

NORTH PENN HIGH SCHOOL · EST. 1955



KNIGHTMUN

A Model United Nations Conference



Discere · Agere · Ducere

To Learn · To Act · To Lead

DELEGATE WELCOME PACKET

LANSDALE, PENNSYLVANIA

FROM THE DAIS

A LETTER TO DELEGATES



Welcome, delegate. Whether this is your first conference or your fifteenth, you are stepping into a room where ideas, not anger, are the currency of power. KnightMUN exists to give you something rarer than a trophy: practice at the kind of disagreement that produces agreement, and the kind of listening that produces leadership.

You will spend the next several days representing a country that is not yours, defending positions you may not personally hold, and negotiating with people you have never met. That is not a trick of the simulation — it is the entire point. Diplomacy is the discipline of speaking for someone else accurately enough that the world believes you, while caring enough about the outcome that you actually try to fix something.

"The first duty of a delegate is to know their position. The second is to listen long enough to find someone else's."

Three things to remember before you arrive:

- ❖ **Preparation outranks personality.** The best speakers will be the ones who did the research first and discovered the voice second.
- ❖ **The block is not the goal.** A resolution that solves a problem matters more than a resolution that has your name on it.
- ❖ **You will be wrong about something.** Be wrong gracefully. Then be right about the next thing.

We have built this conference around the words on our seal: *Discere, Agere, Ducere* — to learn, to act, to lead. They are not a sequence so much as a cycle. Learn this weekend. Act this weekend. The third will take care of itself.

Yours in diplomacy,

THE SECRETARIAT

KnightMUN · North Penn High School



A READING MAP

YOUR DELEGATE LIBRARY



Every document below is part of your official packet. Skim them all once. Then come back to the ones you need.

No	DOCUMENT	READ IT BEFORE...
I	Delegate Handbook — the comprehensive guide	Day one, every time
II	Rules of Procedure — the parliamentary spine	Before opening session
III	Motions Cheat Sheet — quick reference card	Keep in your folder
IV	Position Paper Guide — how to write one well	Position papers are due
V	Resolution Writing Guide — clauses, formatting, voting	Drafting begins
VI	Research Guide — where to find what you need	You start prepping
VII	Public Speaking Guide — voice, structure, presence	Your first speech
VIII	Flow of Debate — visual map of session	You feel lost mid-session
IX	Awards Criteria — what chairs actually look for	You wonder how to win
X	Code of Conduct — the non-negotiables	Always
XI	Crisis Committee Guide — for crisis delegates only	If you're in crisis
XII	Prep Checklist — what to bring, what to know	The night before
XIII	Faculty Advisor Packet — for advisors	For your sponsor
XIV	Conference Schedule — the timetable	You arrive

A NOTE ON TONE

These documents are formal because diplomacy is formal — but you don't have to be. The point is the work, not the costume. Show up curious, show up prepared, and the rest is rhythm.

VOLUME I



KNIGHTMUN

A Model United Nations Conference



Discere · Agere · Ducere

THE DELEGATE HANDBOOK

Everything you need to walk in ready

NORTH PENN HIGH SCHOOL · LANSDALE, PENNSYLVANIA



A MAP OF THE BOOK

TABLE OF CONTENTS



CH.	SUBJECT	PAGE
I	What Model UN Actually Is	3
II	How a Committee Session Works	4
III	Your Job as a Delegate	5
IV	Caucusing — Moderated & Unmoderated	6
V	The Art of Building a Block	7
VI	Common Mistakes & How to Avoid Them	8
VII	Glossary of Terms	9

"Read once for understanding. Read twice for what you missed. Read three times if you want to win something."



Chapter I

WHAT MODEL UN ACTUALLY IS



Model UN is a simulation, but that word undersells it. You will be assigned a country. You will research that country until you can speak for it convincingly. You will then walk into a room of people who have done the same for other countries, and together you will attempt to solve a real problem — climate change, refugee resettlement, nuclear proliferation — through the rules of procedure used by actual international bodies.

The simulation has three layers, and most new delegates only notice the first one:

- ❖ **The surface layer** is procedural — motions, voting, points of order. It's the costume of the conference. You'll learn it in an afternoon.
- ❖ **The middle layer** is substantive — the actual problem the committee was assigned. This is where the work lives. The delegates who care about the issue tend to win.
- ❖ **The deepest layer** is human — building trust with people you just met, finding common ground with someone whose country opposes yours, knowing when to push and when to give. This is what you'll remember after the trophies fade.

A COMMON MISCONCEPTION

MUN is not debate. Debate rewards destroying the other side; MUN rewards bringing the other side along. If you walk into committee planning to "win" by humiliating opponents, you will lose. The chairs are watching for who builds the room, not who burns it down.

Why bother?

Because you will leave this weekend better at three things that almost nothing else in high school teaches: speaking under pressure in front of strangers, writing in a way that survives committee, and finding compromise with people who don't share your priors. Whatever else you do after high school — law, medicine, business, art — these are the skills that determine whether your ideas travel.



Chapter II

HOW A COMMITTEE SESSION WORKS



Every committee follows the same skeleton. Memorize the skeleton, and the rest is just rhythm.

1

ROLL CALL

The chair calls each country. You answer either "*present*" (you can abstain on substantive votes) or "*present and voting*" (you must vote yes or no — no abstentions). Most delegates say just "present."

2

SETTING THE AGENDA

If there's more than one topic, the committee votes which to take up first. Make this argument substantive — talk about urgency and consequence, not which topic you happened to research.

3

GENERAL SPEAKERS' LIST (GSL)

A running list of speeches on the topic broadly. Always be on it. This is where chairs first see who knows their position. Speeches are typically 60–90 seconds.

4

MODERATED CAUCUS

A delegate motions for focused debate on a sub-topic ("Motion for a moderated caucus, 10 minutes total time, 45 seconds per speaker, on funding mechanisms"). The chair calls speakers in turn.

5

UNMODERATED CAUCUS

Everyone gets up and talks freely. This is where blocs form and working papers are written. It looks chaotic. It is not chaotic. The delegates who use it well are the ones who arrive with a draft already in their notebook.

6

DRAFT RESOLUTIONS & VOTING

Working papers become draft resolutions when sponsored. Amendments are debated. Eventually, the committee votes on the resolutions. A resolution passes by simple majority (unless your committee has different rules — read your background guide).

Chapter III

YOUR JOB AS A DELEGATE



Your job is not, despite the trophies, to win. Your job is to do four things well, and the trophies follow from doing those four things well over and over:

I. REPRESENT ACCURATELY

You speak *for your country*, not for yourself. If Saudi Arabia would not say it, you don't say it. The chair will mark you down for breaking character even when your personal opinion is more reasonable.

II. SPEAK SUBSTANTIVELY

Every speech should have a fact, a position, and a proposal. If your speech could have been given by any delegate on any topic, it wasn't a speech — it was filler.

III. BUILD COALITIONS

Find three to six delegates whose interests overlap with yours. Draft together. Disagree out loud about the small stuff so you can agree on the big stuff. A bloc of one is not a bloc.

IV. LISTEN SPECIFICALLY

Take notes on what other delegates say — not their countries, their actual sentences. The delegate who quotes another delegate's point back to them gets cooperation. The delegate who only quotes themselves gets ignored.

THE INNER VOICE YOU WANT

"What does my country actually need from this resolution? What can I trade to get it? Who in this room wants the same thing for different reasons — and how do I make them my ally without making their enemies mine?"

What chairs notice (and you should too)

- ❖ Did you cite a real fact about your country in your first speech? (Most don't.)
- ❖ Did you propose something specific, or did you just say "we need cooperation"?
- ❖ Did you yield your time, take questions, and yield to other delegates gracefully?
- ❖ Did you talk to delegates you weren't already friends with?



Chapter IV

CAUCUSING — MODERATED & UNMODERATED



Moderated Caucus

A moderated caucus is a structured round of short speeches on a narrow topic. You motion for it like this:

"Motion for a moderated caucus, total time eight minutes, speaking time thirty seconds, on the topic of verification mechanisms for the proposed treaty."

Three numbers, one topic. The total time and speaking time should divide evenly. Make the topic *specific*. "On the resolution" is too vague — chairs often deny it. "On Article III of the draft resolution" is good.

Unmoderated Caucus

Unmoderated caucus is when the committee dissolves into free movement. Delegates leave their seats. Blocs gather in corners. Papers are passed. This is where most of the actual writing happens.

HOW TO USE IT WELL

- ❖ **Arrive with a draft.** Even a paragraph. The delegate who shows a written proposal first sets the room's terms.
- ❖ **Walk to two blocs.** Don't camp at one table. Listen to what's being written elsewhere; bring the best parts back.
- ❖ **Volunteer to combine drafts.** "Why don't we merge our preambles" is one of the most powerful sentences in committee.
- ❖ **Watch the clock.** An unmod that becomes a hangout is a wasted unmod. If your bloc has stopped writing, you're done — motion to return to formal session.

A SMALL TACTICAL TRUTH

The first draft on the chair's desk gets remembered. Even if it gets heavily amended. Even if it ends up combined with another draft. Get yours in early.

Chapter V

THE ART OF BUILDING A BLOCK



Blocs are the basic political unit of MUN. A bloc is three to seven delegates working together because they want overlapping outcomes. Blocs form along three usual lines:

LINE	WHAT UNITES THEM	WATCH OUT FOR
Regional	Geography (e.g., African Union, ASEAN, EU)	Internal disagreements that paralyze action
Ideological	Political alignment (e.g., G77, Non-Aligned)	Letting ideology beat practicality
Issue	Specific concern about the topic (e.g., maritime states on climate)	Falling apart when the issue shifts

How to start one (when none exists)

You don't wait for the bloc to form. You go form it. Identify three other delegates whose countries share at least one substantive interest with yours and walk over to them in the first unmod. The opening line is some version of: *"My country cares about X for these reasons. It looks like yours might too. Want to draft something together?"*

How to join one

Listen first, then offer to take notes, then offer to write. The fastest way into a bloc is to be the person who actually writes the operative clauses. Most delegates love to talk; few love to type.

How to leave one (gracefully)

You will sometimes find yourself in a bloc that is going nowhere or whose draft now contradicts your country's interests. Leaving is allowed — but leave loudly enough that you keep the relationships and quietly enough that you don't make enemies. Thank them. Cite the substantive disagreement. Don't ghost.

"A great bloc is not the one with the most signatures. It's the one with the resolution that actually solves the thing."



Chapter VI

COMMON MISTAKES & HOW TO AVOID THEM



SPEAKING BEFORE YOU HAVE SOMETHING TO SAY

The general speakers' list is not a popularity contest. A short speech with one real fact and one concrete proposal beats a long speech full of generalities. If your speech could be given by any country on any topic, sit back down and rewrite it.

BREAKING CHARACTER TO MAKE A "BETTER" POINT

If Russia is your country and Russia would oppose the resolution, you oppose it — even if the resolution is, in your personal opinion, excellent. The simulation rewards faithful representation, not personal righteousness.

TREATING ALLIES AS AUTOMATIC AND RIVALS AS ENEMIES

The country that has historically opposed yours is exactly the country whose support, if you can get even partially, makes you indispensable to your bloc. Look for the unexpected coalition.

WRITING A RESOLUTION THAT'S ALL PREAMBLE

"Recognizing... deeply concerned... reaffirming..." is the easy part. Operative clauses — the parts that actually do something — are what get judged. If your resolution is 9 preambles and 3 operatives, fix it.

GOING FOR THE GAVEL BY SPEAKING THE MOST

Chairs notice quality long before quantity. A delegate who speaks five times substantively will beat one who speaks fifteen times forgettably. Choose your moments.

DISAPPEARING AT LUNCH

Half of MUN happens at meals. The bloc decisions made over pizza are at least as important as the ones made in committee. Eat with delegates you don't already know.

READING YOUR SPEECH VERBATIM

Notes are fine. A full script is a tell. Practice from a bulleted outline; leave room for what you just heard.

IF YOU REMEMBER NOTHING ELSE

Be the most prepared person in the room about *one specific thing*. Not the whole topic — one piece of it. Become the delegate who knows that one thing better than anyone else, and the rest of committee will route to you.

Chapter VII

GLOSSARY OF TERMS

**BLOC**

A coalition of delegates working together, usually on a shared draft resolution.

CAUCUS

A period of debate; can be moderated (structured speeches) or unmoderated (free movement).

DAIS

The committee leadership: chair, vice chairs, rapporteur.

DELEGATE

You. A representative of an assigned country or character.

DRAFT RESOLUTION

A working paper that has been formally sponsored and accepted by the dais.

GSL

General Speakers' List. The default speaking queue on the topic.

MODERATED CAUCUS

Structured debate on a sub-topic with timed speeches called by the chair.

MOTION

A formal request to do something procedural ("Motion to move to voting procedure").

OPERATIVE CLAUSE

A clause in a resolution that proposes action; begins with a verb in present tense.

POINT OF INQUIRY

A question to the chair about procedure.

POINT OF ORDER

A claim that something procedurally wrong has happened.

POINT OF PERSONAL PRIVILEGE

A non-substantive request (volume, room temperature, breaks).

PREAMBULATORY CLAUSE

An introductory clause in a resolution stating background; begins with a participle.

QUORUM

The minimum delegates needed to conduct business.

RAPPORTEUR

The dais member responsible for written records.

ROLL CALL VOTE

A vote in which each delegation's vote is recorded by name.

SECOND

A delegate's seconding of a motion to allow it to proceed.

UNMODERATED CAUCUS

Free movement and informal discussion among delegates.

YIELD

To pass remaining speech time to another delegate, the chair, or to questions.

"The vocabulary of MUN is a borrowed language. Use it, but never let it use you."

VOLUME II



KNIGHTMUN

A Model United Nations Conference



Discere · Agere · Ducere

RULES OF PROCEDURE

The parliamentary spine of every session

NORTH PENN HIGH SCHOOL · LANSDALE, PENNSYLVANIA

SECTION THE FIRST

THE FOUNDATIONS



These rules apply to all general assemblies, councils, and standing committees at KnightMUN. Crisis committees may use modified versions; defer in those rooms to your crisis director.

§1. The Dais

Each committee is presided over by a Chair, assisted by one or more Vice Chairs and a Rapporteur. The Chair's interpretation of the rules is final, subject only to appeal of the Secretariat.

§2. Quorum

A quorum is declared when one-quarter of voting members are present. The committee may not begin formal session until quorum is established. The Chair may declare quorum *sua sponte* and need not be reminded.

§3. Roll Call & Attendance

At the start of each session the Chair calls roll. Delegates respond:

- ❖ **"Present"** — the delegate may vote on substantive matters and may abstain.
- ❖ **"Present and Voting"** — the delegate must cast either an affirmative or negative vote on all substantive matters. They may not abstain.

"Present and voting" is a strategic choice. It signals confidence in a position and removes the option to dodge — chairs often note delegates who declare it.

§4. Speakers' Lists

Speakers' lists are formed by the Chair at the request of any delegate. The default list is the *General Speakers' List*, open at all times unless a moderated caucus is in progress. To be added to the list, raise your placard when the Chair calls for it. A delegate may only appear on the list once at any given time.

§5. Default Speaking Time

Unless modified by motion, the default speaking time on the General Speakers' List is **60 seconds**. The Chair may set a different default; delegates may motion to change it.



SECTION THE SECOND

PROCEDURAL MOTIONS



The motions below are listed in order of precedence — when multiple motions are on the floor, the Chair takes them in this order, highest first.

No	MOTION	VOTE	DEBATE	EFFECT
1	Point of Personal Privilege	None	None	Comfort or audibility
2	Point of Order	None	None	Correct a procedural error
3	Point of Inquiry	None	None	Ask the Chair a procedural question
4	Appeal the Chair's Decision	2/3	Limited	Overturn a Chair's ruling
5	Motion to Adjourn Meeting	Simple Majority	None	End the session for the day
6	Motion to Suspend Meeting	Simple Majority	None	Break (lunch, recess)
7	Motion to Table the Topic	2/3	2 for / 2 against	Postpone the topic indefinitely
8	Motion to Move to Voting Procedure	Simple Majority	None	End debate, begin voting
9	Motion for an Unmoderated Caucus	Simple Majority	None	Informal free discussion
10	Motion for a Moderated Caucus	Simple Majority	None	Structured topical debate
11	Motion to Set the Agenda	Simple Majority	2 for / 2 against	Choose which topic to debate
12	Motion to Open the Speakers' List	Simple Majority	None	Begin GSL on a topic

A PRACTICAL NOTE

When motioning, state the motion's exact name, then any required parameters: "Motion for a moderated caucus, total time eight minutes, speaking time thirty seconds, on the topic of verification mechanisms." Vague motions invite the Chair to deny them.



SECTION THE THIRD

POINTS



Points are non-substantive interruptions, used to handle the small business of committee. They do not require a vote and may be raised at almost any time (with the limits noted).

§6. Point of Personal Privilege

Used for any matter affecting your physical comfort or ability to participate: "The delegate cannot hear the speaker — could the speaker speak up?" or "Point of personal privilege — could we have a five-minute restroom break?" May interrupt a speaker only when audibility is the issue.

§7. Point of Order

Raised when a delegate believes a procedural error has been made. The Chair rules immediately on whether the point is well-taken. A point of order may not interrupt a speaker.

§8. Point of Inquiry

A question directed to the Chair about parliamentary procedure: "Point of inquiry — is a motion to extend speaking time required before the end of the caucus?" It is never a substantive question (don't use it to ask another delegate something).

§9. Point of Information

A question directed to a speaker who has yielded their time to questions. Only one question per delegate; no follow-ups unless the Chair permits.

YIELDS

When a delegate has time remaining at the end of a speech, they must yield it. There are three valid yields:

- ❖ **Yield to the Chair** — your remaining time is forfeited; the Chair proceeds.
- ❖ **Yield to questions** — delegates may raise Points of Information to you until time expires.
- ❖ **Yield to another delegate** — only with their prior consent; the time becomes theirs.

A yielded time may not itself be re-yielded. A delegate who has yielded to another delegate has spent their turn.



SECTION THE FOURTH

VOTING PROCEDURE



§10. Substantive vs. Procedural

Procedural votes are taken on motions about how committee functions (caucuses, breaks, etc.). All delegates present must vote; abstentions are not permitted. Substantive votes are taken on resolutions, amendments, and decisions of policy. Delegates marked "present" may abstain; those marked "present and voting" may not.

§11. Order of Voting on Draft Resolutions

Draft resolutions are voted upon in the order they were introduced unless the committee otherwise decides. Amendments are voted on first, before the resolution itself.

§12. Amendments

- ❖ **Friendly amendments** are accepted by all sponsors of the draft and pass automatically.
- ❖ **Unfriendly amendments** require a simple majority vote; they may be amended only by the sponsoring delegate.
- ❖ Amendments may only modify operative clauses, not preambulatory clauses.

§13. Roll Call Votes

Upon request of any delegate, a substantive vote may be conducted by roll call. The Chair calls each delegation in alphabetical order. Each delegate responds:

"YES"

Affirmative vote.

"NO"

Negative vote.

"ABSTAIN"

No vote cast (not available to "present and voting").

"PASS"

Defer the vote to the second round of roll call. May only be invoked once.

"YES WITH RIGHTS"

Voting yes but reserving the right to explain why; explanation given after roll.

§14. Passage

Resolutions pass by simple majority of those voting (excluding abstentions). The Chair announces the result. Multiple resolutions may pass in the same committee.

"Procedure is the floor of the room, not the ceiling. Master it so you can stop thinking about it."



MOTIONS CHEAT SHEET

Quick reference · keep with your placard

PROCEDURAL MOTIONS · IN ORDER OF PRECEDENCE

N ₂	MOTION	VOTE	DEBATE	USE IT WHEN...	SAY IT LIKE...
1	Point of Personal Privilege	None	None	You can't hear, you need a break, the room is too hot	<i>"Point of personal privilege — the delegate from China is inaudible."</i>
2	Point of Order	None	None	The chair or another delegate made a procedural mistake	<i>"Point of order — the previous motion was not seconded."</i>
3	Point of Inquiry	None	None	You have a question about procedure	<i>"Point of inquiry — is the 2/3 threshold based on present, or present and voting?"</i>
4	Appeal the Chair	2/3	Limited	You believe the chair ruled incorrectly	<i>"I appeal the decision of the chair."</i>
5	Adjourn Meeting	Simple maj.	None	End the session for the day	<i>"Motion to adjourn the meeting."</i>
6	Suspend Meeting	Simple maj.	None	Lunch, restroom, recess	<i>"Motion to suspend the meeting until 1:00 PM."</i>
7	Table the Topic	2/3	2 for / 2 against	You want to shelve a topic indefinitely	<i>"Motion to table the current topic."</i>
8	Move to Voting Procedure	Simple maj.	None	The committee is ready to vote	<i>"Motion to move into voting procedure."</i>
9	Unmoderated Caucus	Simple maj.	None	You need free movement to draft/negotiate	<i>"Motion for an unmoderated caucus, fifteen minutes."</i>
10	Moderated Caucus	Simple maj.	None	You want focused debate on a sub-topic	<i>"Motion for a mod caucus, total 10 min, speaking 45 sec, on funding."</i>
11	Set the Agenda	Simple maj.	2 for / 2 against	Choose between topics	<i>"Motion to set the agenda to Topic A: Climate Refugees."</i>
12	Open the Speakers' List	Simple maj.	None	Start GSL on a new topic	<i>"Motion to open the speakers' list."</i>

THREE YIELDS

- ❖ **To the Chair** — forfeit your remaining time
- ❖ **To questions** — delegates may raise Points of Information
- ❖ **To another delegate** — only with their consent

ROLL CALL RESPONSES

- ❖ **Yes** — affirmative
- ❖ **No** — negative
- ❖ **Abstain** — only if marked "Present"
- ❖ **Pass** — defer to second round (once)
- ❖ **Yes with rights** — vote yes, explain after

RESOLUTION PHRASES

Verbs that begin clauses

PREAMBULATORY · -ING/-ED

Set context. Do not propose action.

Acknowledging	Affirming
Alarmed by	Aware of
Bearing in mind	Believing
Cognizant of	Concerned
Confident	Convinced
Declaring	Deeply disturbed
Desiring	Emphasizing
Expecting	Expressing
Fulfilling	Fully alarmed
Guided by	Having considered
Having examined	Having received
Keeping in mind	Noting
Observing	Reaffirming
Realizing	Recalling
Recognizing	Referring
Seeking	Taking into account
Underscoring	Welcoming

OPERATIVE · ACTION VERBS

Propose action. Always end with a comma except the last clause (semicolon, then period).

Accepts	Affirms
Approves	Authorizes
Calls upon	Calls for
Condemns	Confirms
Congratulates	Considers
Declares	Demands
Deplores	Designates
Draws attention	Emphasizes
Encourages	Endorses
Establishes	Expresses
Further invites	Further recommends
Has resolved	Notes
Proclaims	Reaffirms
Recommends	Reminds
Requests	Resolves
Strongly urges	Supports
Takes note	Urges

FORMAT REMINDERS

- ❖ Preambulatory clauses end with a **comma**. Verbs are *italicized*.
- ❖ Operative clauses are **numbered**, end with a semicolon, with the final clause ending in a period.
- ❖ Sub-clauses are lettered (a), (b), (c); sub-sub-clauses use roman numerals (i), (ii), (iii).
- ❖ One sentence per clause. If you can't say it in one sentence, you have two clauses.

VOLUME IV · PREPARATION



THE POSITION PAPER

A field guide to writing the first thing the chair will read



Discere · Agere · Ducere

DELEGATE RESOURCE NO. IV

Structure, voice, and the art of the one-pager

KNIGHTMUN · LANSDALE, PENNSYLVANIA



CHAPTER I

WHAT IT IS, AND WHY IT MATTERS



A position paper is the document you write before the conference begins, in which you state — in your country's voice — what your country believes about the topics at hand and what it intends to do about them. It is typically one page per topic, single-spaced, and submitted to the dais before the first session.

It is also, quite often, the first impression you make. Long before you stand up to speak, the chair has read what you wrote. A clean, confident paper buys you credibility you have not yet earned in the room. A sloppy one costs you trust that is hard to win back.

"Position papers are not essays. They are diplomatic cables — short, declarative, written for someone who is already busy."

WHAT CHAIRS ARE ACTUALLY LOOKING FOR

SUBSTANCE

Does the paper show that the delegate understands the topic — not just the headline, but the mechanism? Do they know the relevant treaties, the recent votes, the regional dynamics?

COUNTRY FIDELITY

Does the position match the country's actual record? A French position paper that quietly sounds American is a tell that the delegate didn't research.

A PATH FORWARD

Vague concerns are easy. The papers that earn respect propose something — a mechanism, a fund, a coalition, a phased rollout.

DISCIPLINE

One page. Clean formatting. No grammar errors. Citations. The mechanical things matter because the dais reads forty of these.

WHAT IT IS NOT

❖ **It is not a research report.** Save the history lesson. The dais already knows what the General Assembly is.

- ❖ **It is not your personal opinion.** If you are representing Iran, your paper sounds like Iran — even if your private politics are different.
- ❖ **It is not a speech.** A position paper is colder, denser, and more cited than anything you will say from the floor.



CHAPTER II

ANATOMY OF A STRONG PAPER



Most strong position papers follow a three-part structure, often unnamed but always present. You are not required to label the sections — most experienced delegates do not — but every section should be doing its job.

I

BACKGROUND & STAKE

Two to four sentences. Establish that you understand the problem, and quickly say why your country, specifically, cares. Avoid global throat-clearing ("In today's world..."). Open with a fact that locates your country in the issue.

II

POSITION & HISTORY

This is the heart of the paper. State what your country believes, with evidence: prior votes, ratified treaties, public statements by your head of state, alignment with regional blocs. Anchor every claim to something verifiable.

III

PROPOSED SOLUTIONS

What does your country want the committee to do? Be specific. "We support international cooperation" is a fortune cookie. "We call for a multilateral monitoring mechanism, funded by Annex I states, with biennial reporting to UNEP" is a position.



THE OPENING LINE

Your first sentence does more work than any other. Avoid weather. Avoid generalities. Try one of these moves:

THREE OPENINGS THAT WORK

- ❖ *The data line.* "Nigeria, home to one in every fifty people on earth, has watched the spread of antimicrobial resistance double inside its borders since 2015."
- ❖ *The position line.* "The Russian Federation does not consider the proposed framework legitimate until the question of sanctions is addressed in tandem."
- ❖ *The history line.* "France was among the first signatories of the 1968 Treaty and has consistently held that nonproliferation cannot be separated from disarmament."

TONE OF VOICE

Position papers are written in the third person, often referring to the country by name ("The Republic of Korea believes...") or by formal pronoun ("our delegation," "this government"). They are confident without being aggressive. They avoid contractions, slang, hedging adverbs, and personal pronouns.



CHAPTER III

FORMATTING CONVENTIONS



KnightMUN follows the conventions most commonly used at high-school and collegiate conferences. Unless your committee's background guide specifies otherwise, the following standard applies.

ELEMENT	CONVENTION
Length	One page per topic. Two topics → two pages. Single-spaced.
Font	Times New Roman or Garamond, 11–12 pt.
Margins	1 inch on all sides.
Header (top of page)	Country · Committee · Topic · Delegate Name
Title	Centered, bold. Often the topic name itself.
Citations	Footnotes or works-cited list. Chicago or MLA both acceptable.
File name	<i>Country_Committee_KnightMUN2026.pdf</i>
Submission	PDF, by the deadline in your committee's guide.

THE HEADER, DRAWN OUT

SAMPLE HEADER**Country:** French Republic**Committee:** United Nations Security Council**Topic:** The Question of Maritime Security in the Gulf of Guinea**Delegate:** Jane Doe · North Penn High School

CITATIONS — WHY THEY MATTER MORE THAN YOU THINK

The presence of footnotes signals two things to the dais. First, that you have actually read sources. Second, that you respect the difference between an assertion and a fact. Even three good footnotes — to a treaty text, a UN report, and a national statement — transform a paper from "earnest" to "rigorous."

Sources to favor: official UN documents (A/RES/, S/RES/, reports of the Secretary-General), national foreign ministry releases, treaty texts, peer-reviewed journals, and reputable news organizations of record.

Sources to avoid: Wikipedia (read it, then cite what it cites), opinion blogs, AI summaries, news outlets with obvious bias toward your country's adversaries or allies.

"The paper without sources is a paper without spine. Anyone can have an opinion. Citation is the difference between speaking and being believed."



CHAPTER IV

A WORKED EXAMPLE



Below is an annotated excerpt — not a full paper, but enough to show the shape of one. The country is the Federative Republic of Brazil; the committee, UNEP; the topic, deforestation in the Amazon basin.

EXCERPT — BRAZIL ON AMAZON DEFORESTATION

The Federative Republic of Brazil hosts more than sixty percent of the Amazon rainforest within its sovereign borders and considers any framework that treats the basin as a global commons, rather than a national territory, to be a non-starter. Brazil has signed and ratified the Paris Agreement, has updated its NDC twice, and committed at COP-26 to ending illegal deforestation by 2028 — a commitment this delegation reaffirms.

Brazil rejects, however, the conditionality embedded in several recent proposals: namely, that climate finance to the Global South should be contingent on enforcement metrics designed in Brussels and Washington. The delegation proposes instead a triangulated mechanism — funding routed through the Amazon Fund, with verification by a joint Brazilian–multilateral panel, and reporting to UNEP biennially.

WHAT THIS PARAGRAPH DOES WELL

- ❖ Opens with a fact that *locates* Brazil in the issue (60% of the rainforest).
- ❖ Names a non-starter without sounding hostile. ("considers... a non-starter")
- ❖ Cites real, verifiable commitments (Paris Agreement, COP-26 pledge).
- ❖ Proposes a specific mechanism. Not "more cooperation" — a routing.
- ❖ Tone is firm, formal, sovereign. Reads like a foreign-ministry statement.

COMMON MISTAKES**GENERIC OPENINGS**

"In today's world, climate change is a serious issue affecting everyone." Skip it. Start with a fact.

WIKIPEDIA VOICE

If your paper reads like an encyclopedia entry about the topic, you've written background, not position. Where is your country in the sentence?

VAGUE SOLUTIONS

"International cooperation" is not a solution. Mechanism, funding source, monitoring body, timeline.

PERSONAL VOICE

"I think" and "we feel" have no place. The delegation believes. The government considers. The country has held.



CHAPTER V

SUBMISSION & AWARDS



HOW AND WHEN TO SUBMIT

Position papers are due to the dais via the address printed in your committee's background guide, no later than the deadline listed there — typically ten to fourteen days before the conference opens. Late papers are accepted but are not eligible for the Position Paper Award.

THE POSITION PAPER AWARD

Each KnightMUN committee selects one delegate for the Best Position Paper. The criteria, in roughly descending order of weight, are:

1. **Fidelity to country position.** The paper sounds like the country, not the delegate.
2. **Depth of research.** Treaties, votes, regional dynamics, statements — cited.
3. **Originality of proposed solutions.** Not just supportive language; a mechanism.
4. **Quality of writing.** Clear, formal, error-free.
5. **Adherence to format.** Page count, header, file name, deadline.

FINAL CHECKLIST BEFORE YOU SUBMIT

- ☐ Header includes country, committee, topic, and delegate name.
- ☐ One page per topic; single-spaced; 11–12 pt serif font.
- ☐ Opens with a fact, not a platitude.
- ☐ Includes at least three citations or footnotes.
- ☐ Names a specific proposed mechanism, not just "cooperation."
- ☐ Reads in the country's voice — no contractions, no "I."
- ☐ Spell-checked and proofread aloud.
- ☐ Saved as *Country_Committee_KnightMUN2026.pdf*.
- ☐ Submitted before the deadline in the background guide.

"A position paper is a promise. It tells the dais what kind of delegate is about to walk into the room."

With every confidence in your preparation,

THE KNIGHTMUN SECRETARIAT

Lansdale, Pennsylvania

VOLUME V · DRAFTING



THE RESOLUTION

From working paper to passed document



Discere · Agere · Ducere

DELEGATE RESOURCE NO. V

Clauses, mechanics, and the politics of paragraph one

KNIGHTMUN · LANSDALE, PENNSYLVANIA



CHAPTER I

WHAT A RESOLUTION IS



A resolution is the formal document by which a Model UN committee expresses its will. It is the output of all the speeches, caucuses, and side-deals you have ever sat through. Strip away the ceremony, and a resolution is just a paragraph that begins with one verb, contains a long list of demands or suggestions, and ends with a vote.

In the real United Nations, the General Assembly passes around three hundred of these every year. Most are non-binding; most are ignored; a few change the world. Yours will follow the same conventions, the same structure, and — if you do your job — the same gravity of language.

THE THREE PARTS OF EVERY RESOLUTION

HEADING

Committee name. Topic. Sponsors. Signatories. Names of the delegates who built the document.

PREAMBULATORY CLAUSES

Italicized. Describe the situation. State why the committee is acting. Do not propose action.

OPERATIVE CLAUSES

Numbered. Propose, demand, recommend, decide. This is where the resolution actually does things.

THE GRAMMAR OF THE THING

A resolution is, formally, a single sentence. From the first word of the first preamble clause to the last word of the last operative clause, there is no period. There are commas at the end of each preamble clause, semicolons at the end of each operative clause, and a single period at the very end. This is a convention worth knowing, even if your committee is not strict about it.

"Every operative clause is the committee promising something. Be careful what you promise."

WORKING PAPER, DRAFT RESOLUTION, RESOLUTION

WORKING PAPER

An informal first draft. Has no number. Cannot be voted on. The chair must approve it before it is distributed.

DRAFT RESOLUTION

An approved working paper that has been formally introduced to the committee. It gets a number (Draft Resolution 1.1, 1.2, etc.) and can be debated.

RESOLUTION

A draft that has passed by majority vote. At this point — and only this point — it becomes the formal expression of the committee's will.

CHAPTER II

PREAMBULATORY CLAUSES



Preambulatory clauses set the scene. They explain why the committee is acting, cite the documents and events that brought it to this moment, and establish the values the resolution will rest on. Each one begins with an italicized participle.

Think of them as the considered, formal "whereas" of a contract. They do not bind. They frame.

COMMON OPENING WORDS

ACKNOWLEDGING THE PAST	RECOGNIZING FACTS	SHOWING CONCERN
Recalling	Noting	Alarmed by
Reaffirming	Acknowledging	Deeply concerned
Recognizing	Observing	Deeply disturbed
Reiterating	Cognizant of	Gravely concerned
Bearing in mind	Aware of	Regretting
Having considered	Conscious of	Lamenting
Having examined	Mindful of	Expressing its concern

EXAMPLES

Recalling General Assembly resolution 70/1 of 25 September 2015, which established the 2030 Agenda for Sustainable Development,

Deeply concerned by the continuing rise of antimicrobial resistance, which the World Health Organization has identified as one of the top ten global public health threats,

Reaffirming the principles of national sovereignty and non-interference enshrined in Article 2 of the Charter of the United Nations,

WHAT GOES HERE, AND WHAT DOESN'T

- ❖ **Do** cite specific resolutions by number and date. ("A/RES/70/1, of 25 September 2015.")
- ❖ **Do** reference treaties, reports, and historical commitments your committee is building on.

- ❖ **Do** establish moral weight. Preambs are where the resolution earns the right to act.
- ❖ **Don't** propose action. The preamble describes; the operative clauses act.
- ❖ **Don't** use language a country in the room would never sign. Preambs are negotiated too.

CHAPTER III

OPERATIVE CLAUSES



The operative clauses are where the resolution acts. They are numbered. They are bolded or underlined at their opening verb. They are the part of the document people will actually argue about.

Every operative clause does one of four things: requests, decides, recommends, or condemns. Use a stronger verb if your committee has stronger powers — the Security Council can *demand*; the General Assembly can usually only *urge*.

COMMON OPERATIVE WORDS, BY STRENGTH

WEAK (SUGGESTING)	MEDIUM (URGING)	STRONG (BINDING/SECURITY COUNCIL)
Encourages	Calls upon	Demands
Invites	Urges	Decides
Suggests	Requests	Authorizes
Recommends	Affirms	Condemns
Welcomes	Endorses	Deplores
Notes with approval	Strongly encourages	Imposes
Takes note of	Reiterates its call	Establishes

ANATOMY OF A STRONG OPERATIVE CLAUSE

A weak operative clause says *that* something should happen. A strong one says *how* — with specifics — and assigns responsibility.

WEAK

1. **Encourages** Member States to do more to fight climate change;

Vague verb. Vague action. No accountability. Will pass and change nothing.

STRONG

1. **Calls upon** all Annex I states to submit revised Nationally Determined Contributions to the UNFCCC Secretariat by 31 December 2027, with five-year reporting intervals and mandatory third-party verification by an entity certified under ISO 14064;

Specific actor. Specific action. Deadline. Mechanism. This commits something.

SUB-CLAUSES

Use sub-clauses when an operative is doing more than one thing. Letter the first level (a, b, c), then roman-numeral the second (i, ii, iii). Example:

2. Establishes a Global Pandemic Preparedness Fund, to be:

- (a) administered by the World Health Organization, with the following responsibilities:
 - (i) coordinating early-warning systems across regional offices,
 - (ii) stockpiling generic vaccine platforms in three continental hubs,
- (b) funded by voluntary contributions from Member States, with a target of US\$ 10 billion by 2030,
- (c) reviewed every three years by the Sixth Committee;

CHAPTER IV

FORMATTING & SUBMISSION



A WORKED SAMPLE HEADER

COMMITTEE: United Nations General Assembly, Third Committee

TOPIC: Promoting the Right to Education in Conflict Zones

SPONSORS: France, Brazil, Kenya, Republic of Korea

SIGNATORIES: Argentina, Australia, Canada, Costa Rica, Egypt, Germany, India, Italy, Japan, Mexico, Norway, Senegal, Spain, Sweden

SPONSOR

A country that authored the resolution and is committed to its content. A sponsor must vote yes (or abstain) on the document; a sponsor cannot vote against their own paper.

SIGNATORY

A country that wishes to see the resolution debated, but is not necessarily endorsing its content. Signatories can vote any way they like. A common rule of thumb: a working paper needs about one fifth of the committee as combined sponsors and signatories before the chair will accept it for introduction.

VISUAL STANDARDS

- ❖ Single-spaced. 12-point Times New Roman.
- ❖ Preambulatory clauses italicized at the opening word; ended with a comma.
- ❖ Operative clauses numbered; opening word bolded and underlined; ended with a semicolon. Last operative ends with a period.
- ❖ No "I think," no "we feel," no first person. The committee speaks as the committee.

AMENDMENTS — FRIENDLY AND UNFRIENDLY

FRIENDLY

All sponsors agree to the change. Adopted without a vote. The resolution simply absorbs the new language.

UNFRIENDLY

At least one sponsor opposes the change. Requires a separate vote of the full committee. If it passes, the resolution is amended even if the sponsors disagree.

THE VOTE ITSELF

Once debate closes, the committee votes operative-by-operative if requested (a "division of the question"), then on the resolution as a whole. A simple majority passes most resolutions. Security Council resolutions require nine affirmative votes, with no permanent-member veto.

"A resolution that passes by one vote still passes. A resolution that fails by one vote teaches you to count better next time."

VOLUME VI · PREPARATION



THE RESEARCH GUIDE

Where to look, what to read, what to trust



Discere · Agere · Ducere

DELEGATE RESOURCE NO. VI

A reading list for the diligent

KNIGHTMUN · LANSDALE, PENNSYLVANIA



CHAPTER I

THE THREE-LAYER METHOD



Research for Model UN is not the same as research for a school essay. You are not trying to understand a topic from the outside. You are trying to step into a role — to become, briefly, the foreign-ministry desk officer responsible for this country's response to this specific question. That requires three layers of reading, in this order.

I

LAYER ONE — THE TOPIC

Begin with the issue itself. What is it? What is its history? What are the key institutions involved? At this layer, Wikipedia and a couple of solid news features are fine — you are building scaffolding.

II

LAYER TWO — THE COUNTRY

Now turn inward. What is your country's stake in this issue? Look at their government structure, their economy, their alliances, their domestic politics. Read their foreign ministry's recent statements. Read the country page on the UN website.

III

LAYER THREE — THE INTERSECTION

This is where most delegates stop too early. The work that wins gavels happens here: how has *your country* voted, spoken, and acted on *this specific topic*? Find the speeches. Find the votes. Find the treaties they did and did not sign.

"Anyone can summarize the topic. The delegate who knows their country's exact vote on the last three relevant resolutions has a different conversation in caucus."

THE MINIMUM YOU NEED TO WALK IN WITH

- ❖ Your country's **government type** (presidential, parliamentary, monarchy, etc.) and current head of state.
- ❖ Your country's **bloc memberships**: regional groups, alliances, treaty organizations.
- ❖ Your country's **position on the topic**, sourced to a recent official statement, not your guess.
- ❖ The **UN resolutions** most relevant to this topic, and how your country voted on them.
- ❖ The **main schools of thought** the committee will divide along — what the blocs are likely to look like.

CHAPTER II

WHERE TO LOOK



The sources below are organized roughly from "primary" (most authoritative) to "tertiary" (most digestible). Mix them. Cite from the high end. Read at the low end.

PRIMARY SOURCES — THE OFFICIAL RECORD

SOURCE	WHAT IT GIVES YOU
UN Digital Library <i>digitallibrary.un.org</i>	Full text of every UN resolution, report, and verbatim record. Searchable by topic, body, year, and country.
Official Document System (ODS) <i>documents.un.org</i>	Direct link to formal UN documents by symbol (e.g., A/RES/70/1).
Treaty Collection <i>treaties.un.org</i>	Every treaty, who signed it, who ratified it, who hasn't. Critical for nonproliferation, climate, human rights topics.
UN Bibliographic Info <i>unbisnet.un.org</i>	Voting records. Find out exactly how a country voted on a specific resolution.
National foreign ministries	Official statements, press releases, white papers. Search "[country] ministry of foreign affairs."
UN press releases <i>press.un.org</i>	Same-day summaries of speeches, votes, and statements at the UN.

SECONDARY SOURCES — ANALYSIS AND JOURNALISM

SOURCE	USE IT FOR
Council on Foreign Relations	Backgrounders on most major issues. Mainstream US perspective; useful for framing.
International Crisis Group	Conflict and security analysis. Especially good for crisis committees.
Chatham House	UK-based think tank; broad coverage of international affairs.
Brookings, RAND, Carnegie	Policy analysis. Cite carefully; each has a political tilt.
The Economist	Reliable summary journalism; weekly briefs on most regions.

SOURCE	USE IT FOR
Reuters, BBC, AP, AFP	Hard news. Less editorial slant than national papers.
Foreign Affairs / Foreign Policy	Long-form essays by practitioners. Slower-moving but deeper.
JSTOR, Google Scholar	Peer-reviewed academic literature. Good for historical and theoretical context.

TERTIARY SOURCES — FOR SCAFFOLDING ONLY

Wikipedia is fine for orientation. The CIA World Factbook gives you fast country stats. *Encyclopaedia Britannica* is more reliable than Wikipedia for older or contested topics. None of these should appear in your citations. Use them to find the real sources at the bottom of the page.



CHAPTER III

READING YOUR COUNTRY



Researching a country well is its own discipline. Most delegates know the capital and the flag. Few know what the country actually *wants*. Use this checklist.

THE COUNTRY DOSSIER — WHAT TO FILL IN

GOVERNMENT & POLITICS

- System of government
- Current head of state, head of government
- Ruling party / coalition
- Recent election and its outcome
- Major opposition forces
- Domestic political constraints on foreign policy

ECONOMY

- GDP, GDP per capita
- Top three exports and top three imports
- Top three trading partners
- Major industries
- Currency, central bank posture
- Debt and aid relationships

FOREIGN RELATIONS

- Regional bloc(s): EU, AU, ASEAN, OAS, etc.
- Defense alliances: NATO, CSTO, etc.
- Key bilateral allies
- Major rivals
- Treaty commitments: NPT, Paris, Rome Statute, etc.
- Recent UN voting record

DEMOGRAPHICS & SOCIETY

- Population, urbanization
- Major ethnic and religious groups
- Languages
- Education levels
- Press freedom posture
- Domestic human rights record

FINDING YOUR COUNTRY'S VOTING RECORD

Go to **digitallibrary.un.org**. Use the "Voting" filter on the left. Search by country and by year. You can pull every General Assembly vote a country has cast since 1946. For Security Council votes, the same database covers all formal records. Reading a country's votes on five recent resolutions related to your topic will tell you more than any think-tank piece.

WHAT "COUNTRY POSITION" REALLY MEANS

Country positions are not monoliths. Most countries have, at any given time, an *official position* (what their foreign ministry says publicly), an *operational position* (how they actually vote and act), and a set of *red lines* (things they will

absolutely refuse, even if doing so isolates them). A delegate who knows all three has range. They can sound supportive in committee and quietly negotiate from their real interests in caucus.

"Diplomacy lives in the gap between what a country says it wants and what it will actually accept."



CHAPTER IV

HOW TO EVALUATE A SOURCE



You will read a lot of bad writing about international affairs. The internet is full of confident summaries written by people who have never opened a treaty. Learn to triage.

FIVE QUESTIONS TO ASK OF ANY SOURCE

1. **Who wrote it?** A named expert with credentials and a track record? An anonymous blogger? An AI summary?
2. **Where is it published?** An institution with an editorial process, or a personal Substack?
3. **What is it citing?** Hover over the footnotes. Are they to primary sources, or to other secondary sources?
4. **What is the date?** Foreign policy moves quickly. An article from 2018 about Syria is not about Syria today.
5. **What is the bias?** No source is neutral. A national newspaper covers its own country's foreign policy in a particular way. Adjust accordingly.

ON USING ARTIFICIAL INTELLIGENCE

It is fair to admit the obvious: many of you will use ChatGPT, Claude, Gemini, or similar tools to help you research. Used carelessly, these will give you confident, fluent, fabricated nonsense. Used carefully, they are a faster index than Google.

RULES FOR USING AI IN MUN RESEARCH

- ❖ **Never cite an AI.** If it gives you a fact, find the original source. If you can't, throw the fact out.
- ❖ **Verify every quotation.** AI tools hallucinate quotes from real people. Always cross-check.
- ❖ **Use it for orientation, not for answers.** "Summarize the history of UN action on X" — fine. "Tell me how Brazil voted on resolution Y" — go check the actual database.
- ❖ **Don't let it write your paper.** Chairs read forty papers a session. They can tell.

A RESEARCH TIMELINE

4 WEEKS BEFORE CONFERENCE

Read the background guide carefully. Identify the topics. Begin Layer One reading.

3 WEEKS BEFORE

2 WEEKS BEFORE

Begin Layer Three: country-on-topic. Pull voting records, official statements.

1 WEEK BEFORE

Begin Layer Two: the country dossier. Fill in the basics.

Draft and submit your position papers. Identify likely allies and adversaries in committee.

WHAT GOOD RESEARCH FEELS LIKE

You know your research is sufficient when, somewhere in your reading, you start to feel like you can *predict* what your country would say next on the topic. You can finish their sentences. That is the test. Until then, you are still describing the country from the outside. Once you can predict, you are ready to speak from inside it.

With every confidence in your preparation,

THE KNIGHTMUN SECRETARIAT

VOLUME VII · DELIVERY



SPEAKING FROM THE FLOOR

Voice, structure, and the presence to be listened to



Discere · Agere · Ducere

DELEGATE RESOURCE NO. VII

A field manual for the speaker's list

KNIGHTMUN · LANSDALE, PENNSYLVANIA

CHAPTER I

THE SPEECH YOU HAVE TO GIVE



You will, at some point, walk to the front of the room and speak for sixty to ninety seconds while thirty other delegates either listen to you or pretend to. Most delegates who freeze on the speaker's list freeze because they have not decided, in advance, what their speech is for. They have prepared content; they have not prepared purpose.

Every speech in committee is doing one of four jobs. Knowing which one yours is doing is half the work.

1. ESTABLISH POSITION

Especially in the first round of speeches. Tell the room who your country is, what it believes, and what it intends. This is your introduction. Make it memorable.

2. BUILD COALITION

Mid-debate. Name allies. Signal openness. Plant the seeds of the bloc you want to form in caucus. This is the speech that says, "if you also think X, come find me."

3. RESPOND & REFRAME

When the debate has drifted, or when an opposing bloc has gained momentum. You are not refuting; you are reframing. Move the question to ground you stand on.

4. CLOSE & CALL TO VOTE

Late in debate. Summarize what the committee has agreed on. Acknowledge what it has not. Make the case for a specific resolution. End with what you want.

"The delegate who speaks without knowing what kind of speech they are giving is doing performance, not diplomacy."

BEFORE YOU STAND UP

The thirty seconds while you walk to the front of the room are the most important thirty seconds. Take a breath. Decide your opening line. Decide your closing line. The middle will follow.

CHAPTER II

STRUCTURE



A sixty-second speech is too short to wing. It is also too short to overwrite. The structure below is the bones of nearly every effective MUN speech. Bend it; don't break it.

- I THE HOOK (10 SECONDS)**
A single sentence that buys you attention. A statistic, a quotation from your country's leader, a vivid scene from the topic itself. Do not open with "Honorable chair, fellow delegates" — every delegate is using that line, and it teaches the room to stop listening.
- II THE POSITION (15 SECONDS)**
Now name your country and state its position clearly. One sentence. The room should be able to repeat your position back to you after the speech.
- III THE ARGUMENT (25 SECONDS)**
Why does your country hold this position? Two reasons, supported. Avoid four reasons; you cannot defend four in this much time. Pick two and make them land.
- IV THE ASK (10 SECONDS)**
What does your country want the committee to do? End on a call to action. Make it clear what kind of resolution you would sign. End on the verb.

A SAMPLE SPEECH, ANNOTATED

(hook) Last year, more children in Yemen died of preventable disease than in any active war zone on earth.

(position) The Republic of France believes that the question before this committee is not whether to act — it is whether to act in time.

(argument) France calls for two things: first, the immediate disbursement of OCHA emergency funds against the 2026 appeal, which remains less than thirty percent subscribed; and second, a humanitarian corridor under verifiable international observation, modeled on the 2015 Aleppo protocols.

(ask) France will support any resolution that funds the corridor and names the observer. France will not support delay.

Total: 96 words. Roughly 50 seconds. Has a hook, a position, two specific arguments, and a clear ask. Could be delivered by a delegate who is prepared but not gifted, and would still land.



CHAPTER III

VOICE & PRESENCE



How you speak matters as much as what you say. This is not a fashion judgment; it is a fact about how committees decide who to listen to. The room makes a snap evaluation of every speaker within ten seconds. You want that snap evaluation to be: *this delegate is serious*.

THE MECHANICS OF BEING HEARD

PACE

Slower than feels natural. Anxiety makes us rush. Aim for about 130 words per minute — roughly the pace of a national news anchor. If you sound slow to yourself, you are probably sounding correct to the room.

VOLUME

Speak to the back wall, not to your notes. If the delegates at the far end have to lean in, you are too quiet. If they wince, you are too loud.

PAUSES

The single most underused tool in Model UN. A two-second pause after your opening line buys you the whole room's attention. A pause before your ask emphasizes it. Silence is not a failure; it is punctuation.

EYE CONTACT

Look up. Find three points in the room — left, center, right — and rotate between them. Reading from the page for sixty straight seconds is the surest way to lose the room.

HANDS

One hand on the podium or your folio. The other can gesture, but should rest most of the time. Avoid pockets. Avoid pointing at delegates.

WHAT TO DO WITH NERVES

Everyone in the room is nervous. The delegates who look calm are the ones who have done two things: they have rehearsed their opening line out loud, and they have decided to be in the room rather than watching themselves be in the room. The second is the harder one. Notice the chair. Notice the delegate across from you. Notice the lighting. Your nervous system calms when your attention leaves your body and goes outward.

"The voice you want is your normal voice, slowed down, with the volume turned up. You are not playing a politician. You are being a serious person."

SPEAKING FROM NOTES VS. MEMORIZED VS. EXTEMPORANEOUS

FROM NOTES

Bullet points, not full sentences. Glance, then look up. This is what most experienced delegates do.

MEMORIZED

Powerful for opening speeches if you have time. Risky if you lose your place — recovery is harder. Practice it ten times before the conference.

EXTEMPORANEOUS

Reserve for later in committee, when you know the topic cold. The room hears the difference; it is the most respected form.

CHAPTER IV

PHRASES THAT CARRY WEIGHT



Diplomatic language has its own vocabulary. Using it correctly signals that you understand the world you are stepping into. Below is a starter palette. Do not memorize them all — pick the five that fit your country's voice and practice those.

OPENINGS THAT EARN ATTENTION

- ❖ "The delegation of [country] rises today not to add to the speeches, but to narrow them."
- ❖ "This committee has spent two sessions describing the problem. [Country] is here to describe the answer."
- ❖ "There is a number this committee has not yet said out loud. It is [statistic]."
- ❖ "[Country] would like to begin by drawing the committee's attention to a fact that has been left at the margins of this debate."

BUILDING CONSENSUS

- ❖ "[Country] notes with appreciation the framework proposed by the delegate from..."
- ❖ "While we share the underlying concern of the previous speaker, our delegation would suggest a refinement..."
- ❖ "We see common ground with the bloc forming around resolution 1.2, and offer the following addition..."
- ❖ "[Country] is prepared to sponsor any document that addresses three things: [A], [B], and [C]."

DRAWING LINES

- ❖ "With the greatest respect for the previous speaker, [country] cannot support a framework that..."
- ❖ "This delegation is bound by red lines on the question of [X]; we will not see them crossed."
- ❖ "We must distinguish here between the symptom and the cause. The resolution before us addresses only the former."
- ❖ "Let the record reflect that [country] has held this position consistently since [date]."

CLOSING THE LOOP

- ❖ "[Country] urges the committee to adopt draft resolution [X], and to do so before further delay can be afforded."
- ❖ "This delegation closes with a question. If not us, who? If not now, when?"
- ❖ "The vote before us is not, in the end, about procedure. It is about whether this committee chooses to act."

WHAT TO AVOID

- ❖ **Contractions.** "We do not" rather than "we don't."
- ❖ **"You" addressed to the room.** Use "this committee" or "the delegates."
- ❖ **"I think," "I feel."** The country thinks. You speak for it.
- ❖ **Fillers.** Um, like, you know, basically. Replace them with silence.
- ❖ **Sarcasm.** It reads as petty even when it lands. Save it for caucus.
- ❖ **Personal attacks.** Address arguments, not delegates.

Speak well. The room is listening.

THE KNIGHTMUN SECRETARIAT

VOLUME VIII · PROCEDURE



THE FLOW OF DEBATE

A visual map of how a session unfolds



Discere · Agere · Ducere

DELEGATE RESOURCE NO. VIII

From roll call to vote, in diagram

KNIGHTMUN · LANSDALE, PENNSYLVANIA



CHAPTER I

THE ARC OF A SESSION



Every committee session, no matter the topic, follows the same general arc. Understanding that arc — and knowing where in it you are — is the difference between feeling lost and feeling oriented. Below is the path from the moment the gavel falls to the moment the resolution passes.

GAVEL · SESSION OPENS



ROLL CALL

Delegates respond "present" or "present and voting." The chair establishes quorum.



SETTING THE AGENDA

If the committee has multiple topics, delegates motion to set the order. A speakers' list opens; debate is held; a vote decides which topic comes first.



OPENING SPEAKERS' LIST

Delegates make their first speeches on the agreed topic. This is where positions are established and the room begins to take shape.



CAUCUS — MODERATED & UNMODERATED

The committee suspends formal debate. Delegates form blocs. Ideas are exchanged. Working papers begin to be drafted.



WORKING PAPERS SUBMITTED

Bloc leaders bring draft documents to the dais for approval. Working papers become draft resolutions once accepted.



INTRODUCTION OF DRAFT RESOLUTIONS

Each draft is read by its sponsors. The committee may move to substantive Q&A on the document.



AMENDMENT CYCLE

Friendly amendments are absorbed silently. Unfriendly amendments are voted on. The drafts evolve.



CLOSURE OF DEBATE

A delegate motions to move to voting procedures. Two speakers in favor, two against. Two-thirds vote required.



VOTING · DRAFTS VOTED IN ORDER



ADOPTION · SESSION ADJOURNS



CHAPTER II

SPEAKER'S LIST — DETAIL



The speakers' list is the default state of formal debate. When nothing else is happening, the committee is on the speakers' list. Knowing how it works is foundational.

CHAIR OPENS SPEAKERS' LIST

"All those who wish to be added, please raise your placard."



DELEGATES SPEAK IN ORDER

Standard speaking time is 60 to 90 seconds. The chair will warn at 10 seconds remaining.



AFTER EACH SPEECH

The chair may ask: "Does the delegate yield their remaining time?"



YIELD OPTIONS

YIELDS — WHAT EACH ONE DOES

YIELD TO...	WHAT HAPPENS
The chair	Your remaining time is forfeited. The chair moves to the next speaker. The safe default.
Another delegate	The named delegate uses your remaining time to continue speaking. Useful when a bloc partner wants to reinforce your point.
Questions	Delegates may ask substantive questions of you, using your remaining time. You answer; their question does not count against the clock; your answer does.
Comments	Two delegates may briefly respond to your speech (30 seconds each, typically). They are not asking; they are reacting.

"A delegate who yields to questions, and answers them well, demonstrates command. A delegate who only yields to the chair has only delivered a speech."



CHAPTER III

CAUCUS CYCLES — DETAIL



Most of the real work of a Model UN committee happens in caucus, not on the speakers' list. The diagram below shows the typical rhythm.

MODERATED CAUCUS

MOTION: "MODERATED CAUCUS ON [TOPIC], [TOTAL TIME], [SPEAKING TIME PER DELEGATE]."

Example: "Moderated caucus on financing mechanisms, ten minutes total, one minute per speaker."



SIMPLE MAJORITY REQUIRED



CAUCUS RUNS

Delegates raise placards. The chair calls on them in turn. Each delegate speaks for the agreed time on the agreed topic.



AT EXPIRY

A delegate may motion to extend, motion for a new caucus, or yield back to formal debate.

UNMODERATED CAUCUS

MOTION: "UNMODERATED CAUCUS, [DURATION], FOR THE PURPOSE OF [STATED PURPOSE]."

Example: "Unmoderated caucus, fifteen minutes, for bloc formation and working paper drafting."



WHY THIS MATTERS

A delegate who only knows how to speak from the floor is missing half of MUN. The strongest performances at any conference are by delegates who can hold the room in a moderated caucus, then immediately switch into the bloc-building, paper-drafting work of an unmoderated caucus. They are different skills. Practice both.



CHAPTER IV

VOTING PROCEDURES — DETAIL



Voting is procedurally tighter than any other phase of debate. The room is locked: no one may enter, leave, or speak except through formal procedure.

CLOSURE OF DEBATE PASSES (2/3)



DOORS CLOSED · ROOM SEALED

No notes are passed. No one enters or exits. Phones away.



PRE-VOTE MOTIONS

Delegates may motion to: divide the question, vote by roll call, or table a draft. These motions are decided first.



VOTE ON AMENDMENTS

Unfriendly amendments are voted in the order submitted. Each requires a simple majority.



VOTE ON DRAFT RESOLUTIONS

Drafts are voted in the order they were introduced. Simple majority passes most committees; nine-vote majority with no permanent-member veto for the Security Council.



ADOPTED RESOLUTIONS BECOME COMMITTEE OUTPUT

Multiple resolutions may pass on the same topic. They become the formal record of the committee's session.



SESSION ADJOURNS

VOTING POSITIONS

YES / IN FAVOR

Supports passage of the resolution.

NO / OPPOSED

Opposes passage. Only available to delegates who said "present" (not "present and voting") at roll call.

ABSTAIN

Neither supports nor opposes. Only available to delegates who said "present" at roll call. Does not count toward the majority calculation.

PASS

Defers the vote until the rest of the committee has voted. The chair will return to the delegate at the end. Pass may only be used once per vote.

"By the time the vote happens, the work is done. Voting is where the speaking ends, and the counting begins."

VOLUME IX · RECOGNITION



AWARDS CRITERIA

What the chairs are actually grading



Discere · Agere · Ducere

DELEGATE RESOURCE NO. IX

Gavels, plaques, and the work behind them

KNIGHTMUN · LANSDALE, PENNSYLVANIA



CHAPTER I

THE AWARDS, IN ORDER



KnightMUN gives awards because they are useful — they tell delegates that their work was seen — not because they are the point. The point is the work. Still, since you are going to want to know, here is what the dais is looking at and how the rankings shake out.

PER-COMMITTEE AWARDS

BEST DELEGATE • THE GAVEL

The committee's top award. One delegate per committee. Goes to the delegate whose performance, across the entire conference, the dais considers exemplary on every axis: research, speaking, leadership in caucus, contribution to resolutions, and respect for procedure.

OUTSTANDING DELEGATE

Up to two per committee. Delegates who fell just short of the gavel — typically because of a single missing axis (great speakers who did not lead a bloc, or great negotiators who spoke too rarely from the floor).

HONORABLE MENTION

Up to three per committee. Delegates who were consistently strong, well-prepared, and active throughout the conference, without quite hitting the bar above.

VERBAL COMMENDATION

The dais's discretion. Recognizes a delegate who made a specific exceptional contribution — a piece of negotiation, a single powerful speech, a moment of leadership — even if their overall performance was uneven.

SPECIALTY AWARDS

BEST POSITION PAPER

One per committee. Judged on country fidelity, depth of research, originality of proposals, quality of writing, and adherence to format. See *Position Paper Guide* for full criteria.

BEST CRISIS NOTE

Crisis committees only. Goes to the delegate whose notes to the back room were most consistently strategic, well-written, and impactful on the crisis arc.

DIPLOMACY AWARD

One per conference. The delegate who, across all sessions and all rooms, best embodied the spirit of negotiation, cross-bloc cooperation, and graciousness. This is the award that does not go to the loudest delegate.

CHAPTER II

WHAT THE DAIS IS TRACKING



Chairs and co-chairs maintain a scoring rubric throughout the conference. It is not shown to delegates, but you should know what it weighs. Below is the rubric KnightMUN dais members are trained on.

AXIS	WEIGHT	WHAT IT MEASURES
Research & Position Fidelity	20%	Did the delegate know their country? Did they sound like their country? Did they stay in character even when the politics got uncomfortable?
Speaking — Floor	15%	Quality of formal speeches: structure, content, presence, ability to respond to questions.
Speaking — Caucus	15%	Quality of moderated caucus participation and unmoderated leadership. Often more telling than formal speeches.
Negotiation & Coalition	20%	Did the delegate build coalitions? Did they bring others into their thinking? Did they make deals that held?
Substantive Contribution to Resolutions	15%	Whose ideas are actually in the final documents? The dais reads the working papers and tracks who wrote what.
Procedural Command	10%	Used motions correctly. Knew the difference between a yield and an amendment. Did not waste the committee's time.
Diplomatic Conduct	5%	Respect for other delegates and for the dais. Composure under pressure. No personal attacks.

WHAT CHAIRS TALK ABOUT BETWEEN SESSIONS

If you could be a fly on the wall during the dais's evening debrief, here are the kinds of sentences you would hear. They are unedited examples of how chairs actually evaluate performance:

- ❖ "France gave the strongest opening speech, but hasn't shown up in caucus yet."
- ❖ "Brazil has been everywhere — three bloc meetings, two working papers, and she's still organized about it."
- ❖ "Russia is loud but isn't actually moving anyone. Loud isn't leadership."
- ❖ "Kenya wrote half of working paper 1.1 and didn't try to put their name on it. That matters."
- ❖ "Germany hasn't spoken since session one. Reminder to call on them tomorrow morning."

"Loud is not leadership. The dais notices who actually moves the room."

CHAPTER III

HOW DELEGATES LOSE AWARDS THEY ALMOST WON



This is the part of an awards guide most do not write. We are writing it. If you want a gavel, you need to know not only what to do, but what to stop doing.

1

DOMINATING THE ROOM

You can speak too much. Chairs notice when one delegate is always on the speakers' list, always in the moderated caucus, always pushing into other people's blocs. It reads as anxiety, not leadership. The strongest delegates speak with discipline — frequently, but not constantly.

2

PUTTING YOUR NAME ON EVERYONE ELSE'S WORK

Some delegates try to sponsor every working paper in the room. The dais sees this. Sponsoring three contradictory documents tells the chair that the delegate's name matters more to them than any of the substance does.

3

OUT-OF-CHARACTER GRANDSTANDING

If you are representing a small Pacific Island state, do not pretend to be the leader of the G7 bloc. The dais will dock you for it. Strong performances stay inside their country's actual diplomatic weight class.

4

TREATING OTHER DELEGATES BADLY

The dais sees the eye-rolls. The dais sees the cut-off interruptions in caucus. A delegate who is brilliant on the floor but who other delegates dread working with does not get the gavel. Diplomacy is a relational skill, not a performance skill.

5

DISAPPEARING LATE IN THE CONFERENCE

Some delegates peak in session one and then quietly fade. The closing session is when blocs are tested under pressure. The gavel often goes to the delegate who is just as sharp at the end as they were at the start.

6

READING A PHONE IN COMMITTEE

Mechanical, but lethal. The chairs see it from the dais. It tells them you are not in the room. Do not.

WHAT A QUIET DELEGATE CAN STILL WIN

Not every great delegate is a great speaker. The Honorable Mention and Diplomacy Award are often given to delegates who spoke less than half as often as the gavel winner, but who wrote half the resolution, mediated two disputes in caucus, and never broke character. Quiet, prepared, present — these get noticed. The chairs are watching for them.

Earn it. Earn it the right way.

THE KNIGHTMUN SECRETARIAT

VOLUME X · CONDUCT



CODE OF CONDUCT

Non-negotiables for every delegate, every session



Discere · Agere · Ducere

DELEGATE RESOURCE NO. X

A compact on respect, dress, and presence

KNIGHTMUN · LANSDALE, PENNSYLVANIA



P R E A M B L E

THE STANDARD WE HOLD



KnightMUN is a simulation, but the people in it are real. The conduct expected of you here is not loftier than the conduct expected of you anywhere else; it is just spelled out more carefully, because we know what we want the room to feel like. The standard, in one sentence: behave so that every other delegate, every faculty advisor, and every staffer leaves the conference glad they spent the weekend with you.

This document lays out the rules. They are not suggestions. Delegates who violate them may be warned, removed from committee, or, in serious cases, expelled from the conference. Faculty advisors and home schools will be notified in those serious cases.

"Diplomacy is a behavior before it is an art. The art is downstream of the behavior."

THREE COMMITMENTS EVERY DELEGATE MAKES BY ATTENDING

TO OTHER DELEGATES

You will be respectful in language, dignified in posture, and honest in negotiation. You will not punch down, you will not exclude, and you will not engage in personal attacks dressed as policy.

TO THE DAIS AND STAFF

You will follow procedure, accept rulings, and treat staff — including students who are running things — with the courtesy you would extend to a senior diplomat.

TO YOURSELF

You will represent your school well. You will be present in the room, not on your phone. You will treat your own preparation seriously.



CHAPTER I

CONDUCT IN COMMITTEE



RESPECT FOR OTHER DELEGATES

- ❖ **No personal attacks.** Address arguments, not people. A delegate may have a wrong position; they are not, themselves, wrong.
- ❖ **No mockery of accents, dress, schools, or backgrounds.** Inside or outside committee, in caucus or in the hallway, this is not tolerated.
- ❖ **No exclusion in caucus.** If a delegate approaches your bloc and wants to contribute, hear them. You may decline to sign their language; you may not snub them.
- ❖ **No real-world politics inserted into debate.** You are not here as yourself. The committee debates the topic, not the United States Congress.
- ❖ **No real-world identities weaponized in character.** A delegate representing a country in conflict with another country must keep the conflict on the level of policy, never of person.

RESPECT FOR THE DAIS

- ❖ The chair's rulings are final during committee. If you disagree, request a private conversation between sessions — never escalate from the floor.
- ❖ Do not argue procedure to obstruct. Motions exist to advance debate, not to stall it.
- ❖ The dais is staffed by students. They are senior to the delegates only in the room they are running. Treat them as you would a respected teacher.

PHONES, LAPTOPS, ELECTRONICS

KnightMUN follows the rule that has emerged at most conferences in the post-2020 era. Laptops are permitted only for working-paper drafting during unmoderated caucus, and only when committee operations require it. Phones are not permitted in committee at any time. They go in your bag during the session. If you need to contact a parent, the dais will provide an excuse to step out.

WHY THIS RULE EXISTS

It is not about distrust. It is about being in the room. Every committee where phones are present is a worse committee. The delegates who put theirs away are the ones who win things.