

CENTURY MODEL UNITED NATIONS 2021



RULES OF PROCEDURE HANDBOOK

I. ANNUAL SESSION

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Part I: General Rules

1. Scope

These rules shall apply to all regular sessions of CMUN for all committees. These rules are self-sufficient and no other rules shall apply, unless otherwise outlined in supplemental rules of procedure for a particular committee. In situations not covered by the rules, the Chair shall constitute the final authority.

2. Language

The working language of the conference is English. All documents must be drawn up and speeches delivered in English.

3. The Secretariat

The Secretariat shall consist of the Secretary-General and those persons the Secretary-General has appointed to the Secretariat. Any member of the Secretariat may address a committee at any time. The ruling of a Secretariat member on any rule or regulation herein is final and overrides any other ruling or appeal. Any rule may be altered, suspended or added by a member of the Secretariat at any time.

Part II: The Dais

4. Composition

Each committee shall have a Dais, composed of several staff members, designated by the Secretariat. Individually or collectively, members of the Dais shall have the capacity to assume the office of the Chair.

5. Duties

The Dais shall be responsible for maintaining the Speakers' List, recording the Roll Call at the beginning of each committee session, and recording the results of all votes in the committee.

The Chair shall declare the opening and closing of each meeting, direct discussion, accord the right to speak, equitably and objectively recognize points and motions, put questions to a vote, announce decisions, ensure the observation of these rules, and rule on disputed points.

The Chair is also primarily responsible for the substantive content of the committee proceedings. The Chair must authorize each draft resolutions for their introduction to the floor.

6. Powers

The Chair shall be the final authority in each committee, superseded only by the Secretariat. The Chair may refuse to entertain any procedural motion at their discretion. At any time, the Chair may propose the adoption of a procedural motion without a vote by the committee.

7. Competence

The members of the committee may appeal or question the decision of the Dais through a Point of Parliamentary Order or by addressing the Dais by note. Delegates may not

question the competence of the Dais during committee.

The Undersecretary General of Committee Affairs, with the advice and consent of the Secretary-General may remove any member of the Dais if necessary. A committee member may approach the Secretariat if they so desire.

Part III: The Delegations

8. Rights

Each member shall be represented by one voting delegate on each committee. In double delegation committees, a delegation may include an alternate. Only one person may hold speaking and voting rights for the delegation at any given time.

9. Non-Members States and Observer States

A representative of a State that is not a member of the United Nations, or a representative of an organization holding observer status, shall have the same rights as a full member except that they may not vote on substantive matters, and may not be a sponsor or signatory to a resolution.

10. Censure

Delegates are expected to know their country's foreign policy. Delegates who clearly and persistently misrepresent their country's foreign policy in speeches and substantive votes are subject to censure. The Undersecretary-General, Committee Affairs, with the advice and consent of the Secretary-General and the Chair, must pre-authorise all motions for censure.

Once censure is moved, the delegate in question is allowed two minutes to explain their actions and speak against the censure. The motion shall then be voted on. It requires a two-thirds majority to pass. The effects of censure are as follows:

First censure

The delegate is barred from the committee room for the remainder of the current committee session and for the duration of the next committee session.

Second censure

The delegate is barred from the committee room for the remainder of the conference.

Part IV: The Committee

11. Roll Call

At the beginning of each session the Dais shall complete roll call. Each delegate must respond either "present" or "present and voting." Delegates who are "present" may vote in favor, opposed, or abstain, subject to the rules on abstention. Delegates who are "present and voting" may only vote in favor or opposed; abstentions are never permitted. If a delegation is not present at the time the Roll Call is taken, it is expected to pass a note to the Dais once it arrives.

12. Quorum

Before formal debate or voting procedure may begin, the committee must meet

quorum. In this case, quorum is defined as one-third of the voting members of a committee as determined by the roll call list, rounded up. Any delegate may, at any time, request verification of quorum. The Chair will rule immediately on the motion, initiating roll call if they deem it necessary. Quorum is assumed to be met unless it is shown otherwise.

13. Majorities

A simple majority is defined as more votes in favor than opposed, regardless of abstentions. A motion fails on a tie vote.

A two-thirds majority is defined as at least two votes in favor for each vote opposed (e.g. a vote of 6 in favor, 3 opposed, would pass regardless of the number of abstentions).

A unanimous vote is defined no votes against the motion. Any delegate voting against a motion requiring unanimity shall cause that motion to fail. Abstentions do not cause the motion to fail. The absence of any number of delegates shall not affect the success or failure of a motion requiring unanimity unless quorum is thereby not attained.

14. Procedural Voting

For procedural matters, each delegation has an obligation to vote. Only votes of "yes" or "no" shall be in order. A motion for a Roll Call Vote on procedural matters is never in order.

Part V: Debate

15. Agenda

The agenda refers to the order in which the committee shall discuss the topics. The first order of business for the committee shall be the consideration of the agenda.

Only topics on the provisional agenda shall be considered, except in committees designated by the Secretariat as crisis committees.

The Chair shall open a primary speakers' list and entertain a motion to set the first topic on the agenda. In the event of such a motion, the Chair shall call for two speakers for and two speakers against.

If the motion carries, a secondary speakers' list shall be opened to discuss the agenda topic. If it fails, the committee shall continue general debate.

Once an agenda topic has been closed or tabled and all proposals concerning the topic have been voted upon, the Chair shall return to the primary speakers' list to consider the agenda again.

Crisis Committees

In a committee designated by the Secretariat as a crisis committee, the Dais may call upon the committee to table debate on the current topic area so that a more urgent matter may be attended to immediately. After the crisis has been resolved, the committee will return automatically to debate on the tabled topic.

16. Speakers' List

The speakers' list records delegates wishing to speak during committee. A member may add his or her name to the list, as long as it is not already on the list, by submitting a written request to the Dais. Debate is closed automatically upon exhaustion of the speakers' list.

Primary Speakers' List

The primary speakers' list shall be established at first to set the agenda. This speakers' list shall remain open throughout the duration of the conference and will be returned to upon closure or tabling of the individual topics.

Secondary Speakers' List

Once the first agenda topic is set, a secondary speakers' list that deals with the topic in question shall be opened. Separate lists shall be established for specific procedural motions on an as-needed basis.

17. Suspension of Debate

During the course of debate, a delegate may move to caucus. When making such a motion, the delegate must specify a type and purpose, and in the case of a moderated caucus, a time limit, and speaking time for the caucus. There are two types of caucus. They are as follows:

Unmoderated caucus

The Dais is not involved. Delegates may move freely in and out of the committee room to speak to each other in a less formal setting or to write draft resolutions. No points or motions shall be in order during unmoderated caucus.

Moderated caucus

Delegates remain in their seats and are recognized at the Chair's discretion to speak for the specified amount of time. During a moderated caucus, the Chair shall call to order delegates who are making speeches unrelated to the designated topic. Only points of personal privilege and points of order are in order during a moderated caucus.

18. Tabling of Debate

A motion to table debate may be used to end debate on a given substantive issue without having voted on the resolution. The Chair may rule such a motion out of order. If the motion is in order, the Chair may recognize two speakers for and two against the motion, after which the motion is put to an immediate vote requiring a simple majority to pass. If the motion passes, debate on the tabled item or topic is stopped and the item is put aside without further actions of any kind. Speakers then will be recognized according to the order on the primary speakers' list.

The Chair may entertain a motion to reintroduce the tabled topic. A motion to resume debate on a tabled item requires a two-thirds majority to pass and shall be debatable to the extent of one speaker for and one speaker against. If this motion passes, debate is resumed on the tabled topic. The secondary speakers' list established for that topic automatically will be reopened.

19. Closure of the Speakers' List

A member may, at any time, move for closure of the speakers' list. The Chair may rule such a motion dilatory. This motion requires a two-thirds majority to pass and is debatable to the extent of one speaker against this motion. If the motion passes, no new speakers shall be added to the list. Once the speakers' list has been exhausted, debate is closed automatically, and all draft resolutions and amendments are brought to an immediate vote. After the speakers' list has been closed, it cannot be re-opened.

20. Moving to Enter Voting Procedure

A member may, at any time, move to close debate by offering a motion to enter voting procedure on substantive matters under discussion. The Chair may rule such a motion

out of order. If the motion is ruled in order, the Chair may recognize up to two speakers for and two speakers against this motion. This requires a two-thirds majority to pass. If the motion passes, all draft resolutions and amendments are brought to an immediate vote. If specified in the motion or at the discretion of the chair, up to two speakers for and two speakers against each item voted upon may be entertained, at the discretion of the Chair.

If the secondary speakers' list is exhausted, debate is closed automatically and all draft resolutions and amendments on the floor are brought to an immediate vote.

21. Recess

A motion to recess is in order only within the final 15 minutes of a committee session. The Chair may rule this motion out of order. The Chair's decision on this matter cannot be appealed. The motion to recess requires no debate and passes on a simple majority. The effect of the motion is to suspend the meeting of the committee until the next regularly scheduled committee session.

22. Motion to Adjourn

A motion for adjournment requires a simple majority to pass and is in order only when either the committee has considered every topic on its agenda, or there remains fewer than 30 minutes in the last committee session of the conference.

Part VI: Speeches

23. Addressing the committee

No member may address the committee without having obtained the permission of the Chair. The Chair may call a speaker to order if his or her remarks are not relevant to the subject matter under discussion. A speech may not be interrupted by another delegate, unless that delegate is rising on a Point of Personal Privilege or a Point of Order.

24. Time Limit on Speeches

A member of the committee may move to set a time limit on speeches. Such a motion requires a simple majority to pass. The Chair may rule such a motion dilatory without appeal.

25. Yields

Each delegate must yield their time in one of the following four ways:

To the Chair: The remaining speaking time is forfeit and the committee moves on.

To comments: Two delegates, selected by the Chair, may make 30 second comments on the speech just delivered. The content of comments must pertain solely to the preceding speech. The Chair shall call to order a speaker whose comment does not pertain solely to the preceding speech.

To another delegate: The delegate speaking may designate another delegate to speak for the balance of their speaking time.

To questions: The delegate may use the rest of their time to answer questions posed by other delegates. The Chair shall select delegates to pose questions. Only the time taken to answer the questions shall be counted against the speaker's remaining time. The time taken to pose the questions is not considered, although the Chair may cut off a delegate who takes too long to ask a question.

Yields may be declared prior to or after a delegate's speech. If a delegate fails to yield

their time, it shall be assumed that the delegate has yielded to the Chair. The committee may, by motion approved by simple majority, choose to assume any of the other two yields as a default yield. Delegates may not set the default yield to another delegate. The only yield in order during the primary speakers' list is to the Chair.

26. Right of Reply

In the event that a delegate personally insults another delegate during their speech, the insulted delegate may request a right of reply from the Chair by writing a note to the dais. If it is granted, the insulted delegate has 30 seconds to reply to offensive comment. A right of reply to a speech delivered in a right of reply is never in order. A right of reply is only in order immediately following the speech in which the delegate was insulted. No decisions of the Chair relating to rights of reply are subject to appeal.

Part VII: Parliamentary Points

27. Point of Personal Privilege

A delegate may rise to a Point of Personal Privilege during the discussion of any matter when their ability to participate in the proceedings is in any way impaired or they feel any discomfort. The Chair shall attempt to remove the cause of the impairment. This point may interrupt a speaker.

28. Point of Order

A delegate may rise to a Point of Order to address improper parliamentary procedure. The Chair will immediately rule on the Point of Order. They shall rule out of order any points which they find dilatory or improper; such a decision is not subject to appeal. A Point of Order may interrupt a speaker. The member rising to a Point of Order may not speak on the topic of discussion.

29. Point of Parliamentary Inquiry

A delegate may rise to a Point of Parliamentary Inquiry in the case that they have a question for the Dais regarding the rules of procedure. Points of Parliamentary Inquiry can neither interrupt a speaker nor be in regard to substantive matters.

Part VIII: Substantive Matters

30. Working Papers

Working papers are informal documents used to communicate ideas with the entire committee. They should be in resolution format and in order to eventually become a draft resolution, will require the appropriate number of sponsors or signatories. Working papers may be introduced following an authors panel and question and answer period at the discretion of the Chair. To later become draft resolutions, they require the authorization of a member of the Dais, granted based on the usefulness of the paper, clarity of expression, whether or not the idea is already understood by the committee, and whether or not the paper substantially duplicates a working paper or draft resolution already on the floor.

31. Mergers

Mergers of draft resolutions take place when a limit on the total number of draft

resolutions is imposed at the discretion of the Chair. Such a determination by the Chair will occur after all eligible working papers are initially introduced. If after the initial round of introductions, there are more working papers than permitted by the Chair, delegates may at that point be asked to repurpose and combine the existing resolutions into a smaller number of draft resolutions, which will be brought forward in the second round of introductions. Working papers introduced in the first round of introductions will take the identifier Working Paper "1.x," whereas those introduced after the merge process will take the name Draft Resolution "1.x."

32. Resolutions

Documents submitted to and approved by the Dais, in proper resolution format, shall be considered and referred to as draft resolutions. The term "resolution" is to be used only in reference to documents already passed by that body or other UN bodies.

Format

Draft resolutions must be written in proper resolution format, as outlined in the CMUN Conference Handbook. Copying, distribution, and introduction of draft resolutions will occur upon approval of the draft resolution by the Dais and may be done electronically. Any delegate may request a hard copy on the basis of accessibility.

A resolution always contains:

1. A concise and evocative title (or number)
2. A list of Signatories
3. The name of the committee or the General Assembly
4. A set of PREAMBULATORY CLAUSES punctuated by semicolons (;)
5. An address to the Member states or voting parties
6. A set of OPERATIVE CLAUSES punctuated by commas (,)
7. A concluding clause punctuated by a period (.)

Sponsors

A minimum of three states must be designated as sponsors of a draft resolution in order for it to be approved by the Dais. Delegates sponsoring a draft resolution are obligated to vote in favour of the draft resolution. This obligation is waived upon the passage of one or more unfriendly amendments, or upon the passage of a division of the question motion. Once a draft resolution has been introduced, delegates may not remove their sponsorship. Additional sponsors may be added to a draft resolution with the consent of all existing sponsors and upon approval of the Chair.

Signatories

A draft resolution must have the signatures of a minimum of one-fifth of the total members of the committee, as determined by the Dais, in order to be approved and introduced. Sponsors are counted as signatories. Delegates may sign a draft resolution even if they do not support the document in question; being a signatory only signals willingness to bring the draft resolution to debate. Once a draft resolution has been introduced, delegates may not remove their signatures, and no further delegates may sign the draft resolution.

33. Introduction

A delegate may motion to introduce a draft resolution or amendment, upon its approval by the Dais and distribution to members of the body. Adoption of this motion shall require a simple majority vote. Sponsors will be invited by the Chair to read the active clauses of the draft resolution or amendment to the body. The number of delegates who are permitted to come forward to read the clauses shall be determined at the complete discretion of the Chair.

34. Question and Answer Period

Immediately following the introduction of a draft resolution, any delegate may move for a question and answer period. When making the motion, the delegate shall specify a length and speaking time for the question and answer period. The Chair may accept or refuse this motion at his or her discretion. The decision of the Chair is not subject to appeal. The motion passes on a simple majority. Different sponsors may introduce the draft resolution than ones who deliver the Q&A, if the sponsors so choose. The number of sponsors permitted to come forward to answer questions is determined at the complete discretion of the Chair.

Once the period has begun, delegates recognized by the Chair may ask questions to the sponsors of the draft resolution. These questions must pertain only to the draft resolution and the Chair shall call to order any delegate who does not respect this rule. Once the question has been posed, one sponsor may respond to the question within the allotted speaking time. This pattern shall continue until the time allotted for the question and answer period has elapsed or no more delegates wish to ask questions.

35. Competence of Body

A motion to question the competence of a body to discuss a draft resolution or amendment is in order only if made immediately following the introduction of the draft resolution or amendment. The motion requires one speaker in favour and one opposed and requires a two-thirds majority to pass. If the motion passes, the document will be withdrawn from the committee and cannot be reintroduced.

36. Amendments

Non-substantive Amendments

Amendments to draft resolutions to correct errors in spelling or format are considered non-substantive and shall be incorporated as part of the original draft resolution without a vote. The Dais will make final decisions on non-substantive amendments.

Friendly

Substantive amendments approved by all sponsors of the draft resolution and approved by the Dais are considered friendly and are added to the draft resolution without a vote; they do not require formal introduction to the committee prior to voting procedure, and will be read out before voting on the amended resolution. Friendly amendments may be further amended through the unfriendly amendment process.

Unfriendly

Substantive amendments not receiving approval from all sponsors of the draft resolution are considered unfriendly and require signatures from one-fifth of the total members of the committee, as determined by the Dais, and the approval of the Dais to be introduced. Unfriendly amendments are formally read out to the body and then voted on separately upon entering voting procedure.

Amendments to unfriendly amendments are out of order. Substantive amendments to

pre-ambulatory clauses are out of order.

37. Withdrawal of Documents

A draft resolution and any friendly amendments may be withdrawn from the consideration of the committee if all the sponsors of the resolution so desire. Similarly, an unfriendly amendment may be withdrawn from the consideration of the committee if all the sponsors of the amendment so desire.

Reintroduction

Withdrawn draft resolutions and amendments may be reintroduced by re-obtaining the signatures of one-fifth of the members of the committee, as determined by the Dais. Such draft resolutions and amendments will be voted on following closure of debate.

Part IX: Voting

38. Voting Procedure

Voting on draft resolutions, except where otherwise provided, shall occur by placard vote. Draft resolutions, except where otherwise provided, shall require a simple majority to pass, and shall be voted upon as a whole.

Once a Secondary Speakers' List is exhausted or a motion for closure of debate is passed, the committee moves into voting procedure. Once voting procedure has begun, the doors of the committee room must be secured, and no one besides members of the Secretariat are allowed in or out of room except in case of emergency. Delegates having left the room during voting procedure for any reason may not return until voting procedure has finished. During voting procedure, no note-passing or caucusing is allowed.

Once in voting procedure, when there are no points or motions on the floor, the Chair shall put the unfriendly amendments, draft resolutions, or parts thereof, to a vote. There shall be no further debate except as specifically provided in these rules. Once voting on draft resolutions has finished, the Chair shall declare the end of voting procedure, and the committee shall return to the Primary Speakers' List. If all topics are exhausted the Chair shall entertain a motion to adjourn.

39. Method of Voting

Each member shall have one vote. All matters shall be voted upon by a show of placards.

Delegates must vote 'in favour,' 'opposed,' or 'abstain,' if they are not considered 'present and voting.' No member may cast a vote on behalf of another member.

Roll Call Vote

A motion may be made to have a Roll Call Vote only on a substantive matter. This motion is subject to the approval of the Chair; such a decision is not subject to appeal. The roll call shall be done alphabetically, from the beginning of the alphabet. In case of a Roll Call vote, delegates may vote 'with rights' upon the

discretion of the Chair During a Roll Call Vote, a member may pass, in which case they are placed at the end of the voting roll. Members who pass during the first sequence of voting cannot pass a second time and must cast a vote in the affirmative or negative only. Delegates voting 'with rights' must vote in the affirmative or negative and shall be given a brief opportunity to explain their vote to the body upon the conclusion of voting and before the results of the vote have been announced to the body.

40. Division of the Question

A member may move to vote on the operative clauses of the draft resolution individually or in groups. This motion shall be considered after all amendments have been brought to the floor, and immediately precedes a vote on the resolution. Motions to divide preambulatory clauses are out of order. A delegate moving to Divide the

Question must specify a method for dividing the question. If there is more than one proposal to divide the question, the motions shall be voted on in order of the most destructive to the least destructive to the spirit of the draft resolution, as determined by the Chair. The motion is debatable to the extent of two speakers in favour and two opposed.

A simple majority is required to pass a motion for Division of the Question. If a motion passes, all pending motions for Division of the Question are ruled out of order, and the divisions are put to an immediate vote, with only those passing incorporated into the final draft resolution. If all operative clauses are voted upon and fail, the resolution is considered to have failed.

41. Voting on Amendments

If an unfriendly amendment has been moved to a draft resolution, the amendment shall be voted on first. If two or more amendments have been made to the proposal, the committee shall vote on the amendments in the order of their introduction to the body. Where the adoption of one amendment necessarily implies the rejection of another, the latter shall not be voted on. A simple majority is required to adopt an amendment. Following the adoption or rejection of all amendments, the draft resolution in its resulting form shall be put to a vote.

42. Voting

More than one resolution may be passed on any given agenda topic. This is subject to change at the discretion of the Chair.

A simple majority of the members present is required for a draft resolution to pass. Exceptions may be made according to an addendum in the Rules of Procedure for certain Specialized Agencies. If voting on any substantive matter ends in a tie, the matter fails.

Part X: Precedence

43. Precedence

Where multiple points or motions have been made, the committee shall consider them in the following order of precedence, dealing with every point or motion of higher precedence before those of lower precedence. Substantive matters are accorded the lowest precedence.

1. Point of Order
2. Point of Personal Privilege
3. Right of Reply
4. Point of Parliamentary Inquiry
5. Motion For an Extension
6. Motion to Adjourn
7. Motion to Recess
8. Motion to Table the Topic
9. Motion for Set the Speaking Time
10. Motion for Censure
11. Motion to Enter Voting Procedure
12. Motion to Introduce Working Papers or Draft Resolution(s)
13. Motion for Unmoderated Caucus
14. Motion for Moderated Caucus
15. Motion for the Verification of Quorum
16. Motion for Closure of Debate
17. Motion to Divide the Question
18. Motion to set the Default Yield

SAMPLE DRAFT RESOLUTION

SAMPLE PREAMBULATORY PHRASES

Affirming	Expecting	Having examined
Alarmed by	Emphasizing	Having received
Approving	Expecting	Keeping in mind
Bearing in mind	Expressing its appreciation	Noting with deep concern
Believing Confident	Fulfilling	Nothing with satisfaction
Contemplating	Fully aware	Noting further
Convinced	Emphasizing	Observing
Declaring	Expecting	Reaffirming
Deeply concerned	Expressing its appreciation	Realizing
Deeply conscious	Fulfilling	Recalling
Deeply convinced	Fully aware	Recognizing
Deeply	Further deploring	Referring
Disturbed	Further recalling	Seeking
Deeply	Guided by	Taking into consideration
Regretting	Having adopted	Taking note
Desiring	Having considered	

SAMPLE OPERATIVE PHRASES

Accepts
Affirms
Approves
Authorizes
Calls
Calls upon
Condemns
Confirms
Congratulates
Considers
Declares accordingly
Deplores
Designates
Draws the attention

Expresses its hope
Further invites
Further reminds
Further recommends
Further requests
Further resolves
Has resolved
Notes
Proclaims
Reaffirms
Recommends
Regrets
Reminds
Requests

Encourages
Endorses
Expresses its appreciation
Expresses its hope
Further invites
Deplores
Designates
Draws the attention
Emphasizes
Encourages
Endorses
Expresses its appreciation
Supports
Takes note of

SAMPLE DRAFT RESOLUTION

Resolution GA/3/1.1

General Assembly Third Committee

Sponsors: United States, Austria and Italy

Signatories: Greece, Tajikistan, Japan, Canada, Mali, the Netherlands and Gabon

Topic: "Strengthening UN coordination of humanitarian assistance in complex emergencies"

The General Assembly,

Reminding all nations of the celebration of the 50th anniversary of the *Universal Declaration of Human Rights*, which recognizes the inherent dignity, equality and inalienable rights of all global citizens, **[use commas to separate preambulatory clauses]**

Reaffirming its Resolution 33/1996 of 25 July 1996, which encourages Governments to work with UN bodies aimed at improving the coordination and effectiveness of humanitarian assistance,

Noting with satisfaction the past efforts of various relevant UN bodies and nongovernmental organizations,

Stressing the fact that the United Nations faces significant financial obstacles and is in need of reform, particularly in the humanitarian realm,

1. Encourages all relevant agencies of the United Nations to collaborate more closely with countries at the grassroots level to enhance the carrying out of relief efforts; **[use semicolons to separate operative clauses]**

2. Urges member states to comply with the goals of the UN Department of Humanitarian Affairs to streamline efforts of humanitarian aid;

3. Requests that all nations develop rapid deployment forces to better enhance the coordination of relief efforts of humanitarian assistance in complex emergencies;

4. Calls for the development of a United Nations Trust Fund that encourages voluntary donations from the private transnational sector to aid in funding the implementation of rapid deployment forces;

5. Stresses the continuing need for impartial and objective information on the political, economic and social situations and events of all countries;

6. Calls upon states to respond quickly and generously to consolidated appeals for humanitarian assistance; and

7. Requests the expansion of preventive actions and assurance of post-conflict assistance through reconstruction and development. **[end resolutions with a period]**

RESOURCES

<https://bestdelegate.com/model-un-made-easy-how-to-write-a-resolution/>

https://static1.squarespace.com/static/5ae79b0d3c3a535560ce1849/t/5e25e31df068c869fe78340a/1579541304480/Delegate+Handbook+2020+Final_V4.pdf