aware,	Approves;
Bearing in mind,	Authorises;
Believing,	Calls upon;
Commending,	Commends;
Concerned,	Considers;
Conscious,	Decides;
Considering,	Declares;

Convinced,	Determines;
Desiring,	Directs;
Emphasising,	Emphasises;
Expecting,	Encourages;
Expressing,	Endorses;
Fully aware,	Expresses appreciation;
Guided by,	Expresses hope;
Having adopted,	Invites;
Having considered,	Notes;
Having noted,	Notes with approval;
Having reviews,	Notes with concern;
Mindful,	Notes with satisfaction;
Noting,	Proclaims;
Noting with approval,	Reaffirms;
Noting with concern,	Recommends;
Observing,	Reminds;
Realising,	Repeals;
Recalling,	Requests;
Recognising,	Resolves;
Seeking,	Suggests;
Taking into consideration,	Supports;
Underlining,	Takes note;
Welcoming,	Urges.
Whereas,	

Key to successful drafting of resolutions

In the early days of the UN all draft resolutions were put to a vote, now every draft resolution is discussed beforehand in informal consultations where some of the language is sacrificed in a spirit of compromise.

The key to successful drafting of both oral proposals and/or draft resolutions is to consult widely so as to know the concerns of others before you put pen to paper, and then to factor these into your draft so as to recruit sponsors and disarm opponents. When your draft resolution is written, you should again consult widely and be ready to modify it in response to the concerns of other delegations. This process will often ensure the draft's acceptance when it is put to the committee for decision. At the very least, any points of serious disagreement will have been identified and isolated.

Reviewing a Tabled Resolution

Ideally, negotiations and agreements should be concluded as far as possible before tabling a text. However, once a text is tabled, the committee undertakes successive readings, under the Chairperson's guidance, and may propose amendments as each paragraph, sentence or part of a sentence is read out or otherwise considered. If there are no amendments proposed, the passage is considered to be provisionally agreed upon. If there is an amendment proposed, it is discussed, such as through a formal informal, and if agreed upon, incorporated into the text, and the committee moves on. If there is disagreement, the disputed words are put in square brackets and the committee moves on, and so forth till the end.

The square brackets signify that there is, as yet, no agreement on the words within them. Each set of square brackets may enclose a single word or several words. Or the square brackets may include alternative words or phrases, separated by a slash (/). This means that some in the committee prefer one option, while others prefer the alternative.

The second reading may continue immediately, or after a short break for an informal informal, and follows the same process for **only the bracketed text**. If agreement is reached, the word(s) in question, or different word(s) in their stead, becomes part of the provisionally agreed text. This process continues till the entire draft is agreed upon and can be accepted by consensus.

Terminology

1. To place brackets around text or to bracket text means to mark it as not yet agreed.
2. Getting rid of square brackets means to work towards agreeing on the disputed words or passages.
3. A clean text is one without square brackets, that is to say, the text is acceptable to all who participated in its drafting.

However, there is a strong convention against re-starting discussion on any part of provisionally agreed text, as it can easily lead to prolonged negotiation. Nevertheless, 'all conferences are sovereign'. This means that if delegates agree there is a good reason, a committee may decide to reconsider part of the provisionally agreed text. It is unlikely to agree to such reconsideration unless the proposal is acceptable to all delegates. A sample could look like this:

Compilation Text as of 21 October 2016 (Rev. 3)

The General Assembly,

PP1 *Reaffirming* its previous resolutions relating to the issue of chocolate, including resolutions 46/77 of 12 December 1991 and 63/309 of 14 September 2009;

PP2 *Recognizing* the role of the General Assembly in addressing the issue of chocolate, in accordance with the Charter of the United Nations;

PP2 (Alt) *Recognizing* also the need to further enhance the role, authority, effectiveness, and efficiency of the General Assembly; [Proposed: Liechtenstein]

OP1 *Takes note* of the report of the Secretary-General on "Chocolate for All";

OP2 *Expresses* its support for the **active** ongoing **[replace : EU]** promotion of Swiss **[Delete: EU, G-77]** chocolate for the physical **and mental [Add: ROK]** well-being of people;

OP3 *Calls upon* the Secretary-General to mainstream the use of chocolate by providing chocolate in all meetings as a tool to increase happiness throughout the United Nations system and its operational activities;

OP3 (bis) *Recognizes* **the positive contribution of increased consumption of chocolate to the economy of cocoa farmers in developing countries; [proposed: G-77 / supported: Mexico]**

OP4 *Encourages* Member States to promote the consumption of chocolate; **[Comments: US, JPN, CANZ will get back on the paragraph after checking with their Ministry of Health]**

OP5 *Decides* to declare 2020 the International Year of Chocolate; **(agreed ad ref)**

OP6 *Requests* the Secretary-General to submit a report on the implementation of the present resolution including recommendations for future action at the 84th session of the GA. **(agreed)**

Tips for MUN simulations

The review of draft resolutions and the consideration of amendments is the most time consuming element of a conference. In addition, it is typically a time during MUN simulations when Rules of Procedure are frequently invoked which further slows down the process of taking action on a draft resolution.

Given the time limitations of a typical Model UN conference, the amount of time needed to take action on agenda items can be significantly reduced by:
• reducing or limiting the number of resolutions that are tabled on a particular agenda item.
• making sure that the sponsor(s) of a draft resolution have consulted with other delegations to make sure it has wide support by other delegations. It is critical for the sponsor(s) of a resolution to know whether their resolution has a chance of success before it is tabled.
• reviewing the text of a resolution line by line. Instead of considering amendments at random, a rigorous organized review can help identify where delegates are in disagreement and allow more time for informal consultations to resolve their differences.

Chairing a Conference

The Bureau at the head of the committee must juggle two primary responsibilities – first, to simulate as realistically as possible the true functioning of their committee, and second, to provide as rewarding an experience for delegates as possible. This guide will attempt to outline the tasks and attitudes required to achieve both, with the overt and underlying theme remaining the idea of the Chairman as the servant of the conference. The tasks of a PGA/chairperson, VPGA/vice-chairperson, rapporteur and committee secretary can divided into procedural roles and substantive roles.

1. Chair:

The Chair is the representative of the committee – they make statements on behalf of the committee as whole, to the committee as well as to other stakeholders, including the media, the Secretariat, the organizers and others. It is essential, thus, that in this role they speak and act impartially and not seek to promote any national or personal views. They must treat all delegates equally and impartially, and not appear to favour any party or any side of a contentious issue.

It is also crucial to note that final decision-making power, the Chair's discretion, as it is sometimes known, is not absolute. In case of delegates disagreeing with the Chair's ruling, they have the right to appeal to the Chair's decision and if contested again, put the question to a vote before the committee. All decisions by the Chair are subject to the committee approval - this properly reflects the balance of power between the bureau and the country representatives. However, this action can sometimes be needlessly antagonistic – chairs should attempt to avoid them by explaining the rationale behind contentious decisions, and delegates should ensure that this is used only as a last resort.

Procedural Role:
1. Allocation of agenda items to different GA committees as a part of the General Committee
2. (In MUNs) Preparing an extensive version of the Secretary General's report on agenda items as a background guide for delegates
3. Preparing the Programme of Work for the committee and ensuring that allocation and use of time facilitates completing the agenda
4. Is elected at the beginning of the first session of the conference
5. Calling the committee to order at the beginning of every session and giving a brief description of the work at hand,

UN Information Centre
for India and Bhutan

6. Presenting the committee with the agenda topics as per the General Committee report which is accepted by the Plenary,

7. Introducing and explaining different phases of committee work while entering and closing each – for example, "we will now resume debate on agenda item 1, on which the committee had reached such and such point in negotiations",

8. Moderating debate, recognizing speakers, managing the Speakers' List, ruling on points of order, and maintaining decorum in the proceedings,

9. Conducting voting procedures, primarily procedural, but substantive as well as and when required,

10. Managing allocation of time by limiting speaking time, ensuring all delegates' views are registered, and facilitating the completion of the committee assigned work,

11. Managing the decision-making phase by carefully explaining the procedural situation, maintaining transparency in the process, and ensuring accurate representation of delegations' wishes, and finally declaring that a resolution has been adopted by consensus,

12. Conducting substantive voting on amendments and draft resolutions if the committee fails to negotiate a text to be adopted by consensus,

13. Planning the next day's work in terms of time and goals on the basis of the work done so far,

14. Closing the committee sessions and moving to Plenary, or closing the conference, with closing remarks including a summary of events, felicitations to delegates etc.

Substantive Role:

All of the Chairperson's substantive activities and interventions should be aimed at facilitating negotiation and achieving consensus in their committee. The Chairman's responsibility is not only to manage the Committee's meetings so that they operate smoothly, but also to take responsibility for seeing that the Committee produces a result that is immediately acceptable to all, or at least an overwhelming majority of delegates. The Chairperson is the holder of ultimate responsibility with regards to the success of the committee, i.e., achieving a consensus decision.

1. Making a flexible plan outlining the most desirable outcome for the committee on an agenda topic and how to achieve it, which evolves as the committee progresses

2. Working towards achieving an outcome document that is more than the sum of the wishes of all delegates, but is also an outcome that is coherent, legally and technically correct and ideally one that will prove sustainable both politically and in terms of its practical implementation

3. Helping the committee along its way towards a desirable outcome, including through increasingly direct action if it shows signs of stalling or losing its way.

4. Resources available to the Chair include:
   a. Rules of Procedure
   b. Keeping a positive and cooperative atmosphere by keeping antagonistic voices to the minimum
   c. Allowing enough time for informal consultations
   d. Using the persuasive power and prestige of their position to positively influence representatives towards cooperation

5. Methods the Chair can use include:
   a. Suggesting consultations
   b. Appointing a Friend of the Chair, or facilitator to conduct consultations, including Vice-Chairs, Under Secretaries-General or others
   c. Holding series of separate consultations
   d. Carefully explaining the purpose, context and past history of international consideration of the issue and making suggestions on how to approach work
   e. Taking on the role of intermediary or 'broker of agreement' between delegations that are at odds, to help them find a satisfactory solution to their differences. This intermediary role can consist of carrying messages between the protagonists, offering explanations for their respective positions, urging understanding and a willingness to compromise, making suggestions to both parties as to how they can act to advance their objectives and also as to what is realistically achievable.
   f. Taking on an escalating range of roles in ensuring that constructive texts appear on time. These can range from a compilation of agreed texts and square bracketed alternatives proposed by delegations to provide a starting point for negotiation, through the Chairman's 'non-paper' to stimulate thinking, to a 'Chairman's text.' The last is a proposal by the Chairman based on his/her assessment of what may be acceptable to the conference in the light of the foregoing debate and negotiation, supplemented by the Chairman's consultations.

2. Vice-chair

The role of the Vice-Chair is to support the Chair in their functioning, with both procedural and substantive assistance. They must take over all the functions of

UN Information Centre
for India and Bhutan

the Chair in their absence, in an effort to keep the committee's workflow smooth and uninterrupted. They are usually the first person the Chair assigns to mediate negotiations among and within blocs.

3. Rapporteur

The role of the Rapporteur, (the term is equivalent to "record-taker") is to follow the proceedings of the Main Committee in order to ensure that they are properly recorded in a report of the session. The rapporteur approves the draft report prior to submission to the full General Assembly and is assisted by the Secretariat staff members in the preparation of the final report. As a member of the Bureau, the rapporteur also has a "behind the scenes" role to play in the organization and management of the Main Committee session.

4. Secretary

Secretaries are a part of the Secretariat, which includes the Secretary-General, Deputy Secretary-General, USGs etc. They are the Secretariat official individually responsible for each Main Committee of the General Assembly. Their role thus is to:

1. Provide continuous guidance and advice to the Chairperson concerning the organization of work, status of negotiations, and conduct of business including interpretation of the rules of procedure;
2. Prepare the talking points for the Committee Chairperson for each Committee meeting in consultation with the Chairperson;
3. Be expected to respond to informal questions on the Committee's agenda and follow-up with delegates on issues related to the Committee's agenda;
4. Provide procedural guidance to the Chairperson while seated at the podium alongside the Chairperson and Rapporteur;
5. Liaise with delegates regarding requests to be put on the Speaker's List, tabling resolutions and amendments;
6. Be well versed in the rules of procedure, the MUN's Committees and UN resolution processes;
7. Be expected to be knowledgeable about the substantive work of his/her Committee, particularly as it relates to the theme of the conference and general Member State positions on the issues; and
8. Coordinate with other Secretariat officials on matters regarding the conference.

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