



# Delegate Handbook

# MMUN

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# CONTENTS

## **P.1**

### **Introduction to MMUN**

Model United Nations  
Volunteer Staff

## **P.3**

### **Delegate Conduct**

Dress Code  
Other Conduct Policies  
Policy Against Discrimination and Harassment

## **P.7**

### **Conference Overview**

Conference Structure and Flow  
Committee Sessions  
Plenary Sessions  
Crisis Simulation & Events  
Delegation Evaluation & Awards  
Conference Services

## **P.11**

### **Preparing for the Conference**

Understanding Your Member State  
Understanding Your Committee  
Understanding Your Topics and Your Member State's Position  
Preparing to Negotiate

## **P.14**

### **Resolutions**

Resolution Structure  
Resolution Development at MMUN  
Presentation Rights  
Amendments  
Sample Resolution

## **P.20**

### **Head Delegates**

## **P.21**

### **Other Information**



# Introduction to MMUN

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Midwest Model United Nations (MMUN) is an all-volunteer organization dedicated to delivering a “venture in practical education” for collegiate level students. Our conference has three goals: (1) to promote interest and understanding of the nations of the world, (2) to help students gain a broader perspective of global issues and the role of the United Nations, and (3) to encourage investigation into the field of international studies and the process of diplomatic negotiations.

MMUN is structured to provide a forum for students to find solutions to the most pressing international issues, broaden their perspectives, and help to develop them as global citizens. As you prepare to attend MMUN, you are preparing to represent a diplomat of another country to the United Nations, which will require you to develop a deep understanding of the difficulties and complexities of international relations.

Midwest Model United Nations was founded in 1960 and is governed by MMUN, Inc., an educational non-profit corporation operating under the laws of the state of Missouri. MMUN, Inc. has an official, ongoing relationship with the United Nations as a Non-Governmental Organization (NGO).

## Model United Nations

Model UN refers to simulations designed to emulate the workings of the United Nations, including the work of committees, parliamentary procedure, negotiation, the drafting of resolutions, and more. MMUN strives to emulate the UN in its operations and structure, within the confines of the conference. If you or your organization is new to model UN, the United Nations Association of the United States (UNA-USA) has developed an in-depth guide to the basics of model UN along with links to additional resources. You can find their introductory material online [here](#).

## Volunteer Staff

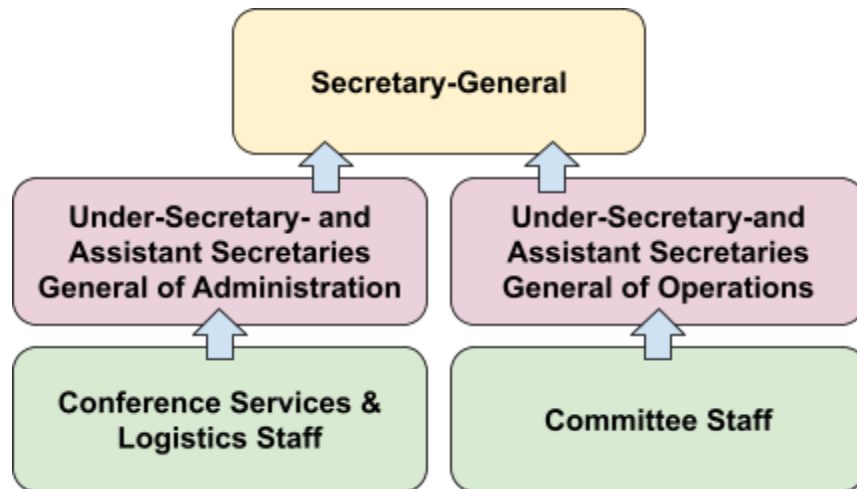
MMUN relies on a dedicated volunteer staff that helps in the preparation for the conference and serves as the Secretariat at the conference. The individuals who make up the MMUN staff are diverse; over the years MMUN staff has been composed of students, educators, and professionals all of whom are committed to the educational experience that MMUN provides. The staff experience offers numerous opportunities for personal growth, including in leadership and management, and is often considered an extension of the learning experience offered to delegates. If you have any questions about the staff experience, feel free to ask any staff member during the conference or contact the Under-Secretary-General of Operations at [usgo@mmun.org](mailto:usgo@mmun.org). Staff applications are available on the MMUN website, [mmun.org](http://mmun.org).



When interacting with members of MMUN staff, delegates should be cognizant that they are speaking to members of the Secretariat and should address them with a high level of professionalism. If at any time

delegates have a concern, question, or feedback, they are encouraged to approach any member of MMUN staff, including any member of conference leadership.

Most of the staff at MMUN serve in committees as Chairs, Legals, or Rapporteurs, but there are also logistics and leadership staff that work behind the scenes to ensure a smooth conference. The staff structure is as is shown below.





# Delegate Conduct

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Participants in MMUN represent their assigned Member State in the same capacity as official delegates to the United Nations and should therefore conduct themselves with the highest degree of propriety at all times. As diplomats, delegates are expected to treat their colleagues with respect and the utmost courtesy. At the United Nations, even delegates from Member States that rarely agree on policy treat each other with a high level of respect - the international diplomatic community is a small one and many representatives have worked together for years, regardless of their positions.

Delegates are also expected to extend diplomatic courtesy not only to other delegates, but also to everyone they encounter during the conference, including all conference observers and other patrons of our host facility, and should maintain an appropriate level of decorum and respect during formal committee sessions, while caucusing, and between committee sessions, including overnight.

MMUN has several conference-wide policies, outlined below, that are in effect for the duration of the conference unless otherwise noted. MMUN reserves the right to expel, without refund, any delegate or delegation whose conduct is inappropriate, disruptive, in violation of the conference's policies, in violation of the host facility's policies, or which otherwise inhibits conference functions. MMUN shall not be limited to any remedy deemed necessary for addressing delegate misconduct. Delegates are responsible for their acts and MMUN will not be liable for any infraction or injury resulting from violations of the standards of conduct. By participating in the conference, the delegate agrees to abide by applicable rules, regulations, laws, and standards and to indemnify MMUN against all costs, including attorney's fees, related to any misconduct by the delegate.

## Dress Code

As it is considered standard at the United Nations, professional western business dress must be worn during all MMUN committee sessions. Delegates and staff are expected to adhere to the MMUN Dress Code during all scheduled activities, including during formal sessions and during recesses where caucusing is taking place. There is a difference between western business attire and business casual. Attire that might be appropriate in social settings, such as bars or nightclubs, is not appropriate in committee.

The purpose of the following list is not to be exhaustive of all non-allowed attire options, but to provide delegates with an idea of the appropriate dress options at MMUN conferences. MMUN's general dress guidelines include:

Wearing of a business jacket; skirt or slacks; blouse or button down shirt with tie; and dress shoes. Appropriate dresses paired with a business jacket are also acceptable. Shirts, dresses, or skirts that expose excessive bare skin on the chest, stomach, or are in any way revealing, are inappropriate. As a general guideline, skirts and dresses should fall to the lower-mid thigh and below. Clothes that reveal undergarments are also inappropriate. Dress sweaters and polo shirts, as well as shorts, ball caps and other hats, jeans, stretch pants, tube tops, tank tops, sneakers, and sunglasses are considered casual and will not be permitted. National symbols such as flags,

pins, crests, etc. are not permitted on a delegate or staff member's person during committee sessions. United Nations symbols may be worn.

All delegates are provided official credentials in the form of a conference badge. Delegates are expected to wear their MMUN badge during all conference functions and, generally, whenever they are in the hotel. For safety reasons, delegates should remove their badge before leaving the hotel.

The MMUN Secretariat has the final authority in addressing issues of adherence to the dress code. The first time a delegate is found to be in violation of the dress code, the delegate will be asked to return to their room and change into appropriate attire. The second time the same delegate is found to be in violation of the dress code, the delegate's head delegate and faculty advisor will be asked to meet with the delegate and MMUN staff to determine an appropriate remedy, which may include removal from the conference. MMUN staff is cognizant that there are at times extenuating circumstances regarding dress, including incidents of lost luggage or destruction of attire, and will work with delegates on an individual basis to find solutions to such incidents.

If a delegate has a question regarding their adherence to the dress code, they should err on the side of dressing in a conservative manner. They can also ask any member of the MMUN staff if an article of clothing is appropriate. If a delegate has a question regarding another delegate's adherence to the dress code they should bring this to the attention of a member of MMUN staff. Under no circumstances should a delegate directly question another delegate regarding their adherence to the dress code.

While the MMUN Delegates' Dance is an "official activity" of the conference, it is not considered a formal event and western business attire is not required for the event. Although a strict dress code is not enforced during the dance, delegates should maintain appropriate attire.

## **Other Conduct Policies**

Smoking is not allowed inside the hotel, including in all guest rooms, and St. Louis city ordinance also bans smoking within fifteen feet of any door, open window, or intake vent. The use of alcohol is subject to applicable laws of the City of St. Louis and the State of Missouri. Any activity which would impair an individual's ability to participate fully in all activities of the conference is strictly prohibited. This includes the use of alcohol during scheduled meetings, which is highly inappropriate and contrary to the purpose of the conference. Delegates who are impaired or imbibe impairing substances during committee sessions will be immediately required to leave the conference.

Students participating in MMUN are reminded that they are subject to the rules of their sponsoring institution, MMUN, our host facility, and local, state, and federal laws. Delegates are not allowed to bring weapons, concealed or otherwise, to any area being used by the conference.

## **Policy Against Discrimination and Harassment**

### **General**

MMUN, Inc. and Midwest Model United Nations are committed to maintaining a work environment that is free of discrimination and harassment based on a person's race, color, religion (creed), gender, gender identity, ancestry or national origin, disability, age, marital status, sexual orientation, military status, weight, or any other legally protected class, consistent with applicable laws.

All delegates, staff, and board members should respect the rights, opinions, and beliefs of others. Harassment of any person because of person's race, color, religion (creed), gender, gender identity, ancestry or national origin, disability, age, marital status, sexual orientation, military status, weight, or any other legally protected class is strictly prohibited, whether directed at a delegate member, staff member, steering member, board member, vendor, or customer. Any such harassment is prohibited by this policy whether or not it also violates the equal employment opportunity laws. This policy applies to all

delegates, staff, steering, and board members of MMUN, Inc. and Midwest Model United Nations.

### **Discrimination**

MMUN, Inc. and Midwest Model United Nations are an “equal opportunity organization.” MMUN, Inc. and Midwest Model United Nations will not discriminate and will take measures to ensure against discrimination in staffing, advertisements, promotions, or other conditions regarding an individual’s or group’s participation or association with MMUN, Inc. or Midwest Model United Nations. Discrimination based on a person or group’s race, color, religion (creed), gender, gender identity, ancestry or national origin, disability, age, marital status, sexual orientation, military status, weight, or any other legally protected class is strictly prohibited.

### **Sexual Harassment**

Sexual harassment, either quid pro quo or hostile work environment, is strictly prohibited by the Board of Directors of MMUN, Inc. and Midwest Model United Nations. No one may subject another delegate, staff, steering, or board member to any unwelcome conduct of a sexual nature. This includes unwelcome physical conduct such as touching, blocking, staring, making sexual gestures, and making or displaying sexual slurs, insults, jokes, and other sexual comments. A delegate, staff, steering, or board member’s conduct will be considered unwelcome and in violation of this policy when the individual knows or should know it is unwelcome to the person subjected to it.

No one may threaten or imply that a delegate, staff, steering, or board member’s submission to or rejection of sexual advances will in any way influence any decision about that delegate, staff, steering, or board member’s association with or advancement in the organization. No one may take any personnel action based on a delegate, staff, steering, or board member’s submission to or rejection of sexual advances.

### **Other Harassment**

No one may harass anyone because of that person’s race, color, religion (creed), gender, gender identity, ancestry or national origin, disability, age, marital status, sexual orientation, military status, weight, or other legally protected class. Examples of conduct prohibited by this policy include using racial and ethnic slurs or offensive stereotypes and making jokes about these characteristics.

### **Making Complaints and Reporting Violations**

If you are a victim of discrimination or harassment, you are requested and encouraged to make a complaint to the Under-Secretary-General of Administration of Midwest Model United Nations. You are not required to complain first to the person who is discriminating against or harassing you. If you prefer, you may express your complaint directly to the Secretary-General of Midwest Model United Nations or to the President of the Board of Directors of MMUN, Inc. Similarly, if you observe discrimination or harassment of another delegate, staff, steering, or board member, you are requested and encouraged to report this to one of the persons described above. No reprisal, retaliation, demotion, harassment, or other adverse action will be taken against any delegate, staff, steering, or board member for making, in good faith, a complaint or report of harassment, or for assisting, in good faith, in the investigation of any such complaint or report. Any suspected retaliation or intimidation should be reported immediately to one of the persons described above.

### **Investigation of Complaints and Reports**

The person receiving the complaint will immediately notify the President of the Board of Directors. The President of the Board of Directors will then appoint an individual to promptly and thoroughly investigate any complaint or report of a violation of this policy. A thorough investigation can take several weeks, or months, in some cases. You may at any time ask the person assigned to investigate the complaint or report, or the person to whom the complaint or report was given, the status of the investigation.

**Penalties for Violations**

The investigator will report the findings to the President of the Board of Directors of MMUN, Inc. at the next official board meeting. The Board of Directors of MMUN, Inc. will take prompt disciplinary and remedial action if its investigation shows a violation of this policy. Disciplinary action may range from a warning to a discharge.

A complaint or report that this policy has been violated is a serious matter. Dishonest complaints or reports are also against MMUN, Inc. policy, and the Board of Directors of MMUN, Inc. will take appropriate disciplinary action if the investigation shows that deliberate dishonest or bad faith accusations have been made.

**Additional Information**

If you have any questions about this policy, please contact the President of the Board of Directors of MMUN, Inc. for additional information. If you have any questions or concerns about harassment you may ask the Under Secretary-General of Administration or contact the local office of the Equal Employment Opportunity Commission.



# Conference Overview

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MMUN is a unique conference that is designed to put the power in the hands of delegates. We have an extended set of rules that are designed to be flexible and responsive, we have a unique structure designed to give delegates variation in experience, and we regularly present delegates with crises or unexpected events that challenge them in new and interesting ways. If you have attended other model UN conferences, you should familiarize yourself not only with the MMUN rules of procedure, but also the conference's structure.

## Conference Structure and Flow

For all committees except Security Council North and South, MMUN is divided into two distinct segments. In the first segment, which takes place on Wednesday, Thursday, and Friday morning, delegates work in their assigned committees to develop and adopt draft resolutions. In the second, shorter segment, which takes place Friday evening and Saturday, committees come together into a larger plenary session where they debate the draft resolutions that were adopted in the subsidiary committees and formally adopt them. This session is also considered a “special session,” in which new topics may be presented to and discussed by the body. Security Council committees work independently for the duration of the conference and do not join into a plenary session.

## Committee Sessions

Committees at MMUN are thematic in nature; each of them addresses a specific type of international issue. Committees seek to produce draft resolutions, which are formal documents that indicate the will of the international community. The writing of resolutions is a lengthy process that involves hours of both formal debate, where delegates speak from the front of the room and answer questions, and informal debate, where delegates form caucuses (or meeting groups) to discuss the topic and draft working papers. The committee generally follows a flow as shown in the chart below.



The flow shown above is typical of most committee sessions, but the first committee session has a unique flow, which includes the following:

1. The meeting is called to order by the Chair, who will give some opening remarks.
2. Roll call is then taken to establish quorum and sponsorship requirements.
3. Delegations are offered the opportunity to make an opening statement.
4. The committee enters open debate, during which delegates will attempt to determine which agenda item they should discuss.
5. A motion to consider a topic passes.
6. Delegates begin debate on the selected topic.



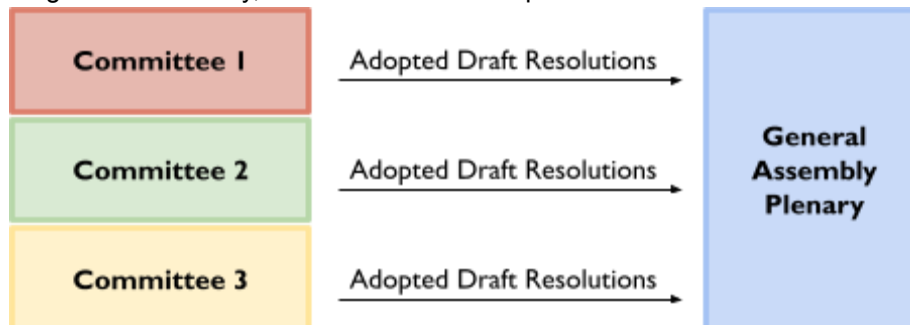
Debate on the topic will continue until the committee votes to close debate on that topic. Any draft resolutions and amendments that are on the floor will be voted on. When voting is completed, the committee returns to open debate, but will, in all likelihood, quickly move on to discussing and working on the other topic on its agenda. Just as at the United Nations, draft resolutions that are approved by subsidiary committees are passed on to a plenary session for formal adoption.

The learning objectives for delegates during committee sessions include:

- Gaining a more in-depth understanding of their country's position and better understanding of the positions of other countries;
- Gaining a practical understanding of the committee;
- Gaining a broader understanding of both committee topics;
- Practice working and negotiating with others in informal debate, including those with opposing viewpoints;
- Practice formal resolution writing; and
- Practice diplomatic behavior.

## Plenary Sessions

The MMUN plenary session is modeled after two types of UN meetings, the General Assembly plenary and special sessions of the General Assembly. General Assembly plenary sessions are used to consider and formally debate draft resolutions and the report of subsidiary committees, typically adopting them with minimal or no changes. Special sessions are used to consider new and emerging topics and debate an issue with the entire international community. All non-Security Council committee draft resolutions are submitted to the general assembly, as shown in the example below.



Consideration of resolutions passed in committees will principally focus on formal debate and, only when circumstances require, amendments or divisions before adoption. For any amendments to be considered by the dais during a plenary session, they must have at least 50% of the body as signatories. Amendments are also subject to review and approval by the Secretariat. As always, no pre-written

amendments will be accepted; all amendments must be negotiated and written by groups of delegates during informal sessions.

Plenary will begin with a new topic being presented to the body by the Secretariat. While the formal process of adopting committee resolutions will go on throughout the plenary session, negotiations on this new topic are generally expected to take up a substantial amount of plenary, including taking place in side-meetings concurrent with the formal sessions.

As the plenary session is made up of delegates from multiple committees, it is much larger than the individual committee sessions. Whereas individual committee sessions had a focus on writing, drafting, and amending, the focus of the General Assembly Plenary requires delegates to focus on formal speaking and articulating what has already been drafted to gain a larger consensus. They must also coordinate across their entire delegation, especially to know both what is going on in formal sessions and what is taking place in side-negotiations.

The learning objectives of our plenary session include:

- Practicing teamwork within a delegation to create a unified perspective on special topics and ensuring that all delegates are consistent and engaging in both formal sessions and side-negotiations on special topics;
- Gaining practical experience coordinating with across members of delegation to gain support for draft resolutions;
- Experiencing giving formal speeches to a large audience and articulating complex details of draft resolutions; and
- Practicing both asking and answering questions during formal debate.

## Crisis Simulations & Events

During the course of the simulation, MMUN staff may present to any committee a “crisis” or event that will allow delegates to consider a topic that was not originally on the agenda. These situations are usually presented to the committee via news updates or reports that are delivered or read to the committee by the Chair or other MMUN staff. In some instances, delegations may receive some communiqués with specific instructions from their home governments, which are meant to advise them of their policies regarding the situation.

When a situation is presented, it is the decision of that committee whether or not to move to discuss the new topic. In order to consider it, the committee can do one of two things:

1. Table the current topic, which may then be brought back up later by a motion to reconsider, then motion to consider the new topic.
2. Close debate on the current topic, vote on any draft resolutions on the floor, and then move to discuss the new topic.

Any delegation may request guidance regarding an emerging situation by sending a note to the Chair with a specific policy question.

## Delegation Evaluation & Awards

MMUN seeks to highlight the work of delegates by offering awards, including:

- **Position paper awards**, which are used to recognize those delegations that submit high quality position papers that are among the best in their committee.
- **Committee awards**, which are used to recognize the work of individual delegates or delegate pairs across all sessions of a committee.
- **Delegation awards**, which are used to recognize the work undertaken by entire delegations throughout all sessions, with priority given to plenary sessions.

- **Crisis simulation awards**, which are used to recognize delegations in each Security Council that respond effectively to emerging situations presented to the committee.
- **Delegates' choice awards**, which are awarded based on delegates' votes in each committee.

Position papers are evaluated based on criteria provided in the [MMUN Position Paper Guidelines](#). Delegations are recognized for committee and delegation awards based on the following criteria:

- Consensus building.
- Resolution drafting.
- Public speaking.
- Policy/position advocacy.
- Research and preparation.
- Diplomatic courtesy.
- Attendance at scheduled meetings.
- Properly using rules of procedure.

During General Assembly Plenary sessions, awards criteria will also include:

- Delegates working across their delegation as one unit with common priorities.
- Involvement of all members of a delegation in negotiations on special topics.
- Active engagement by all members of a delegation in formal sessions.
- Strategic communication within a delegation and effective use of plenary rules.

Crisis simulation awards are awarded based on the following criteria:

- Situational awareness and responsiveness to the changing situation, including projecting a coherent position or policy.
- Contribution to the committee's work on solving the issue, including in formal speeches, informal debate, and contribution of content.
- Leadership, including consensus-building and furthering debate and discussion.

All award determinations are made based on observations by MMUN staff on the basis of the above criteria and are approved by conference leadership. Actions during both formal and informal sessions are taken into consideration. Activities that disrupt the work of the committee, including making multiple redundant motions, being unnecessarily loud or disruptive, taking undiplomatic actions, or otherwise engaging in attention-seeking behavior will not increase the likelihood of awards recognition and may actively detract from a delegation's likelihood of being recognized.

While awards are meant to recognize outstanding work of delegates, it is impossible to observe all of the work and negotiations that take place in a committee. The focus of MMUN staff is in providing a "venture in practical education," in which participation is its own reward.

## Conference Services

The conference headquarters and Secretariat are based out of Conference Services. Conference Services functions as the main service desk for MMUN and offers many services, including: lost and found, computing services, and document services. Conference services also sells tickets to the delegates' dance and MMUN-branded merchandise. While document services are available, MMUN has committed to "going green," and therefore attempts to limit printing services to only necessary items. Anyone requesting a printed item may be charged for it.

Members of staff will always be available in Conference Services, which is open during all conference sessions and ten minutes before and after each session. Conference Services hours will be printed in the conference program. Should you ever have a complaint you don't feel comfortable bringing up in your committee room, please know you may ask to speak to someone on staff in Conference Services.



# Preparing for the Conference

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The most important factor that will determine your experience at MMUN is the extent to which you and your delegation are prepared for the conference. It is for this reason that MMUN staff drafts and publishes a set of background materials for every committee, which are meant to provide delegates with the foundational knowledge necessary to understand all of the topics they may discuss. The background materials for each committee can be found on the MMUN website, [mmun.org](http://mmun.org). While the background materials contain basic information about each committee and each topic on the committee's agenda, they are only meant only to serve as a starting point for

delegates' research. In order to be fully engaged in their committees, delegates should come to the conference with a firm understanding of the United Nations system, the policies of their Member State and region, and the topics that they may be discussing, including any sub-topics and related topics. Many delegates also choose to research the policy positions of other Member States and previous decisions of the committee they will be working in to ensure that they are ready to negotiate any subject that may be discussed.

## Understanding Your Member State

It is important for delegates to remember that they are always expressing the opinion of the State they are representing - never their own opinion. To be able to do this effectively, a deep understanding of the Member State that you are representing is crucial. Delegates should try to understand the socioeconomic and political factors that influence their country's policy, the country's past actions on the topic, and even how they have voted on resolutions in the past, so that they are equipped to express an opinion on every topic that they may discuss.

Information about your Member State can be found in books, journals, and encyclopedias, as well as several online resources. The [CIA World Factbook](#) is often a good starting point as it includes a wide variety of information about every country. Most permanent missions to the United Nations also maintain a web presence with links to past speeches by their representatives, information regarding their delegation, and sometimes even descriptions of positions, including position papers. Links to each mission's web site can be found by clicking on the Member States on the UN's [list of Member States](#).

The resources available will be different for every Member State - some Member States may have published position papers or have extensive resources available from their foreign ministry. Some States may have limited public resources, or their resources may not be available in English. Regardless of the resources available, delegates are encouraged to think critically and draw logical conclusions to form positions on each topic.

As delegates research, they should keep in mind that national politics are typically very different from a Member State's foreign policy. Delegates should also be aware that although national leaders sometimes use strong language regarding other countries, diplomats typically only use professional and polite rhetoric. Even when Member States disagree on policy, they regularly try to work together to find language that will be acceptable to all parties. A majority of resolutions adopted under the auspices of the UN are adopted by consensus, or without a recorded vote, which requires Member States to work together, even when they may have fundamental policy or other disagreements.

## Understanding Your Committee

In order to truly understand the opportunities and limitations of the actions they may be able to pursue, each delegate should research and come to understand the committee to which they are assigned. The background materials provided by MMUN give a basic description of each committee. After reading that, a good starting point for independent research is the web site of the committee, which typically has descriptions of the committee, including history and mandate information. Past documents and resolutions that have been adopted by the committee are also typically archived online.

Most of the topics that are discussed at MMUN have been discussed at the United Nations in the past. You may be able to find past resolutions and reports on the topic, and you may also be able to find descriptions of the proceedings of UN meetings on [UN News](#). As you read about the committee and the past actions it has taken, you should try to gain an understanding of what the committee can and cannot do. Most committees at MMUN are policy-oriented, meaning that they do not attempt to directly act themselves, but instead negotiate and pass resolutions that describe how to address the topic at a high level. If you are ever unsure of what your committee can or cannot do, you should feel free to discuss it with the MMUN staff assigned to your committee.

## Understanding Your Topics and Your Member State's Positions

After familiarizing yourself with your country's foreign policy and gaining an understanding of your committee, the next step is to research the topics in your committee. Delegates should try to outline each topic and gain an understanding of all of its aspects, including:

- The history of the topic, including past international actions.
- All of the sub-topics or parts of the topic are and what any related topics are that may also be discussed in committee.
- Which parts of the topic have achieved a broad international consensus and which parts of the topic are still contentious.
- What resolutions, treaties, conventions, or other international documents have been adopted that relate to the topic.
- What your Member State has done on the topic and what any organizations that your Member State is a part of have done on the topic.
- What other Member States and organizations have done on the topic.

The MMUN-provided background materials will prove to be very useful in understanding the topics for each committee. They can be found at the MMUN website, [mmun.org](http://mmun.org). The materials not only describe each topic on the agenda for each committee, but also include past UN resolutions, details regarding bodies that act on the topic, and other information that delegations are likely to find useful for negotiations in committee. Outlining this information may be a good starting point in your topic research - the bibliography for each topic also provides links to additional resources. Often, these resources include references to other past documents, giving you a starting point from which you can begin to explore the topic in-depth.

Once delegates have a thorough understanding of the topic and of their Member State, they can begin to form an opinion from the perspective of their country. It is often good to ask yourself:

- What does my Member State want with regards to this topic? What doesn't it want?
- Why do we want or oppose those things?
- How do we want to achieve the things we want? How can we convince other States to get on board with our ideas?
- Are there limitations to our ideas or are they outside our committee's mandate?

After completing their research, delegates should be able to speak and write at length about the topics they will be addressing in their committee. Without sufficient background knowledge, you may find

yourself only able to talk about certain parts of the topic or unsure of how to negotiate with other delegations. Although pre-written resolutions are not allowed at MMUN, delegates are encouraged to bring their research and notes to committee, especially as the drafting of working papers requires not only a deep understanding of the topic, but also knowledge of past resolutions and frameworks that have been adopted.

## Preparing to Negotiate

In addition to substantive preparation, delegates are also encouraged to think about how to prepare themselves to act as a diplomat for hours and days at a time, which can be very difficult. Skills that you will utilize in committee include:

- Staying in character, including avoiding the use of words like “I” and “you” and instead referring to yourself as the Member State you are representing and referring to others in the same way.
- Giving speeches, including pre-written speeches and impromptu speeches in front of the committee during formal session.
- Asking questions of other delegations both during formal and informal session.
- Making motions and operating under the MMUN Rules of Procedure.
- Negotiating with others, convincing others of your ideas, and compromising to achieve consensus.
- Writing working papers, amendments, and formal notes to other delegations.

Most of these skills do not come naturally - it is generally a good idea to practice these skills before you arrive at MMUN. If feasible, it may be advisable to run a small simulation of your own to practice certain aspects of the conference, including rules of procedure and speaking. UNA-USA has several resources, suggested activities, and guides for preparation, including in-depth guides to preparing for [public speaking](#) and [caucusing](#), two of the core components of MMUN.

As delegates consider how to prepare for committee, they should be cognizant that the United Nations has evolved into an organization that is focused on diplomacy and consensus-building. Gone are the days of diplomats walking out of the General Assembly as are the attitudes of destructive individualism and rigidity. Caucusing, alliance building, and consensus are built on relationships, trust, and common goals. Almost all Permanent Representatives at the UN operate on the philosophy that “no country is an island;” no delegate should stand alone or take actions disrespectful of other delegations, delegates, or staff members and they should, in fact, be trying to build trusting relationships that allow them to advocate on behalf of their Member State.

# Resolutions

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Most decisions of the United Nations are expressed in the form of resolutions. Resolutions are a unique type of document that, aside from those adopted by the Security Council, are not legally binding. Instead, they represent the will of the international community on a particular topic. Resolutions have a unique structure wherein they express that will by describing past actions and the current situation in “preambular” clauses and then makes declarations or calls for actions in “operative” clauses. Before resolutions are adopted, they undergo a lengthy writing and editing process. At the United Nations, this process can take weeks, months, or even years as delegates debate the meaning of each word in the document. At MMUN, we go through a similar process, but at a much faster pace. Consider this [UN resource](#) when practicing resolution writing prior to conference.



## Resolution Structure

As noted above, resolutions follow a particular format and structure. It is wise for delegates to examine the structure and language of UN resolutions before they arrive at MMUN. All UN resolutions are split into two major sections:

- The first section is made up of preambular clauses, which describe the recent history of the situation and the issue, as it currently exists, often referencing past UN actions when they apply.
- The second section is made up of operative clauses, which describe the actions and policies being called for by the committee on the topic at hand.

MMUN provides a template for delegates to write on, which is provided on the MMUN website after the start of the conference. The template has the necessary structure for a resolution, which includes:

- The topic, committee, and a list of sponsors and signatories at the top of the page.
- Single spacing throughout the resolution with line breaks between each clause.
- Line numbers.
- Numbered and indented operative clauses.

In addition to basic formatting, resolutions have several other requirements, including that:

- All preambular clauses must end in a comma.
- All operative clauses, aside from the last one, must end in a semicolon.
- The last operative clause ends in a period.
- Initiating phrases are italicized.

The term “initiating phrases” refers to the first few words of each clause that “initiate” the clause. They are often used to express the “strength” of the clause. For example, if an operative clause begins with *Suggests*, it is not nearly as strong as if it began with *Urges*. Initiating phrases include, but are not limited to, all of the following:

### Preambular Clauses

- Acknowledging
- Emphasizing
- Fully aware
- Guided by
- Noting with concern
- Welcoming

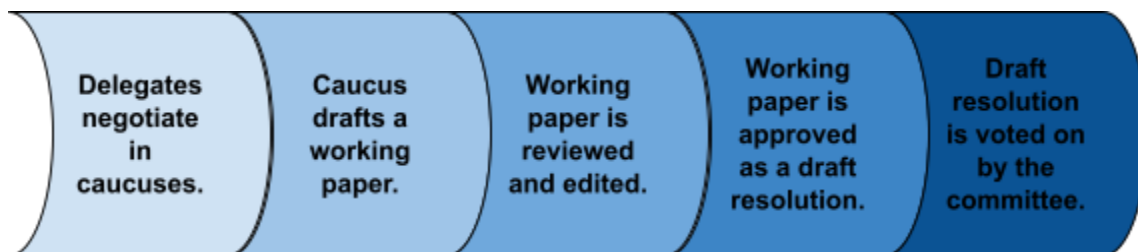
### Operative Clauses

- Calls for
- Encourages
- Invites
- Recommends
- Supports
- Urges



## Resolution Development at MMUN

Just as at the United Nations, at MMUN delegates work in groups, or caucuses, to develop language that may eventually be adopted as a resolution. The process generally looks as shown below.



Working papers often begin as a list of ideas, solutions, and/or general clauses that your caucus believes is important and should be included in an eventual resolution. Generally, the caucus discusses an aspect of the topic, then someone in the caucus proposes a solution or formal language that could be included a draft document. That said, working papers have no formal requirements and can take on any form the caucuses chooses.

As caucuses draft working papers, it is important to avoid overtly political or condemnatory remarks that may alienate members of the body; such language often impedes the building of a consensus on the issue. Working papers should be written from an international perspective, including as many countries' points of view as possible. Generally speaking, working papers should also avoid attempting to create new UN bodies or organizations; the UN does this incredibly rarely and instead focuses on taking action through existing entities.

When your caucus has a well thought out set of ideas or clauses, you should submit your working paper to the dais staff in your committee for review. Before you do so, you need to establish a list of sponsors and signatories for your working paper.

**Sponsors** are the coalition of Member States that have developed a working paper and are seeking to have it brought to the floor. Any delegation that contributes substantially to a working paper should be included as a sponsor if they wish to be. It is the responsibility of sponsoring delegation to attempt to achieve unanimous support, or as close to unanimous support as is possible. At the United Nations, few resolutions pass by narrow margins. The purpose of the negotiations in caucusing is to secure the greatest support (or consensus) possible for the resolution.

**Signatories** may or may not have contributed any subtenant to a working paper, but wish to indicate their desire to have the working paper brought to the floor for formal debate. They have no responsibilities with regards to working papers or draft resolutions.

Just as in the real UN, the Secretariat will examine the legality, feasibility, and accuracy of the text you submit (in addition to checking things like grammar and wording). You will receive feedback from the committee staff on how to improve your working paper and ensure that you are accomplishing what you want to accomplish. Typically, working papers will go through at least two to three rounds of review before they will be accepted as draft resolutions, so caucuses should plan their time accordingly.

In order for a working paper to be accepted by the dais staff as a draft resolution, the following criteria must be met:

- At least 25% of the body must be included as either a sponsor or signatory. The amount required will be announced by the dais staff to the committee.
- It must typed, on the MMUN template, in the proper format, and abide by the formatting requirements of a resolution.
- It must be germane to the topic on the floor and have undergone thorough review by the Secretariat.

Draft resolutions generally only come to the floor after extensive and substantive negotiations and have typically already been discussed with a significant portion of the committee. A draft resolution almost never has a single sponsor - they often have dozens. When a working paper becomes a draft resolution, it officially becomes a document "of the body." Although the sponsors are still associated with the draft resolution, it is now being considered by the body as a whole and may be directly referenced in formal speeches. Working papers, as they are not documents "of the body" may not be directly references in formal speeches. The first formal discussion of the topic occurs immediately after it is accepted as a draft resolution by the dais staff.

## Presentation Rights

In all committees except Security Council committees, "presentation rights" are afforded to the sponsors of a working paper when it is accepted as a draft resolution. Presentation rights refer to a period of time, not to exceed ten minutes, in which the draft resolution is described to the committee by its sponsors, who may also elect to answer any questions other delegations have regarding the draft resolution. These rights are meant to promote consensus and coalition building and to guarantee that all members of a given body have access to the sponsors.

Draft resolution sponsors may use this time as they see fit; it is common for a group of sponsors to plan in advance who is going to describe different aspects of the draft resolution and for how long. Generally, at least half of the time is reserved for receiving questions from non-sponsoring delegations.

## Amendments

Amendments are substantive changes to a draft resolution. When a draft resolution is on the floor that a delegation or multiple delegations cannot support, they may choose to propose an amendment to allow them to support the draft resolution. Just as with working papers, amendments are written in caucus groups, require sponsors and signatories, and must be reviewed and approved by dais staff. There are two types of amendments:

- **Friendly amendments**, which have gained support from all the original sponsors of the draft resolution as sponsors to the amendment. Such amendments are automatically incorporated into the draft resolution without a vote.
- **Unfriendly amendments**, which are missing the support of one or more of the original sponsors of the draft resolution. Such amendments are voted on prior to voting on the draft resolution and require a simple majority vote of the committee to be incorporated.

Before submitting it to the Chair, sponsors of an amendment are encouraged to discuss their amendment with the sponsors of that draft resolution with the goal of making the amendment "friendly." In most cases, major changes to documents are negotiated in caucuses; amendments are typically only used to add something that was missed in the original working paper or to adjust something that would cause a delegation to vote "no."

Amendments are generally only used in committee sessions, though they are possible during plenary. In order for an amendment to be considered during plenary, it must have 50% of the body as signatories and be accepted by the Secretariat as significant and germane. As sponsors are removed when a working paper becomes a draft resolution, any amendments in plenary are automatically considered unfriendly.

## Sample Resolution

**Topic:** Measures to Prevent Terrorists from Acquiring Weapons of Mass Destruction

**Submitted To:** General Assembly First Committee

**Sponsors:** Argentina, Bolivia, Brazil, Chile, Costa Rica, Guatemala, Ireland, Japan, Mexico, Nicaragua, Peru, Spain, Turkey, Venezuela

**Signatories:** Afghanistan, Jamaica, Papua New Guinea, United States, Zambia

1    *The General Assembly,*  
2  
3    *Guided by* the purposes and principles of the United Nations, as outlined in Articles I and II  
4    of the *Charter of the United Nations*, particularly in relation to international peace and security,  
5    peaceful relations among nations, and national sovereignty,  
6  
7    *Recognizing* the United Nations' efforts to maintain international peace and security in line  
8    with Article 1.1 of the *Charter of the United Nations*, particularly through agreements to counter  
9    the proliferation of weapons of mass destruction (WMDs) through the *Treaty on the Non-*  
10    *Proliferation of Nuclear Weapons* (NPT), the *Convention on the Prohibition of the Development,*  
11    *Production, Stockpiling, and Use of Chemical Weapons and on their Destruction* (CWC), the  
12    *Convention on the Prohibition of the Development, Production, and Stockpiling of Bacteriological*  
13    *and Toxin Weapons and on their Destruction* (BWC), and S/RES/1540,  
14  
15    *Recalling* the CWC, the BWC, and the *Convention on the Physical Protection of Nuclear*  
16    *Material*, which call for the security of WMD stockpiles,  
17  
18    *Emphasizing* the threat to international security posed by unilateral military action relating to  
19    air, land, sea, space, and cyberspace, which threatens to undermine the multilateral efforts of  
20    securing WMDs and addressing terrorism in all its forms and manifestations,  
21  
22    *Further recognizing* the barriers that developing countries face when creating and  
23    implementing national legislation in the fulfillment of their international security obligations,  
24  
25    *Acknowledging* the importance of North-South cooperation, regional cooperation, and  
26    confidence building and transparency in the creation of best practices for ensuring that WMDs  
27    do not fall into the hands of non-state actors,  
28  
29    *Alarmed by* the dangers of orphaned chemical, biological, radiological, and nuclear  
30    (CBRN) materials to the security of Member States, and the disability and the inability of lesser  
31    developed Member States to keep such material secure against the threat of non-state actors,  
32  
33    *Reiterating* the Border Security Initiative (BSI) for countering terrorism, addressing the  
34    challenges specifically in the area of integrated border management, surveillance, and the  
35    prevention of travel by hostile non-state actors, with particular care so as not to infringe upon  
36    national sovereignty,  
37  
38    *Fully alarmed by* the Non-Proliferation Education Centre's revelation of ten tons of  
39    unaccounted fissile material, currently in unmonitored circulation, that could potentially end up  
40    in the possession of non-state actors,

40  
41 *Noting with satisfaction* the International Telecommunication Union (ITU) and UN  
42 Office of Disarmament Affairs' (UNODA) efforts on the cybersecurity of nuclear materials  
43 against the threat of hacking by non-state actors, so that they cannot gain access to these volatile  
44 materials,

45  
46 *Fully aware* of the inherent technical requirements and difficulties and large cost of  
47 Securing chemical and biological materials associated with the ability of individual Member  
48 States in the handling of these materials,

49  
50 *Keeping in mind* the vulnerability of chemical and biological materials by non-state actors  
51 during the import and export process and the UNODA to deal with such vulnerabilities,

- 52  
53 1. *Calls upon* the 1540 Committee to redouble its efforts to assist Member States in  
54 complying with their obligations under Security Resolution S/RES/1540 in preventing  
55 non-state actors from acquiring WMDs;  
56  
57 2. *Affirms* the need to address the threat posed by terrorists acquiring weapons of mass  
58 destruction in a multilateral way while respecting the sovereignty of all Member States,  
59 in accordance with Article 2.7 of the *Charter of the United Nations*;  
60  
61 3. *Invites* Member States to utilize programs within international financial institutions,  
62 such as the World Bank's Committee and Markets Infrastructures, which coordinates  
63 with Member States to submit financial payment plans, and through the Payment  
64 Aspects of Financial Inclusion program, which confirms submitted payment plans, in  
65 order to ensure that allocated funds are used in a responsible manner and that finances  
66 are not being diverted to non-state actors for the potential apprehension of WMDs;  
67  
68 4. *Implores* all willing and able Member States to collaborate with international  
69 research institutes such as United Nations Institute for Disarmament Research  
70 (UNIDIR) to strengthen voluntary best practice sharing being Member States'  
71 security sectors in order to conduct research on strengthened laws and agreements  
72 that promote the eradication of WMDs and their delivery to non-state actors;  
73  
74 5. *Expresses its hope* for strengthened coordination between the UN Office on  
75 Drugs and Crime (UNODC), UNODA, and the Counter-Terrorism Implementation  
76 Task Force CTITF) in order to assist developing states in the creation of legislation to  
77 prevent non-state actors from acquiring WMDs through the voluntarily assisted  
78 implementation by organizations;  
79  
80 6. *Reiterates* the need for the UNCCT's Border Security Initiative to greater assist  
81 Member States, specifically developing states, in implementing border controls to  
82 prevent the trans-border movement of terrorists and WMDs, and coordinate with  
83 regional and national programs;  
84  
85 7. *Recommends* the implementation of chemical, biological, nuclear, and radiological  
86 screening on internationally bound cargo vessels through the creation of Joint Port  
87 Control Units with assistance from the UNODC and World Customs Organization  
88 Global Container Control Programme;  
89  
90 8. *Confirms* the critical necessity for not only current, but also, future Member States  
91 that possess nuclear technology and the materials to obtain nuclear technologies, to  
92 work in collaboration with the IAEA Technical Cooperation Programme in regards to  
93 facilitating peaceful uses of nuclear technology, which build necessary economic



- 94 diversification of the developed and developing world, enhancing political stability  
95 while addressing the root causes of civilians turning to non-state actors;  
96
- 97 9. *Further recommends* that the IAEA reinstitute its Vinca Institute Nuclear  
98 Decommissioning (VIND) program for the decommissioning and proper disposal  
99 of nuclear materials from nuclear reactors to ensure that fissile material cannot get  
100 into the hands of non-state actors at any point in the fuel cycle;  
101
- 102 10. *Requests* INTERPOL's Project Stone include best practice sharing on detecting,  
103 intercepting, and monitoring the flow of illicit CBRN's, in collaboration with the  
104 Counter-Terrorism Implementation Task Force to improve regional practices of border  
105 and customs control for the detection of CBRN weapons, and the materials that may be  
106 used for their creation;  
107
- 108 11. *Further invites* the International Telecommunications Union to collaborate with  
109 the UNODA to help Member States to create guidelines and assist in the  
110 implementation of national legislation that pertains to the role of cybersecurity in the  
111 safety of agents that may be used to create CBRN weaponry so as to prevent their  
112 diversion to non-peaceful uses in the hands of non-state actors and terrorist groups.

# Head Delegates

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Each delegation must designate one person to act as the Head Delegate. This person will be responsible for the overall operation of the delegation. Most importantly, the Head Delegate will be the primary contact of the delegation with the Secretariat.

The Head Delegate's responsibilities begin long before the MMUN conference, though the role of a head delegate varies greatly between different institutions. In some cases, the Head Delegate works with the Faculty Advisor to recruit, prepare, and organize the delegation. The Head Delegate is responsible for corresponding with the Secretariat before the conference and giving feedback during Head Delegate meetings. It is the duty of either the Head Delegate or Faculty Advisor to ensure that all deadlines for submitting materials and all arrangements for fees, transportation, and lodging are accomplished in advance of conference. This requires organization, coordination, and attention to detail. Detailed information will be provided on our website regarding deadlines for position papers, hotel reservations, participant lists, etc. Delays in meeting deadlines or responding to requests from the Secretariat can have serious consequences for the delegation's ability to fully participate in MMUN.

The Head Delegate, often in conjunction with the Faculty Advisor, should prepare the delegation for the simulation. Be sure to review the agenda topics and the Rules of Procedure. It is important that everyone in the delegation participates in research and preparation for the conference. Once individuals or small groups within the delegation have researched specific topics, the entire delegation should meet and discuss the topics. Group meetings should be organized by the Head Delegate to review the Rules of Procedure, delegation strategy, and logistical details.

Three of the most important aspects of the Head Delegate's job are:

- Assisting delegates in their pre-conference research and developing their resolution writing skills.
- Attending Head Delegate meetings at the conference to act as the official representative of their delegation. Note: food will be provided during Head Delegate meetings.
- Supporting their delegates at the conference and ensuring that they are conducting themselves properly.

Important information will be relayed at Head Delegate meetings that will need to be communicated to the delegation. These meetings may also provide an opportunity for you to give feedback to conference leadership, so Head Delegates should be in touch with their delegation throughout the conference.

The Head Delegate, in addition to the above duties, is required to serve in a committee. There are no floating Head Delegates at MMUN. However, Head Delegates may briefly leave their committee session to observe or assist one of their delegates in another committee. They may not, however, engage in formal or informal debate in any committee other than the one to which they are assigned and they may not enter committees where they do not have representation. During plenary sessions, any delegate, including head delegates, may speak on any topic or caucus with any group, so long as the delegation had representation in one of the committees that makes up the plenary session.

# Other Information

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This handbook is not an all-inclusive guide to being a delegate at MMUN. Several other sets of materials, including the Rules of Procedure, are available on our website, [mmun.org](http://mmun.org). There are also countless resources dedicated to helping delegates prepare for model UN conferences.

That said, if you have any questions regarding preparation for the conference, or regarding MMUN in general, feel free to contact the relevant Under-Secretary-General:

- For questions regarding substantive preparation, position papers, awards, resolution writing, rules of procedure, topics, or committees, contact the Under-Secretary-General of Operations as [usgo@mmun.org](mailto:usgo@mmun.org).
- For questions regarding logistics, the hotel and hotel rooms, registration, food, facilities, transportation, fees, or payment, contact the Under-Secretary-General of Administration at [usga@mmun.org](mailto:usga@mmun.org).

MMUN Staff operates year-round and would be happy to help you.

Thank you for all of your work in preparing to attend MMUN - we can't wait to see you at the conference.