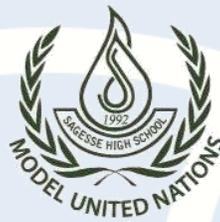


CRISIS COMMITTEE





A PRELIMINARY WORD

Honorable, Righteous and Most Esteemed Future Diplomats of the Crisis Committee, It is our privilege to present to you the Crisis Committee Instructional Booklet.

Within these pages, you will find extra information on a large variety of topics, such as for instance what kind of responsibilities you'll be burdened with as a Crisis Committee Diplomat, an introduction to the Crisis Committee's unique form of debate and many of the other little facts and snippets that make up the Crisis Committee's Rules of Procedure.

We do very much recommend you read this before Committee starts. Preferably twice.

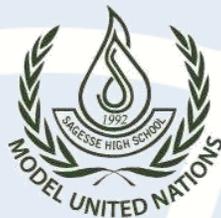
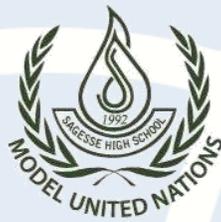


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Chapter I – Introduction to the Crisis Committee

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.” – Niccolo Machiavelli

It can be noted without a doubt that the Crisis Committee can be described as “something else entirely”. In this chapter we will try to enlighten you a little bit what that “something else” entails.

The Crisis Committee is quite different from any other Committee within an MUN. For starters, its Diplomats will not receive any information as to what they can expect: all they will know is what country they will be representing (of which they are expected to know as near to everything as is possible) and the general area in which the crises are to take place.

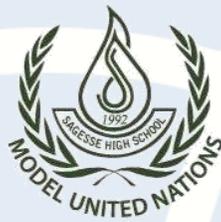
Usually, there are three different kinds of crises: the Diplomatic Disturbance, the Stock Market Nosedive and the Ecological Nightmare. Some crises will be more prominent than others, but rest assured, you as a Diplomat shall be put in a position to “collect them all”, so to speak.

Please note that the strong recommendation of considering how your assigned nation would react to any such a situation before Conference is very heavily implied at this time.

But not only does the Crisis Committee deal with an arising disaster. It deals with arising disasters – meaning, the next disaster will not politely wait until you are finished with the previous; it will come at its own discretion, which will more likely than not be at exactly the wrong moment. You, as Diplomats, are to prioritize, juggle and cajole until your nation’s interests are the ones first served.

Especially if you want to be overly dramatic about it. Delegate with an MUN-experience exceeding 15 conferences. May also be referred to as “Dinosaur Delegate”. Diplomats, not Delegates – the difference will be explained in Chapter 3.

Therefore, the code of conduct within Crisis Committee isn’t quite the same as the one followed throughout the rest of any Model United Nations. To apprise you of differences and possibilities, we have compiled a short clarification in Chapter Four.

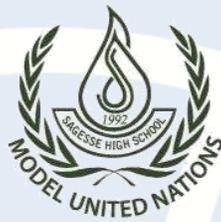


By now, esteemed reader, you must have realized that the Crisis Committee is not only unsuitable for the faint of heart. It demands, also, a reasonable amount of MUN experience.

If you do not have this experience, we entreat you to inform your MUN director of this. We truly believe that you are courageous and confident enough to attempt to undertake the endeavor of being a Crisis Committee Diplomat. However, having seen it happen before, we can assure you that you will not be having much fun while doing it – and despite the repeated assurances to the contrary that you will receive from us, we do in fact want you to enjoy yourself.

So if you are a first-time delegate or even if you have less experience than five MUN's, we appeal to you to ask your MUN director for a different assignment.

After all, you can always come back next year! We prefer at least 5 previous MUN's, and require at least 3.



Chapter II – The Powers That Be

“I feel convinced that any political picture can be changed to suit the needs of the powers that be.” – Thor Heyerdahl

As history, religion and the CIA have taught us, a triad of powers has some sort of mystical attraction to the human race, encouraging us to believe that if a force consists of three components, there will always be a majority and therefore, it will always be right.

Since we are always right, logic dictates that the powers at work within the Crisis Committee must also be described as one such triad. The three in question are the following: The Diplomats of the Crisis Committee, the Student Officers to the Crisis Committee, and the Crisis Committee Headquarters.

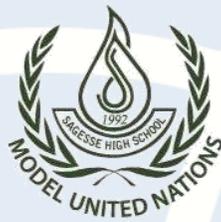
A Crisis Committee Diplomat is, in essence, an upstanding citizen and a responsible emissary. In essence, what this means is that you are to embody Captain Jack Sparrow’s motto of “Take what you can, give nothing back” while making everybody believe that you are the mild-mannered reincarnation of Mother Theresa.

You are to lie, cheat, stab backs and plot your way to the top with an engaging smile on your face. You are to create treaties and special arrangements and make the world believe you consider them holy, even though you know that they’re not worth the paper they’re printed on until signed.

It is very important to note that within the Crisis Committee, a Delegation consists of two Diplomats. This means that, while one of you maintains the mandatory presence within the Committee Chamber, the other may go off to do research, consort with other delegations and commit other nefarious acts of diplomacy.

A list with several ways as to how you may rise to this fine ambition is prepared for you in Chapters 3 and 4. Some suggestions on how to better prepare yourself before Committee are put forward in Chapters 5 and 7b.

The Student Officer’s Trade “No-one is above the law. Not a politician, not a priest, not a criminal, not a student officer. We are all accountable for our actions.” – Antonio Villaraigosa



The Rules of Procedure differ within the Crisis Committee.

Logically, it follows that the tasks and responsibilities of its Student Officers differ, too.

Next to their regular Student-Office duties, first and foremost on a Crisis Committee Student Officer's task list is "keep the immediate peace".

To avoid any and all confusion, allow me to state the following: War is not a solution. It is a tragedy. You are in session to avoid tragedy. If, however, this still remains somehow unclear, the Student Officer is justified to take you to task within Committee, or send you out of Committee to be taken to task by the Crisis Committee Headquarters.

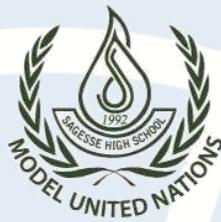
The Student Officers are also responsible for something we like to call "opportuning participation". If it is felt that one delegation in particular is not jumping into the fray as often as they ought, the Student Officers have the right to encourage them through any means they have at their disposal, and if that turns out to be unsatisfactory, they can (and will) call upon the Crisis Committee Headquarters to provide some extra incentive.

Finally, the Student Officers act as the Crisis Committee Headquarters' eyes and ears within Committee. They monitor the goings-on, keep track of the ebb and flow of power and influence within Committee, and turn informant "for the greater good" when they consider it necessary.

The Crisis Committee Headquarters "We are a rumor, recognizable only as déjà-vu and dismissed just as quickly. We don't exist; we were never even born. We are not part of the System. We are above the System. Over it. Beyond it. We're "them". We're "they". We are the Crisis Committee Headquarters."

The Crisis Committee Headquarters is most easily described by its motto: "Omni potens, male volens". We, its members, are the power behind every throne, the mad scientist in every lab, the little pebble that caused every avalanche. We are cause and effect.

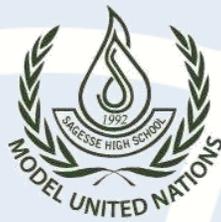
We try not to let it go to our heads.



When you receive information from the outside world, they are the ones providing it. When you send a note to your President/King/Head of National Security, they're the ones answering it. We hold all the strings, and we lord over everything.

In essence, by declaring war you've lost whatever game you were playing – because clearly you weren't a good enough diplomat to achieve your goal through any other means.

There's one thing you must remember; it is not the CCHQ and StOff, against you, the Diplomats. If you play your cards right, it might very well be us, the CCHQ, the StOff and you, against them, the other Diplomats.



Chapter III - Job Description of a Crisis Committee Diplomat

"We are not interested in generals who win battles without bloodshed. The fact that slaughter is a horrifying spectacle must make us take war more seriously, but not provide an excuse for gradually blunting our swords in the name of humanity. Sooner or later someone will come along with a sharp sword and hack off our arms." – Carl von Clausewitz, in Von Krieg

As has been stated previously, the participants of Crisis Committee are to be Diplomats, not Delegates. There is in fact a key difference between the two. A Delegate has a very clear script to follow: do research, write resolutions, make some amendments, and happiness ensues. Such a script does not exist for a Diplomat.

Essentially, a Diplomat gets handed a mission, a list of problems to solve, and then will get shoved off a proverbial cliff.

A successful diplomat within the Crisis Committee, as previously stated, is to be a conniving, backstabbing snake with a smile on his or her face.

An almost paradoxical statement, when you look at it closely. We strive to have the most intelligent and driven Diplomats making up our delegations, but when we have them we encourage them to be causelessly evil? It makes no sense, many have cried.

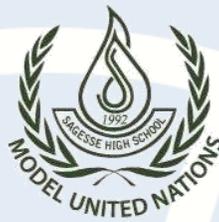
No, you are not to perform causeless acts of evil. They're to be with a very specific cause; for the betterment of your person, and the good of your country.

This is also the reason we discourage war. In the last few decades, we've seen that even a country as rich and powerful as the United States of America can't keep up a war on any scale for more than a few years.

Therefore, starting a war in Committee will not have any beneficial results for you.

The entire point of the Crisis Committee is that a selected international community has to deal with earth-shattering developments popping up with amazing regularity.

Basically what that means is that the balance of power – which, in the real international community, is pretty much set in stone - is constantly shifting as a new



drama unfolds. Your job is to make sure it shifts your way... which sometimes means not solving a crisis, or even making sure it doesn't get solved at all.

However, the Crisis Committee does not just provide you with a challenge to outwit your fellow delegates to become the cleverest monkey in the tree. The Crisis Committee gives you a challenge to think in different directions than the norm, to prove that you know there isn't a box to think out of and to show the world that whatever it comes up with, you will confront it with your head held high. We have tasked you to solve the unsolvable. It's up to you how you deal with that²⁵.

A Day in the Life of a CC Diplomat "Sincere diplomacy is no more possible than dry water or wooden steel." – Joseph Stalin

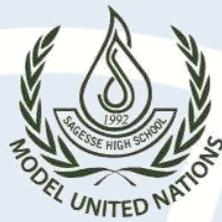
Now that we've got the motivational speeches out of the way, there's room for a rough play-by-play of what life within Crisis Committee might look like moment-to-moment.

The first thing that will happen after you've entered Committee and have had sufficient time to read your Secret Information, you will receive a Press Release. An example of one such is added in Chapter Seven. This Press Release will contain just enough information to raise both some questions and some eyebrows – in the sense that you, as a Diplomat, might have some questions for your government, you most likely will have some questions for some other Diplomats and you will definitely be trying to make sure nobody will try and ask you any uncomfortable questions.

We would like to take this opportunity to point out to you that this is not a classroom, and the best way to make sure the rest doesn't think to ask you any questions is not to hide behind your placard.

The best way to make sure that you're not going to get in trouble is by making sure someone else is. As soon as the first Press Release has been released, the game, as they say, is afoot, and all bets are off. So make sure you use the story to your best advantage!

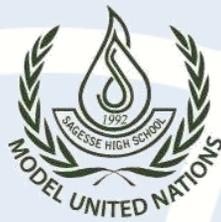
As the debate on the matter grows, more information will be coming in. Another press release might pop up, or a statement from an expert in a field pertaining to the developing crisis. If you have done your research well, you should be able to come up



with a solid policy right after reading, but it's certainly no crime to do more research before becoming loud about something.

Besides, nobody said you had to play fair – you can ask another Diplomat very nasty questions while having no idea how you would answer those yourself!

The final message is really “knowledge equals power”. What'll be handed to you is information. Your job, in three words, is to process it.



Chapter IV – a Diplomat’s Tools

As has been alleged to before, due to the rather more immediate nature of the crises the Committee gets to deal with, the normal MUN modus operandi – writing resolutions – can only be described as obsolete.

How, then, is a CC Diplomat to take arms against a sea of troubles?

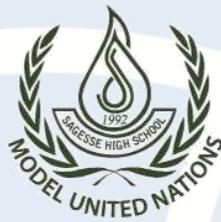
Things a Crisis Committee Diplomat Can Do

There are several ways you can make your sentiments known. Of course, placard waving and speeches are still integral parts of the debate in-committee, and we encourage you all to do as much of that as possible. There is also the option of giving a Written Statement – it’s rather like a speech, but with a bit more force behind it; if a Written Statement turns out to be bogus, you can actually be held accountable for it. In short, a written statement can be defined as the “official announcement of (unilateral) action”.

A treaty is also an option. You may enter negotiations with other diplomats to unite your efforts for a particular goal, and – when your government has agreed to back you up on it – sign a treaty to that effect, which will be considered ironclad when signed. A treaty can best be described as a set of arrangements between two or more countries that become legally binding after signing it. Separate negotiation chambers will be made available to you, and thanks to the dual nature of a Crisis Committee delegation you can even remain a participant in the debate while you’re off conspiring. In short, a treaty can be defined as “legally binding agreements”.

More powerful than a treaty is an action plan. When that has been dreamed up, considered from several angles and signed by at least two nations significant to the current crisis it may be considered as “turn of events” and absorbed into the crisis development. This is, of course, as dangerous as it sounds, so we advise you to adopt this measure with caution. In short, an action plan can be defined as “joint immediate action”.

A written statement must be published in Committee for it to take effect. A treaty and an action Plan can be announced, but they can also be made in secret and submitted to the CCHQ; they will still take effect that way!



A diplomat can also influence events while “going solo”; if your proposed plan of action has convinced the Crisis Committee and your Government, it may also be considered as “turn of events”, after which the situation will develop as stated previously.

How to Accomplish the Things a Crisis Committee Diplomat Can Do

Most of the previous, of course, is to be accomplished in a convincing, accurate manner. Unlike with the rest of MUN, within Crisis Committee money is a finite resource, and should be treated as such.

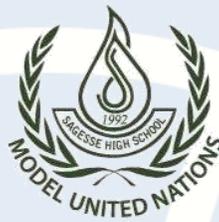
It has been established in previous conferences that, however well Diplomats have prepared themselves for Committee, one cannot prepare oneself for every eventuality: additional research will have to be done on occasion.

Providentially, a Crisis Committee Delegation consists of two diplomats, and you are heartily encouraged to leave committee to research upon the topic of the conundrum you’re presently facing. A note of your leaving, however, must be sent to and approved by your Student Officer; if calamity strikes, it may be that we send an Admin to find you! You may take your position within the international community and use it to exact pressure upon other diplomats, or do them favors which you can cash in at their considerable cost on a later date – make sure you get government approval for your plans, and make sure to have all of it documented!

You have also at your disposal a duo of spies. You may send these spies out with specific instructions to a specific location, upon which – after a certain amount of time has passed – you will receive a missive with whatever additional information they have managed to uncover from General Intelligence. Of course, if the location you’ve sent them to wasn’t a very relevant one, you won’t be getting very relevant information...

A more detailed instruction on spies and how to use them will be provided to you in the next segment.

The things that have been detailed to you on this page are, of course, quite minimal. However, they do outline the rough possibilities within Crisis Committee, and we trust that with this basic information you are adequately set up to learn more on the job.



We consider creativity and ingenuity the highest forms of human accomplishment, and any diplomat showcasing such traits will be reacted upon.

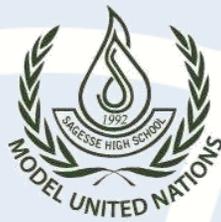
The cards up your sleeve

“The supreme art of war is to subdue the enemy without fighting.” - Sun Tzu

As a diplomat in the Crisis Committee, your influence over your government is generally speaking limited to the power of suggestion. We’re not saying that that isn’t quite a powerful tool, but during every crisis there will be moments that you absolutely have to get something done straight away. Therefore, we introduce two different types of cards: the spy-cards and the favor cards. These represent your (limited!) ability to call upon the resources of your government apparatus to perform services for you. They are explained in greater detail below.

At the start of the conference, you will receive a one-use only spy card. You can play this card by sending it to your intelligence agency c/o CCHQ, with a note attached detailing a specific mission. Your intelligence agency will then undertake to follow your instructions. If their mission is successful, they will get back to you after some time with the information – or situation – that you requested. That seems easy enough, but it is amazing how many things could go wrong. Here are some things to keep in mind.

- Be sure to include a note with specific instructions as well as the kind of mission you have in mind. For example, “Send a spy to Japan” might result in a treatise on the merits of sushi or a keen observation on the average length the Japanese, but nothing more specific than that. On the other hand, “Please send a spy to Tokyo University of Science, second Engineering Division, to copy, steal or otherwise obtain the information and technology required to access the newly discovered mineral layers in the ocean crusts” is very likely to yield a set of blueprints and insightful calculations on structural integrity. - Trying to contact your spy after he has been sent will sharply increase the chances of his cover being blown, which will, in turn, result in a painful set of negotiations for his freedom. Sending further instructions after the first set is therefore highly discouraged and at your own risk. Be sure to get it right the first time! - Any note which is even vaguely in the spirit of “I sent a spy some time ago but I haven’t heard from him yet – is he going to deliver or what?” will result in the immediate cancellation of your agent’s mission. If you feel



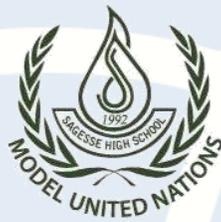
your spy is not delivering, the most probable cause is your lack of patience. Trust me, there is a complicated, complex and convoluted system in place to ensure every mission yields results at some point. - There are no guarantees. Every mission has a small chance of failure. Some missions have a very high chance of failure (“Assassinate President Trump”). Keep in mind, the results of a botched mission are often yours to deal with!

Though it would be wise to think well before using your precious resources, don’t hold on to your spies indefinitely! You can count upon new resources being allocated periodically – this spy card will certainly not be the only one you will have this conference.

The second type of card available at this conference is the favor card. Again, this card is used by sending it to the CCHQ, but its use is rather different from the spy card. Where the spy card gives you a completely new possibility, namely, to send an agent on a mission, the favor card enables you to add extra weight to a ‘regular’ request. Though this concept might seem a bit abstract, we are sure you the examples provided below will help you understand. Here are some things to keep in mind.

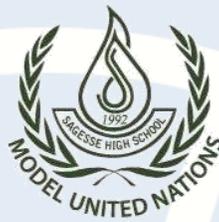
In most cases, the favor card represents your head of state putting his/her diplomatic weight behind one of your requests – but that doesn’t mean (s)he will solve your problems for you! For example, if you sent the CCHQ a favor card with a note “Please get me that ocean drilling information”, you can expect an annoyed response from a secretary or an out-of-office reply. On the other hand, if you found out yourself that this valuable piece of information is in possession of the Tokyo University of Science, you could send the directorate of said university a letter c/o CCHQ in which you ask for the information to be disclosed to a delegation of scientists from your country, with your favor card attached. The card would in this case represent, for example, a phone call between your head of state and the president of the university, which would greatly increase your chances of getting the information.

Like the spy card, the favor card is one-use only. However, unlike the spy card, you should not expect your head of state to start owing you favors again after the first! Then again, past experience has shown us that most delegations still haven’t used their favors by Sunday afternoon, which is of course a waste of a valuable resource. Don’t be wasteful, but saving up for later isn’t always the best solution either!



Again, there are no guarantees. There are things that even a head of state can't achieve. No matter how hard he might try, his majesty the prince Alois von Liechtenstein won't be able to convince the United Kingdom to relinquish their claim to the Falkland Islands.

Again, creativity will be rewarded!



Chapter V – The Preparation of Champions

We've been shouting "do your research" for quite some time now, all the while pointing out that the Crisis Committee is fundamentally different from any other Committee you might encounter. Reasonably, it would follow that research done for the CC would be fundamentally different as well. Since we are feeling magnanimous, we have decided to give you some hints as to what makes a great preparation.

Primary Phase

First, you should cover the basics, like for instance:

1. Who is my prime minister/president/leader/figurehead?
2. Is there a monarchy in my country, and if yes, does our royal family any power?
3. What political party is currently favored? What are their policies?
4. Has my country got a noteworthy secret service?
5. What sort of military can my country muster?

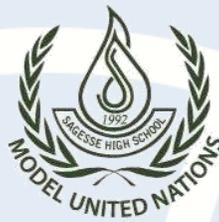
With only this information, you can already make an educated guess on how your country would react to a potential crisis. This sort of information also tends to contain rather a lot of numbers and percentages, so we would strongly recommend you to have a copy of this information with you in-committee.

Secondary Phase

"Play is the highest form of research." – Albert Einstein

The second step to a solid research is actualities. Find a local newspaper – most countries have an English version online these days. The BBC and CNN websites also tend to provide a wealth of information.

Read up on your Prime Minister's behavior, whether there have been any major scandals recently, note the amount of accidents that have happened or whether there have been any major disasters recently. If you encounter anything interesting, make notes and take down dates – if you have this sort of information ready, you could technically hold a perfect speech inside five minutes.



You may also assume we've read it all, and draw your own conclusions as to whether you should⁴¹. It is important to know that we tend to start off with crises that are actually plausible; in fact, they tend to be so plausible that we have used actual BBC news reports, virtually unedited, as our own because they fit so perfectly in our story!

Tertiary Phase

Now that you know what's going on in your country and who's in charge, it's time for a little more in-depth research. You should answer questions like:

1. What is your country relying on financially?
2. What are the demographics in your country?
3. Is there a history with a neighboring country that could come back to bite you?
4. Has your country had a problem with terrorism in the past?
5. How would your government be evacuated should disaster strike directly?

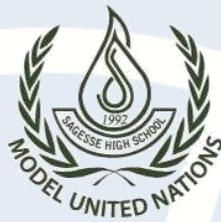
It's considerations like these that'll keep you from sitting slack-jawed when an unimaginable horror unfolds in front of you, especially if you're the one who's supposed to fix it.

Quandary Phase

If you've gone through all these steps, it's time to broaden your horizons.

Look up what other nations will be in Crisis Committee. Note whether you've got any neighbors in-Committee, and look up whether or not you already have trade agreements with them. It's also wise to take a quick look at other countries' Basics: have they got a larger military than you? Are there any significant differences between your policies? Could you strike a deal with them?

Basically, what you're doing is finding your allies before Committee even starts. If you know which countries roughly align with yours, policy-wise, you know with which Diplomats you have a greater chance of negotiating. The sooner you can pick out who your friends are in-Committee, the better your country will do!



Quintessential Phase

If, after all this, you still have a preparatory itch to scratch, you could start running “hypotheticals” – you can come up with disaster situations, and think of a way your country would handle them.

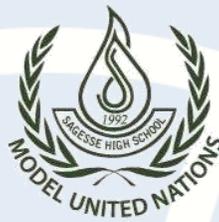
For instance – your country suddenly has to deal with major flooding. Which parts of your country would be hit the hardest? How would you deal with the problem? Would your infrastructure hold?

Or a debilitating disease would sweep through your capital city. Have you got the manpower to maintain a quarantine zone? Have you got enough physicians to provide aid for the population? Can you airlift your government out?

Another option is that a swashbuckling criminal has emptied the proverbial safe of your nation’s largest bank. Could the other financial institutions handle the strain? Would your country’s economy collapse? Are you great friends with Germany?

These, of course, are relatively mild situations; “our” crises tend to be a little more imaginative. Still, it’s always a good idea to come up with some basic evacuation and/or disaster plan; it’ll ensure you won’t have to cook everything up in-committee.

Of course, we tend to be of the opinion that there is no such thing as “enough research”. But if you have gone through all these phases and are sitting pretty on top of several pages of notes, we suppose we could consider your research “adequate”.



Chapter VI – How to deal with the StOff and the CCHQ

Dealings with the Crisis Committee Student Officers are rather similar to dealings with any other Student Officers: you are polite, smile, follow each and every rule they present you with and you keep your head down. It's also a clever idea to bring them cookies on occasion.

The Crisis Committee Headquarters, however, is an entirely different case.

Since entering the Headquarters is strictly forbidden until specifically instructed otherwise, most communication you'll be having with its members will go via note.

After several years of watching the ramifications of this reasonably innocent statement unfold in horrified fascination, we now provide three “iron rules” that will hopefully clear up any confusion the words “communication will go via note” may cause.

Rule 1

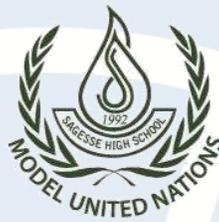
Notes will be written on notepaper.

Rule 2

Your note is to be addressed to the Crisis Committee Headquarters and its intended recipient. Crisis Committee Headquarters is a place, not an institution. It does not constitute a full address. If a note has not been addressed properly, it will be tallied and promptly returned to sender. When your tally reaches three, your notes henceforth will be shredded unopened until you send us a formal letter of apology.

Rule 3

You will not get your note back. If you send us a draft of your treaty or action plan, to be approved by your government before being signed by your collaborators, we will keep your note for filing purposes and send our approval on a different note. Keep copies of your work, and again please note there are printing and copying facilities on the premises!



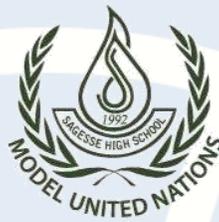
These three rules cover the most basic things you should keep in mind while in dialogue with CCHQ. While addressing them, however, there are some other things you really should keep in mind:

Please approach us with politeness and formality. Attempted familiarity when in conversation with the Crisis Committee almost always ends badly; lack of respect will result in minor sanctions. Blatant disrespect will be met with the full force of the CCHQ's ingenuity.

Notes will be answered in order of priority. Especially during "rush hours", notes can pile up and remain unattended for quite some time. Please be advised that sending us notes about why your previous notes has not been answered yet can have only three possible outcomes:

1. We had actually forgotten it and will send you an answer forthwith
2. We have been buried under a mountain of paperwork and your note only served to further swamp us
3. We were about to get to your note due to a recently vanquished mountain of paperwork but are now too annoyed with you to do so.

Please note that the majority of these outcomes are not in your personal favor.



Chapter VII – The More Interesting Fallacies

Frequently Asked Questions

Q. Can we invade country x?

A. Have you got permission from your government? No? No.

Q. Can I set up a private meeting with Delegation X?

A. Please fill in the Negotiation Chamber Request Form provided to you by your Student Officer. Also, yes.

Q. Am I allowed to nick other Diplomats' top secret documents?

A. NO.

Q. Should I answer The Phone if it rings?

A. Do you value your career?

Q. Can I bring my laptop?

A. Yes, but you are not allowed to use the Internet in-committee

Q. Can I make a decision in Committee that hasn't been ratified by the CCHQ?

A. That really depends on the decision.

Q. Can I go to the bathroom? Yes.

Q. Can I give Country X all my resources? No.

Q. Can we actually physically be removed from Committee?

A. Yes. It has happened before. Please help us in making sure it doesn't happen again.

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