

Attachment 2: Case Details and Guidelines

Belt and Road Initiative Simulation:

An Inclusive International Negotiation Focused on the BRI



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Table of Content

1. About Inclusive International Negotiation	3
1.1 What is “Inclusive International Negotiation”?	3
1.2 The BRI projects as an Application Scenario	3
1.3 What are the takeaways for students?	3
2. Negotiation Manual for Successful Inclusive Negotiations	4
2.1 Multi-party Negotiations	4
2.1.1 Know who will be participating	4
2.1.2 Manage the information & time effectively for proposal making	4
2.1.3 Brainstorm Options	4
2.1.4 Assign Procedural Roles	4
2.1.5 Stay at the Table	4
2.1.6 Encourage Equal Participation	4
2.2 Cross-Cultural Negotiations	5
2.2.1 The Difficulties of Language	5
2.2.2 Prepare for Possible Cultural Barriers	5
2.3 Business and Diplomatic Negotiation	6
3. Procedural Guide of the BRI Simulation	7
3.1 Acronyms & Glossary	7
3.2 Introduction	7
3.2.1 The Goal of the Simulation	7
3.2.2 About the Belt and the Road Initiative	9
3.3 Preparing for the Negotiation	9
3.3.1 Research References	9
3.3.2 Key Operations	10
3.4 Rules of Procedure	12
3.4.1 Rules Governing Formal Sessions	12
3.4.2 Rules Governing Informal Sessions	13
3.4.3 Negotiations	14
3.5 Negotiation Documents	14
3.5.1 Opening Statement	14
3.5.2 Final Resolution	15
3.5.3 Memorandum	16
3.6 Purpose and Practice of being a Delegation	16
4. About the Case	18
4.1 Case Background: The “Freshippo Village” Project	18
4.2 Introduction to the Stakeholders	18
4.2.1 Alibaba Group Holding Limited (Alibaba Group) & Freshippo	18
4.2.2 The Government of Uganda (GOU)	18
4.2.3 United Nations Industrial Development Organization (UNIDO)	18
4.2.4 World Union of Small and Medium Enterprises (WUSME)	19
4.2.5 Life Loaf Bakery Gulu Company (LLBG)	19
4.2.6 National Agricultural Research Organization (NARO)	19
4.3 Scenario and Stance of Stakeholders	19
4.4 Stakeholder Grouping	21
4.5 Issues on the Table	21
4.5.1 Investment and Ownership Structure	21

4.5.2 Supply Chain Control and Pricing Mechanism	22
4.5.3 Employment and Local Economic Impact	22
4.5.4 Collaboration Framework Between UNIDO and WUSME	23
4.5.5 Consultative Status, Strategic Partnerships and Standards Compliance	23
4.5.6 Agricultural Sustainability and Environmental Protection	24
4.6 General Preparation strategies	24
4.7 Applicable Law	26
5. Simulation Schedule	27
Annex 1: Opening Statement Example	28
Annex 2: Final Resolution Example	29
Annex 3: Agreement Template	30
Acknowledgement	32
Contact	32

1. About Inclusive International Negotiation

1.1 What is “Inclusive International Negotiation”?

Inclusive international negotiation is a process of role-based dialogues engaged by four major stakeholders in the contemporary societal structure intended to reach agreement on tensions or disputes involved in transnational projects. These four major roles include a government, an enterprise, a local NGO, and an IGO. The goals of inclusive international negotiation are to create a platform and a set of procedures for different actors to be able to negotiate at the same table and seek to limit or minimize existing tensions or potential disputes. It aims at transforming global governance that goes beyond the status quo among sovereignty power and intergovernmental power, empowers non-state actors, including enterprises and civil societies, and creates opportunities for interactive conversations among them.

1.2 The BRI projects as an Application Scenario

The Belt and Road Initiative is a global infrastructure development framework proposed by the Chinese government in 2013 to invest in nearly 70 countries and international organizations. The industries that are involved include transportation, energy, power, petrochemicals, and communications and other related projects aimed at promoting national industrialization, trade facilitation, and multilateral economic and trade cooperation. Business coverage involves various aspects such as consulting, financing, construction, operation, and maintenance.

However, at the same time, the construction of the BRI infrastructure also faces complex challenges and dilemmas in the implementation and advancement of specific projects, such as the financial structure issues, environmental compliance, labor protection, and geopolitical risks, long-term sustainable development, compliance with international obligations and other issues and problems that may arise during the investment and project implementation process.

Negotiation is often involved in dealing with these challenges. Given the diversity of the stakeholders, inclusive international negotiation could serve as an efficient and valuable mechanism in promoting the cooperation and limiting the existing tensions.

1.3 What are the takeaways for students?

During the simulation, students can learn the standpoints of different stakeholders and take what they have learned to their future jobs, either in government, enterprises, IGOs, or NGOs. It can help students to learn how to use the corresponding knowledge and skills to conduct cross-cultural exchanges and negotiations and improve their capabilities in researching, public speaking, debating, and writing, as well as abilities in creative and critical thinking, teamwork, and leadership. As the Belt and Road Initiative continues growing and the world's interconnections gradually increase, these skills would be crucial for future professional development.

2. Negotiation Manual for Successful Inclusive Negotiations

2.1 Multi-party Negotiations

Negotiating with multiple parties complicates the negotiation process. It is important to develop strategies to ease the process and produce successful results for all parties. Some of the strategies below can be used to enhance the negotiation in a multiparty context.

2.1.1 Know who will be participating

It is of utmost importance to know what parties will be participating in the negotiate, what their interests are, and who they represent.

2.1.2 Manage the information & time effectively for proposal making

a. It is advised to create a model to organize information related to all parties in the negotiation.

b. For example, develop a model that lists each party along rows and each issue along columns, and then record information for each party's preference on each issue.

	Issue 1	Issue 2	Issue 3
Party 1			
Party 2			
Party 3			

c. It is important to explore options and alternatives to proposals in a methodical fashion to avoid tunnel vision or the tendency for participants in group negotiations to underestimate the number of feasible outcomes available.

2.1.3 Brainstorm Options

It may be beneficial for team members to independently brainstorm and develop their own strategies which they can then share with the team.

2.1.4 Assign Procedural Roles

To ensure smooth procedural negotiation, team communicators or representatives need to be assigned. These roles can be rotated during the negotiation, as not to give any member an advantage or disadvantage.

2.1.5 Stay at the Table

When group members leave the negotiation table when an agreement is necessary, coalitions are more likely to form, which may be disadvantageous to the team.

2.1.6 Encourage Equal Participation

When one or two people do all the talking, it discourages idea exchanges within groups.

2.1.7 Allow for Some Points of Agreement, Even if Only on Process

a. Sometimes negotiations come to a halt because it takes longer for parties to come to an agreement, even on a single issue. Failure to move forward on other issues can lead to members feeling as though the negotiation are stalemated.

b. Avoid making an agreement just for the sake of making an agreement.

- c. Consider differences of interests between parties, as it can lead to viable options for all parties to gain in the process.

2.2 Cross-Cultural Negotiations

Negotiations are usually hard not only because both sides want to beat the other, but also because of the cultural differences. Every country and every nation has its own unique traditions and customs of communication and etiquette. Representatives of different cultural traditions meet at international negotiations, therefore the problem of maintaining a high culture of communication, implying respect for the representatives of all nations and nationalities, is the basis for successful negotiations.

2.2.1 The Difficulties of Language

Language, both verbal and body, physical cues and punctuality could make a huge difference when negotiating cross cultures.

An obvious problem when negotiating between cultures and people is the potential of encountering a language barrier. It may not be uncommon to be put in a situation where one party cannot directly communicate with the other. In this case, communication may be done through interpreters, which may make the negotiation a more laborious process. When dealing with an interpreter, it is important to recognize him or her as a resource in overcoming cultural challenges.

Negotiations, where a common language is spoken, does not necessarily negate the potential for problems. For example, though many people can speak English, there are numerous dialects with various usages of vocabulary. Non-native speakers may find difficulty in regional differences; therefore, it is imperative to limit the usage of technical jargon and colloquialisms, using straightforward language to communicate ideas directly.

2.2.2 Prepare for Possible Cultural Barriers

Even with a common language and the best of intentions, negotiators from different cultures face special challenges. Try following these guidelines when preparing for talks with someone from a different culture.

1. Research your counterparts' background and experience.
With a little homework, you should be able to learn who your negotiating partner will be and find out some details about her background and experience.
2. Enlist an adviser from your counterparts' culture.
If you discover that the person with whom you are likely to be negotiating has little or no international or cross-cultural experience, consider enlisting someone from his culture to serve as your "second" during the negotiation.
3. Pay close attention to unfolding negotiation dynamics.
Listen carefully during talks. If you're unsatisfied with the answers you receive, reframe your questions and try again. If you're unsure about what the other side said,

repeat what you think you heard. It's safe to assume that people living and working in different cultural settings often view or interpret the same events differently.

2.3 Business and Diplomatic Negotiation

To build a strong professional relationship, negotiators must adhere to the basic norms of business and diplomatic etiquette. Many do not realize it, but negotiation and etiquette go hand to hand. Therefore, knowing and following the rules of etiquette during business or diplomatic negotiation is the key element that could either easily guarantee their success or failure.

The negotiation process is a complex system of written and unwritten customs and regulations that must be correctly followed by the parties involved. Negotiations are a dialogue of equal partners and should not be an imposition of one's position. Both business and diplomatic negotiations represent communication between two or more parties, the main goal of which, at a minimum, is to improve the relations between the parties, at a maximum, to find and jointly adopt a mutually beneficial, reasonable solution. Negotiators should be ready to make compromises, to perceive and respect someone else's point of view, to argue reasonably, and not to push their opinion. In other words, it is necessary to follow the etiquette of negotiations and the rules of the business protocol. Knowledge and observance of the norms of the etiquette of business meetings help establish constructive discussion, focus on solving professional problems, minimize emotional tension.

Although cross-cultural differences impact specifics of business and diplomatic etiquette, the basic principles do not change regardless of time and/or geographical location. For instance, following correct procedures and being respectful to the negotiation counterparts are essential elements that could secure one's victory. By following suitable negotiation etiquette, the parties avoid open conflicts and have an opportunity to address their demands and advocate for their positions.

3. Procedural Guide of the BRI Simulation

3.1 Acronyms & Glossary

NGO- Non-Governmental Organization

IGO- Intergovernmental Organization

BRI- Belt Road Initiative

UNIDO - United Nations Industrial Development Organization

Communicator - A team member who is responsible for all communications with the Secretary such as composing and submitting requests for negotiation, monitoring all communications to keep the team informed, act as timekeeper, etc.

Decorum - Overall respect for the formal negotiation process and speakers.

Secretary - The Secretary is a person who oversees the negotiation and attempts to ensure no procedural conflicts arise between participants.

The Secretariat - The administrative arm of the simulation entrusted with administrative duties, maintaining records, and overseeing and performing secretarial duties.

Resolution - The final negotiation outcome agreed upon by teams.

Table - The Table will be where all formal negotiation sessions will be held.

Team - Teams will be made of three to seven members and represent the intentions of the stakeholder assigned to the team.

UN Charter - The Charter of the United Nations was signed on 26 June 1945, in San Francisco at the conclusion of the United Nations Conference on International Organization and came into force on 24 October 1945. The Charter establishes the purpose of the United Nations.

Memorandum - A written note or document recording the negotiation details and proposals or the terms of agreements or resolution.

Resolution - A final proposal, or firm decision and action of solving a problem, dispute, or contentious matter.

3.2 Introduction

3.2.1 The Goal of the Simulation

The BRI Simulation is an educational activity in which participants are delegated different roles and use their knowledge and skills to create better strategies and solutions in the process of BRI cooperation and negotiations.

The simulated case is based on real BRI issues and must be dealt with by involving both the public and private sectors, including governments, local society representatives, NGOs, international NGOs, transnational corporations, etc.

The purpose of this simulation is to educate participants to gain experience and knowledge in creating strategies for and promoting the implementation of the BRI-related projects. It requires participants to have excellent knowledge at the intersection of law and international affairs, understanding of local cultures and globalization, skills in researching, public speaking, debating, and writing, as well as abilities in creative and critical thinking, teamwork, and leadership.

3.2.1.1 About the Simulation

The simulation will address the issues of how Freshippo can establish a “Freshippo Village” in Uganda through a complex, multi-stakeholder negotiation involving the Government of Uganda, UNIDO, WUSME, and local enterprises such as Life Loaf Bakery Gulu. The simulation will explore key challenges including investment and ownership structure, supply chain control and pricing mechanisms, local employment and economic impact, institutional collaboration frameworks, standards and certification compliance, and environmental sustainability. It will further examine how to balance commercial interests with development goals, ensure fair participation of local stakeholders, and design a governance structure that supports both long-term supply chain efficiency and inclusive economic growth.

Teams will receive key documents about the case, containing information on the situation, the stakeholders involved, confidential instructions, and other reference materials. Confidential instructions are considered protected documents for their respective team delegations during the negotiation rounds and must be treated accordingly.

This type of simulation operates under a strict schedule. The schedule replicates the formality in which negotiations take place and provides the parties involved with time to negotiate issues, review and evaluate strategies, adjust negotiation approaches, and schedule or respond to negotiation requests. While strict adherence to and enforcement of the schedule may cause some level of frustration among participants, this reflects realistic expectations in formal negotiations.

3.2.1.2 The Structure to the Simulation

Each negotiation table contains four teams representing four parties in the case. Each party has their own motives and objectives and each of them has three to ten delegates. However, no more than three delegates may participate in each round of the negotiation. The team must appoint a team Communicator, who is the sole point of contact with the Secretary of the simulation, and responsible for scheduling and processing ad hoc negotiation requests, sending/receiving press releases (if any), team-to-team communication, and diplomatic communiqués.

There is a Secretary in each simulation, he or she is responsible for collecting proposals, exchanging information among teams, facilitating negotiations, releasing new findings, and supervising the process to be conducted within the established schedule.

The Simulation includes four crucial phases: the delivery of the opening statement, bilateral negotiation, ad-hoc negotiation, and quadrilateral negotiation. During the simulation, all teams will meet for three hours over the course of five sessions: opening statement delivery, first round, second round, final round, and resolution signing. Each team may use the rest of time during the simulation to prepare oral argument and proposal.

The preparation of the opening statement and the final resolution requires participants' full understanding of the case scenario and each parties' interests and propositions. The goal of the negotiation is to reach the best balance among all parties.

The evaluation of the simulation will be based on the following performance:

- proposal writing and negotiation, including the knowledge applied in the writing and negotiation
- negotiating strategy adopted
- achieving their primary goals or objectives

The key documents of the simulated case are provided following the rules of the simulation, including case background, scenario and stakeholders, negotiation roles and goals, and other reference documents. The confidential materials will be delivered once the roles of the negotiating parties are determined.

3.2.2 About the Belt and the Road Initiative

The Silk Road Economic Belt and the 21st Century Maritime Silk Road, also known as the One Belt and One Road Initiative (OBOR), or the Belt and Road Initiative (BRI), is a systematic project proposed by the Chinese government to connect different parts of the world. The goals of the project are to promote economic prosperity of the countries involved, promote regional economic cooperation, strengthen exchanges and mutual learning between different civilizations, and promote world peace and development.

The BRI aims to promote connectivity between Asian, African, American and European continents and seas. The BRI follows the principles of the UN Charter and upholds the Five Principles of Peaceful Coexistence: mutual respect for each other's sovereignty and territorial integrity, mutual nonaggression, mutual noninterference in each other's internal affairs, equality and mutual benefit, and peaceful coexistence.

3.3 Preparing for the Negotiation

3.3.1 Research References

There are several primary resources for teams to use in preparing for the simulation. The Procedural Guide should be viewed only as a starting point to begin research. Individual team

research is vital, and the use of scholarly journals, academic literature, newspaper articles, and college or law school libraries, databases, or the following websites:

- The State Council of People's Republic of China Belt and Road Portal:
<https://eng.yidaiyilu.gov.cn/>
- UN Treaties: <https://treaties.un.org/>
- UN Charter: <http://www.un.org/en/charter-united-nations/>

Teams are expected to use the sources identified above to form their own ideas and suggestions in the simulation. Information gathered should be in line with their assigned stakeholder's policy and framed in their own words.

3.3.2 Key Operations

3.3.2.1 Opening Statement Submission

Each team is required to present their stance in the negotiation. The opening statement should clearly address each and every issue introduced in the case scenario and be in strict accordance with the interest of the proposing party. Opening Statements are publicly available to every participant and the secretary will distribute them once they are submitted by all teams. The secretary will give instructions in due course.

The opening statement should be submitted to the Secretariat at the designated time, which will be announced later in the official program schedule. Each team will prepare their response based on other teams' opening statements from other teams for the following rounds of negotiation.

3.3.2.2 General Rules

Rules established by existing treaties, charters, stakeholder policy, official state laws, and regulations will be adhered to by teams during the simulation. Procedures governing the simulation have been established by this Procedural Guide and shall be followed throughout the simulation.

3.3.2.3 Team meetings

A brief discussion about interests, including negotiation strategies, of the team and how they are to be portrayed in bilateral and ad-hoc meetings. Team meetings will also be the time for the team to prepare any documents needed during the simulation. Team meetings will also be the time for requesting and scheduling Ad Hoc negotiation meetings with other teams.

3.3.2.4 Bilateral Meetings

Bilateral meetings will be scheduled by the Secretary. Bilateral negotiations will be between two of the stakeholders only that are directly concerned with issues of the case.

3.3.2.5 Ad Hoc Negotiation Scheduling

At the beginning of each session, each team will have the opportunity to submit up to three requests for Ad Hoc Negotiations. The Ad Hoc Negotiation can be bilateral or multilateral depending on the needs of each team. Once the requests of Ad Hoc Negotiation are received by the teams and agreed upon, an Ad Hoc Negotiation will be initiated and the related teams will be able to attend the session. A team can join up to two Ad Hoc Negotiations in an informal session.

- Procedure for Scheduling Ad Hoc Negotiation Sessions
 - During the simulation, teams will be able to accept, decline, or ignore requests for Ad Hoc negotiation sessions.
 - Initial requests to negotiate should be submitted no less than five minutes prior to the start of the scheduled negotiation period.
 - It is acceptable to make a deliberate choice to ignore a negotiation request rather than to accept or decline a request for Ad Hoc Negotiation Session, but it is pertinent for each team to consider ramifications of making this choice such as missing critical opportunities to reach a resolution.
 - The Secretary may schedule negotiation sessions with any team as they deem fit.
 - Attendance at these negotiation sessions is required; they may not be declined or ignored.

- Negotiation Request Guidance
 - When a team sends a request to negotiate, the Secretary will forward the request to the appropriate team(s).
 - Once all of the teams listed on the request have received notice, and have responded to the Secretary, the negotiation will be scheduled.

3.3.2.6 Memorandum

Teams can prepare memorandums during informal negotiations. Written memorandums should be submitted to the secretary for filing records when required.

3.3.2.7 Team-to-Team Communication

Teams are allowed to communicate with each other as they deem appropriate. Each team should have a member to serve the role of Communicator, any formal communication between teams should be brought about by a Communicator and its records should be kept by the Secretary.

3.3.2.8 Press Releases

Under some circumstances, teams will have the opportunity to submit press releases. Teams must submit press releases to the Secretary for evaluation and release. The Secretary will vet each release and publish it to other teams. Teams may not publish their own press releases. Press releases will not necessarily exist in all simulations.

3.3.2.9 Communiques to another team

The purpose of these messages is to allow for inquiries or requests for clarification and additional information.

3.3.2.10 General Communication Guidelines

The designated Communicator will use their own email to establish contact with the Secretary and use as their primary means of communications.

Communicator's responsibilities are as follows:

- Compose and submit all Ad Hoc negotiation requests, diplomatic communiques, press releases (if any), and inter-team messages;
- Monitor all communications and keep the team informed;
- Advise team when actionable items are received;
- Maintain situational awareness of all requests/requirements; and
- Act as the team timekeeper; each team meeting period is designated a length of time according to the schedule. The timekeeper's responsibility is to keep track of time during discussions and debate and remind the team of when decisions need to be made.

3.3.2.11 Exercise Schedule

Negotiation sessions between teams can only take place during scheduled bilateral negotiations and during additional Ad Hoc Negotiation periods. Team Meeting periods are an important time for team communication, evaluation/reevaluation of positions and interests of the other teams, working on memorandums, scheduling negotiation sessions, and establishing talking points for the next round of negotiations.

During the simulation, participants should remain in the role throughout. While the negotiation sessions and team meetings are confidential, conversations in common or public areas are not. Each team will present their opening statements during the opening statement delivery session. Concluding the opening statement delivery session, participants will immediately begin their first formal negotiation session. Teams will then move to their team zones, meet with own teammates, and prepare for the commencement of the negotiations. The first round of negotiations consists of pre-scheduled bilateral sessions (see schedule in Annex). The second round of negotiations will be ad hoc, conducted as described above. After the second round of negotiation, there will be a team break, which is also a period of time for teams to work on final strategies or have an informal negotiation. A final formal session will be held in quadrants to discuss any remaining issues, make final proposals on each issue, announce supporting allies, and conclude the final outcomes. Following this session, teams will enter the resolution signing session. Copies of the resolution templates will be provided to teams in advance. During this session, teams will sign or sponsor the outcomes they have agreed on or support.

3.4 Rules of Procedure

3.4.1 Rules Governing Formal Sessions

On-table Negotiation:

Each party must attend the formal negotiation session.

Points of Order:

- Points of order can be raised by stakeholders at any point during the negotiation session. If a stakeholder believes that another participant is not following the rules of procedure, or not being sufficiently active in ensuring others do so, he/she may raise a point of order. The Sectary overseeing the negotiation will immediately interrupt the session to hear the point of order and to rule immediately on it ('rule' meaning whether or not that point of order has no merit, or to accept it and direct participants to conform to the proper procedure).
- It should be noted that points of order take up scheduled negotiation time and have a confrontational dimension that may prove detrimental to the general mood of the simulation.

Adjournment of a meeting:

A negotiation session can be adjourned upon the request of a stakeholder. An adjournment calls a session to a close. Any continued consideration of an item will take place in another session.

Seeking the floor and addressing the Sectary:

- No one, other than the Sectary, may intervene during opening statements or final resolutions (i.e. speak so as to be heard by the simulation) without having been given the floor by the Sectary; and
- When the Sectary intervenes, parties must address their remarks to the Sectary (although it is understood that what they say is meant for the whole simulation).
- Only one person should speak during formal sessions, this is to prevent quarrels between the stakeholders while they are giving team statements.

Explanation of a Vote:

- Before and after an action is taken on a draft resolution/decision, stakeholders can explain their vote, or in the case of a consensus, their position.

3.4.2 Rules Governing Informal Sessions

- Informal Sessions will include the following parts of the simulation: ad hoc negotiations, bilateral negotiations, multilateral negotiations, and team meetings.
- The main difference between Formal and Informal Sessions are the rules of procedure. Informal Sessions follow less formal guidelines.
- During Informal Sessions, participants are able to ask any question they want of another participant, which is an essential element of the negotiation process. This allows the

opportunity to enhance the participant's learning by asking questions of other participants as long as it occurs in the appropriate context.

3.4.3 Negotiations

The majority of successful diplomatic negotiations occur within an informal debate setting. Once you and your team have clearly understood the issues in the topic, you should seek out and consult with like-minded teams to informally negotiate. Participants should take advantage of informal sessions to introduce their team's policy initiatives, as well as gather input and information from other team stakeholders regarding options for a resolution(s). Additionally, informal negotiation sessions are used to clarify any contrasting opinions regarding proposals.

Below are the Five Stages of Negotiation. These stages are meant to help guide teams through the negotiation process.

- Stage 1: Prepare: Identify potential value, begin to understand interests of stakeholders, develop fact-based information
- Stage 2: Information Exchange and Validation: Discovering value creation, assessing interests of stakeholders, building rapport and trust between teams
- Stage 3: Bargain: Create and distribute value, address interests of parties, make and manage concessions
- Stage 4: Conclude: Capture value, confirm interests have been met, thank other teams for participating
- Stage 5: Execute: Expand value, address changing interests, strengthen relationships

Participants will want to develop relationships with each other, based on common positions or values, to advance the goals of the team and successfully develop solutions to the case. During the initial stages of the simulation, participants should seek to meet all other participants, make their positions known, and gather general information about intentions, attitudes, and positions of the other team participants.

3.5 Negotiation Documents

3.5.1 Opening Statement

As the representative of your assigned stakeholder, you will be expected to speak about your stakeholder's position on the case topics and your proposed solutions. As mentioned previously, teams must be prepared to give their opening proposal/statement at the beginning of the negotiation.

The easiest way to organize your team's statement is to use the following three-part formula:

- Hook: The beginning of the speech should grab the audience's attention and give them a reason to listen to you. Many successful hooks begin with a quote, question, statistic, or story.

- **Point:** The point is the purpose of your statement. Once you have the audience's attention, you should deliver your point. Opening statements are often short, so it is imperative to make your point significant, but simple to understand.
- **Call to Action:** Good statements end with a call to action, which is when you give your specific solution to the problem.

An opening statement example is included in the Annex.

3.5.2 Final Resolution

3.5.2.1 Resolution Signing

The resolutions must be feasible and within the limits of the parties' capacity. Resolutions are the formal expression of the will or opinion of the teams and their participants. A finalized resolution that has been approved by relevant parties is the primary means to express a shared position on important issues, apply pressure on other parties, or recommend actions to be taken. Binding resolutions are utilized when renewing mandates and establishing sanctions.

A final agreement must be reached and signed by the relevant parties; otherwise, the negotiation will be considered unresolved. It is assumed that all draft resolutions or decisions presented at the negotiation table will be adopted by consensus. If a resolution is not to be adopted by consensus, the Secretariat must be notified in advance that a vote will be requested.

3.5.2.2 Resolution Parties

Due to the diversity of issues, resolutions may be signed separately based on specific topics proposed by different sponsors.

In the final resolution, three distinct roles are defined to ensure clarity and efficiency in responsibilities and expectations: Responding Party, Main Sponsor, and Co-Sponsor. The Responding Party (or Implementing Party) is tasked with fulfilling specific obligations or responding to negotiated requests, such as implementing measures or addressing concerns. The Main Sponsor serves as the principal advocate for the resolution's objectives, often initiating discussions and driving the agenda with a vested interest in the proposed outcomes. The Co-Sponsor supports the Main Sponsor by providing backing, resources, legitimacy, or expertise to reinforce the resolution's goals. While each party has a distinct role, all parties are equal in standing and are expected to collaborate in good faith to achieve mutually beneficial outcomes.

3.5.2.3 Resolution Format

The final resolutions follow a common format. Each resolution has a heading, preambular clauses, and operative clauses. The entire resolution consists of one long sentence, with commas and semicolons throughout, and only one period at the very end.

The final resolution template and an example are included in the Annex.

3.5.2.3.1 Formatting

Working papers should be single-spaced, 12pt font. The first word in each clause should be italicized.

3.5.2.3.2 Heading

The heading is the identifying part of the resolution. The heading answers several questions; it explains where the resolution is directed (to which team it is to be referred), what topic of discussion is, and who has written it.

3.5.2.3.3 Preambular Clauses

The purpose of the preamble is to supply historical background for the issue as well as justify the action to be taken. Preambular clauses summarize the foundation of what will be discussed in the operative clauses and the actions that will be discussed in the second section of the resolution. The preambular clause can support specific arguments discussed in the resolution. The clauses should proceed from the broadest concept to the most specific (e.g. citing a meeting that occurred on a specific date). Specificity should go in historical order or chronological order.

3.5.2.3.4 Operative Clauses

The solution in a resolution is presented through a logical progression of sequentially numbered operative clauses. The language of operative clauses should be specific. These clauses may recommend, urge, condemn, encourage, request certain actions, or state an opinion regarding an existing situation. Each operative clause calls for specific actions. The action may be as vague as future planned negotiations, or as specific as to call for a ceasefire or a monetary commitment for a particular project. Operative clauses can have sub-clauses to provide further detail for complex ideas. A sub-clause is part of a whole and cannot stand alone as a complete clause.

Additionally, there must be at least two sub-clauses; there cannot be only one sub-clause.

3.5.3 Memorandum

There is no fixed formatting for a memorandum unless it is required specifically. Teams can use their own convenient ways to record the negotiation details and proposals or the terms of agreements or resolution in their memorandum documents.

3.6 Purpose and Practice of being a Delegation

The most important aspect of participating as a participant in the BRI Simulation is assuming the role of a stakeholder. In this role, participants act as representatives of NGOs, IGOs, communities, and the government to which they have been assigned. Participants are reminded that professional diplomats and representatives conduct themselves, and regard one another, with the utmost dignity and respect, regardless of foreign policy affiliation or personal feelings.

During preparation and at the simulation, delegates may disagree personally with the policy of the stakeholder they are representing, but participants' personal opinions are entirely inapplicable during the course of the simulation. It is of utmost importance for all participants to arrive well-versed in the dynamics of the position of their assigned stakeholder. The simulation's quality depends on accurate preparation and participation.

Participants should also exhibit the ability to negotiate and compromise, demonstrate leadership, and to influence by gaining the professional respect of fellow participants.

4. About the Case

4.1 Case Background: The “Freshippo Village” Project

Freshippo (known as Hema in China) is Alibaba Group’s innovative retail chain specializing in high-quality groceries and fresh goods. The company operates through a highly digitized, technology-driven supply chain, seamlessly integrating online and offline retail experiences. In China’s fiercely competitive food industry, where market saturation demands constant innovation, Freshippo is actively seeking to differentiate itself by sourcing unique and premium products from global markets. To ensure a stable and high-quality supply of fresh and frozen food, Freshippo is prioritizing long-term partnerships with international suppliers. Recognizing the value of diverse culinary influences and premium overseas products, the company is committed to global procurement and is willing to invest significantly in establishing more overseas agricultural logistics bases. Freshippo is now seeking partnerships with qualified African suppliers and expanding its market presence by establishing “Freshippo Villages”—sustainable agricultural hubs that enhance supply chains and support local economies.

Uganda, a landlocked country in East Africa, boasts a rapidly growing agricultural sector that serves as the backbone of its economy. Agriculture employs over 70% of the workforce and accounts for a significant portion of export earnings, with key products including coffee (Uganda’s top export), fish (especially Nile perch), dairy, maize, and beans. To enhance competitiveness, the Ugandan government has partnered with international organizations such as the World Union of Small and Medium Enterprises (WUSME) to facilitate access to global markets. As part of this agricultural landscape, Life Loaf Bakery Gulu is a prominent Ugandan bakery company based in the city of Gulu. It specializes in producing high-quality bread and baked goods, utilizing locally sourced wheat and dairy products. At the same time, the company also has the potential to expand into broader commercial sectors. The company is also known for its commitment to supporting smallholder farmers and creating employment opportunities within Uganda. Life Loaf Bakery Gulu is seeking to expand its market reach and explore partnerships with international buyers.

4.2 Introduction to the Stakeholders

4.2.1 Alibaba Group Holding Limited (Alibaba Group) & Freshippo

Alibaba Group Holding Limited (“Alibaba Group”), Freshippo’s parent company, was listed on the New York Stock Exchange (NYSE: BABA) on September 19, 2014.

4.2.2 The Government of Uganda (GOU)

The Government of The Republic of Uganda.

4.2.3 United Nations Industrial Development Organization (UNIDO)

United Nations Industrial Development Organization is a specialized agency of the United Nations with a unique mandate to promote, dynamize and accelerate industrial development. It provides support to its 173 Member States through four mandated functions: technical

cooperation; action-oriented research and policy-advisory services; normative standards-related activities; and fostering partnerships for knowledge and technology transfer.

4.2.4 World Union of Small and Medium Enterprises (WUSME)

World Union of Small and Medium Enterprises was founded in 2010, under the auspices of the Government and Public Institutions of the Republic of San Marino and the participation of Delegates coming from 53 countries. It aims to contribute to a new paradigm of growth based on SMEs as driving force for each country and society to reach a substantial, inclusive and sustainable social progress.

4.2.5 Life Loaf Bakery Gulu Company (LLBG)

Life Loaf Bakery Gulu Company is a leading bakery and food processing company in Uganda. The company specializes in European-style bread, frozen bread, and pastries.

4.2.6 National Agricultural Research Organization (NARO)

The National Agricultural Research Organisation (NARO) is an agency of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), with the mandate to coordinate and oversee all aspects of public-funded agricultural research in Uganda.

4.3 Scenario and Stance of Stakeholders

The negotiation is set to take place during the UNIDO-WUSME Global SME Development Forum, held in Kampala, Uganda. The event is attended by key representatives from the Ugandan government, international organizations, investors and leading enterprises from China and across Africa. With Uganda seeking to expand its agricultural exports and China looking to diversify its sources of food imports, these discussions could significantly enhance bilateral trade cooperation.

At the heart of the discussion is Freshippo's proposal to establish a "Freshippo Village" in Uganda, an initiative aimed at securing a stable supply of high-quality agricultural products for the Chinese market while improving Uganda's export capabilities and local economic development. The negotiation will determine the structure of investment, the allocation of benefits, and the resolution of potential conflicts of interest among the various stakeholders.

The Government of Uganda (GOU) has placed foreign direct investment (FDI) in agriculture at the center of its economic transformation strategy, viewing it as a crucial mechanism to achieve its Vision 2040 goals—doubling agricultural output and halving rural poverty. As the second-largest agricultural economy in East Africa, with agriculture contributing 24% of GDP, Uganda faces the challenge of transitioning from a smallholder-dominated production system to a high-value agribusiness model. Over 85% of Uganda's farmland is managed by small-scale farmers operating on less than two hectares, making the country highly reliant on external investment to modernize its agricultural value chain. China, Uganda's third-largest investor, has already played a significant role in agriculture and infrastructure development, with total FDI in these sectors growing steadily in recent years. However, the Ugandan government has adopted a cautious approach, ensuring that foreign partnerships align with national interests

rather than leading to over-reliance on a single buyer or the marginalization of local enterprises. The envisioned “Freshippo Village” project presents both an opportunity and a challenge—on one hand, it promises direct market access to China’s high-demand consumer base, but on the other, it raises concerns about supply chain control, fair pricing, and Uganda’s long-term trade diversification strategy.

The Ugandan government intended to adopt an “embedded joint venture” model for large-scale foreign agricultural projects, ensuring that local stakeholders retain a share of ownership. For instance, the Ugandan government is considering a model that ensures meaningful local participation in foreign-led agricultural projects. One approach under discussion involves requiring a portion of ownership or profit-sharing to be allocated to national agricultural institutions or cooperatives, as part of broader local content and value retention strategies. This structure is intended to balance foreign investment incentives with Uganda’s long-term development goals. Beyond ownership, the Ugandan government strongly emphasizes technology transfer as a key priority in its agricultural FDI partnerships. The Government of Uganda aims to facilitate, through collaborative efforts, the acquisition of knowledge by Ugandan farmers and agribusiness professionals regarding precision agriculture, quality certification (e.g. GLOBALG.A.P. standards for compliance with EU regulations), and e-commerce operations.

Freshippo, a famous subsidiary of Alibaba Group, views Uganda as an untapped agricultural hub that can diversify its supply chain and strengthen its position in China’s competitive retail market. Its primary goal is to secure exclusive procurement rights and ensure consistent product quality that meets Chinese food safety regulations. While Freshippo is willing to invest in agricultural infrastructure, it seeks favorable trade terms, tax incentives, and streamlined logistics support from the Ugandan government. Additionally, because Freshippo is unfamiliar with the African market, it is concerned about operational risks, including supply chain inefficiencies, political instability, and potential resistance from local businesses that may view the company as a disruptive foreign entrant.

UNIDO, serving as a consulting platform, with ITPO offices in China and many other countries, assists Freshippo in identifying suitable suppliers and countries. However, its portfolio primarily consists of suppliers from Asian and European countries, with limited information on African suppliers. In contrast, WUSME has a portfolio of many African enterprises and established standards for measuring corporate quality. It also possesses extensive knowledge of African markets and policies. WUSME sees this negotiation as an opportunity to strengthen its collaboration with UNIDO. Beyond facilitating trade linkages between Ugandan SMEs and Chinese enterprises, WUSME seeks to build a targeted long-term partnership with UNIDO to support sustainable agribusiness development and SME capacity-building in Africa. This includes obtaining Consultative Status with UNIDO, securing rights to disseminate and adapt technical toolkits, and promoting joint initiatives under existing UNIDO platforms. By aligning its efforts with UNIDO’s mandate, WUSME aims to enhance the global competitiveness of African producers and contribute to inclusive and sustainable industrial growth. However, as a UN agency, UNIDO remains cautious about such requests and may explore alternative forms of collaboration.

In addition, WUSME represents the interests of African SMEs, particularly smallholder farmers, independent food processors, and local agribusinesses. While WUSME acknowledges

the potential economic boost that a Freshippo partnership could bring, it is also wary of the risks associated with foreign monopolization of the supply chain. WUSME's primary concern is ensuring that local producers are not pushed out of the market and that pricing agreements remain fair and competitive.

Life Loaf Bakery Gulu is a highly rated company in the WUSME project database but has limited experience in overseas market collaborations. It views this partnership as a chance to expand internationally. Life Loaf Bakery Gulu aims to pursue certification under internationally recognized standards, such as ISO 22000 (Food Safety Management Systems) and GLOBALG.A.P. with the help of UNIDO, which is also a goal of the Uganda government, as it can provide valuable experience and serve as a model for the development of other local businesses.

However, challenges remain in production capacity, food safety compliance, and logistics, requiring financial investment and technical support to meet Freshippo's strict quality standards. UNIDO, WUSME and NARO's involvement could facilitate technical support, particularly in improving production capacity and ensuring compliance with international food safety regulations. However, the participation of these parties also introduces additional complexities. As a government-affiliated research body and nonprofit organizations, their priorities may extend beyond commercial success to encompass broader developmental goals, such as rural livelihood improvement and environmental sustainability.

4.4 Stakeholder Grouping

Not all stakeholders will attend the negotiation. The stakeholders listed above are grouped into four parties—the government, the NGO, the IGO, and the enterprise—which together reflect the inclusive international negotiation model. This grouping is based on the alignment of their core intentions and interests. The four parties are as follows, each representing different stakeholders involved in the project:

- The Government of Uganda (GOU), representing the Government of Uganda, and the National Agricultural Research Organization (NARO);
- Alibaba Group Holding Limited (Alibaba Group), representing Freshippo;
- United Nations Industrial Development Organization (UNIDO);
- World Union of Small and Medium Enterprises (WUSME), representing the the WUSME and Life Loaf Bakery Gulu (LLBG).

4.5 Issues on the Table

There are a number of key issues which are interconnected. These issues are not isolated; they are interconnected and often trade off with one another. Participants should consider both their own priorities and how different issues can be leveraged or exchanged during negotiation. The issues can be divided into following sections:

4.5.1 Investment and Ownership Structure

A key issue in this negotiation is how the “Freshippo Village” project will be financed and how ownership will be distributed. Foreign investment in agriculture is widely regarded in Uganda as vital for economic growth. One approach under consideration involves encouraging local

participation through joint venture models to ensure local participation and reduce reliance on foreign companies. It plans to require foreign investors in large-scale projects to allocate certain extent of equity to local agricultural cooperatives¹ or government-affiliated institutions, aiming to boost local economic development and prevent market monopolization. Freshippo, however, prefers a more flexible investment approach that prioritizes efficiency and independent decision-making over shared ownership. The company is willing to invest in agricultural infrastructure, cold storage facilities, and logistics hubs to strengthen the supply chain. However, instead of allowing local agricultural cooperatives to hold equity in the project, Freshippo seeks exclusive procurement rights and long-term supply agreements with local producers. This would give the company control over sourcing and pricing while avoiding external influence over its operations. Thus, finding a mutually acceptable structure that balances Uganda's development goals with Freshippo's need for autonomy and commercial viability will be central to the success of the negotiation.

Another point is how financial contributions are recognized. Uganda may argue that land-use rights, local workforce training, and agricultural policy support should be factored into the investment structure, while Freshippo might seek tax incentives, streamlined export procedures, and government-backed risk mitigation measures as part of its investment conditions.

4.5.2 Supply Chain Control and Pricing Mechanism

Freshippo seeks direct procurement contracts with farmers and agribusinesses to ensure stable supply, product consistency, and cost efficiency. By securing long-term agreements, the company aims to minimize risks related to supply fluctuations and guarantee compliance with Chinese food safety standards. However, Ugandan stakeholders, particularly WUSME and local agricultural cooperatives, worry that such an arrangement could make local producers overly dependent on a single foreign buyer, reducing their ability to negotiate better prices and increasing their vulnerability to pricing volatility and restrictive trade terms.

Uganda may advocate for pricing transparency and fair market access to protect smallholder farmers, who form the backbone of the country's agricultural sector. The government may propose benchmarking farm-gate prices against international market rates or implementing minimum price guarantees to prevent price manipulation. Another contentious issue is exclusivity clauses. While Freshippo may push for exclusive procurement agreements to maintain a stable supply, Uganda prefers diversified export channels to prevent market dependency and encourage competition, an approach also supported by WUSME. Contractual safeguards will also be a focal point, with Uganda and WUSME potentially demanding minimum purchase guarantees and ethical sourcing commitments, including fair trade certification and local capacity-building programs.

4.5.3 Employment and Local Economic Impact

With over 72% of Uganda's workforce engaged in agriculture, the government is determined to ensure that any foreign investment directly benefits local farmers, workers, and

¹ Uganda Local Agricultural Cooperatives are legally registered, farmer-owned and democratically governed organizations that enhance agricultural productivity, market access, and member welfare through collective resource pooling and joint action. They operate under government policy support.

agribusinesses. While Freshippo’s investment promises to modernize Uganda’s agricultural supply chain through improved infrastructure, logistics, and market access, concerns remain over the actual distribution of economic benefits and the extent of local job creation. Uganda is likely to push for guaranteed employment quotas to ensure that a substantial portion of farming, processing, and logistics jobs are reserved for Ugandan workers, rather than outsourced to foreign personnel. Also, local labor unions advocate for clear regulations on wages, benefits, and worker protections, ensuring fair treatment of employees involved in the project.

Beyond job creation, skills development is another critical issue. The Ugandan government and WUSME expects Freshippo to invest in training programs that enhance local expertise in precision agriculture and food safety compliance, which will long-term sustainability and knowledge transfer. However, Freshippo may prefer to bring in skilled Chinese agricultural specialists to oversee quality control and supply chain management, raising concerns about job displacement for Ugandan workers and limiting opportunities for local capacity building.

4.5.4 Collaboration Framework Between UNIDO and WUSME

UNIDO, through its Investment and Technology Promotion Offices, has extensive experience in connecting businesses across Asia and Europe with international buyers, yet its engagement with African agricultural suppliers remains limited. WUSME, on the other hand, has a strong presence in Africa and a well-established portfolio of small and medium-sized enterprises, making it a valuable partner in identifying suitable Ugandan suppliers for Freshippo’s sourcing needs. The negotiation must determine how these two organizations will collaborate—whether WUSME will serve as an official intermediary for African suppliers under UNIDO’s framework or whether a parallel system will be developed to accommodate both parties’ expertise.

If the “Freshippo Village” initiative is successful, both UNIDO and WUSME may wish to replicate similar projects in other African countries. However, without a well-defined collaboration structure, there is a risk of competition or misalignment between the two organizations. Their respective roles must be clarified—not only for this project but for future joint initiatives—ensuring that their efforts complement rather than conflict with each other. Whether through a joint operating framework, role specialization, or a phased partnership model, a coherent collaboration structure will be essential to ensure that their efforts reinforce—rather than undermine—each other in both this project and future initiatives.

4.5.5 Consultative Status, Strategic Partnerships and Standards Compliance

WUSME seeks to strengthen its global presence and operational effectiveness in international development, particularly with UNIDO, by securing consultative status and positioning itself as a key implementation partner. By obtaining consultative status, WUSME would be better positioned to advocate for policies that reflect the needs and realities of local SMEs, particularly in relation to international standards, and to facilitate the exchange of knowledge and best practices between Africa and global stakeholders. The status would allow WUSME to attend UNIDO’s technical committees and policy dialogues, offering input on SMEs development, agro-industrialization, and clean production. Crucially, WUSME could be

consulted during the design of new UNIDO projects and suggest pilot regions or local partners, thus transitioning from an implementer to a policy contributor.

As a technical implementing partner, WUSME also seeks the right to deploy selected agricultural technologies from the UNIDO STePP platform in designated countries. This includes using the “STePP Network Partner” label, hosting localized technology demonstration events, such as showcasing coffee or bakery processing in Uganda, and accessing UNIDO’s training modules and due diligence templates to help screen and adapt solutions for local use. It also requests a license to adapt UNIDO’s toolkits, such as HACCP guides, which have already proven effective in other African contexts. By translating and simplifying these materials for smaller producers, WUSME aims to improve basic food safety compliance where technical capacity is limited. Feedback from local rollouts would also be shared with UNIDO to inform future revisions.

Beyond individual projects, WUSME, together with the Ugandan government, hopes to collaborate with UNIDO on building regional agricultural export standards and quality infrastructure. By aligning coffee and other agri-products with international benchmarks such as GlobalG.A.P., ISO, or EU organic schemes, the goal is to raise overall sector quality and facilitate policy reform that supports export competitiveness. LLBG is also seeking expert technical assistance from UNIDO to close identified compliance gaps and work toward ISO 22000 and GLOBALG.A.P. certification. This would require on-site system evaluation, identification of weak links in quality control and traceability, and the design of a step-by-step improvement roadmap based on international best practices.

4.5.6 Agricultural Sustainability and Environmental Protection

Uganda’s agricultural sector, while a major driver of economic growth, faces challenges such as land degradation, deforestation, and inefficient water usage. Any large-scale investment, particularly one involving foreign corporate control over supply chains, must comply with Uganda’s environmental impact regulations and sustainability commitments. Uganda’s regulatory framework requires agricultural investors to implement Environmental Impact Assessments (EIAs) before initiating large-scale projects, ensuring that land-use changes do not negatively affect local ecosystems. The Ugandan government may impose specific conditions on Freshippo’s operations, such as restrictions on pesticide use, requirements for agroforestry integration, and measures to prevent over-extraction of water resources.

While Uganda aims to ensure that sustainability regulations are strictly followed, excessive bureaucratic hurdles could deter foreign investors. Freshippo may request regulatory flexibility, such as streamlined environmental approvals or phased implementation of sustainability measures, to reduce compliance costs. In such cases, UNIDO could help bridge the gap by offering technical advice and supporting EIAs, while also working with both parties to interpret regulatory requirements in a practical way. Its role would be to help identify workable sustainability solutions that respect Uganda’s environmental priorities without placing excessive burden on incoming investors.

4.6 General Preparation strategies

- Regarding the legal issues in the case, the following points are worth notice:

- a. Conduct the necessary due diligence and ensure all negotiation proposals meet the requirements of relevant law, treaties, and other soft law or industrial standards.
 - b. The goal of the negotiation on the law issues is not to resolve disputes but to ensure all necessary steps regarding the construction of the port behaviors are conducted in compliance with relevant law and other applicable international law.
 - c. Understand the differences and conflicts between the legal, social, cultural and economic norms among different countries and areas in order to propose ideas that are acceptable to other teams in terms of culture and custom.
- Regarding the financing issues in the case, the following points are worth notice:
 - a. Select professional team talents who understand financing, capital operation procedures and local financial regulations to avoid unnecessary misunderstandings in communication.
 - b. Pay attention to the preparation of the financing plan and the project plan, and fully prepare the written materials before negotiation, so as to avoid unnecessary disagreement in the negotiations.
 - c. Negotiation content must be clarified before negotiation and the negotiation goal should be determined. The target for the negotiation includes: the amount of financing; the composition of shareholders and equity structure; whether the fund can be controlled; the mode of contribution of both parties; the value determination and disposal of intangible assets; the disposal of existing debts and contingent liabilities; the corporate governance institutions of the new company; personnel arrangements and remuneration; management team formation and incentives; government's policies for related departments; auditing, evaluation, legal and financial advisory and other intermediary agencies; division of work and schedule of the two parties.
 - Regarding the international relations issues in the case, the following points are worth notice:
 - a. Understand the interest of each party in the global community and use the Game Theory to analyze the reasons and logic of their stances.
 - b. Use one party's intention as bargaining power against a third or fourth party.
 - Negotiation Outcome

The fundamental goal of the negotiation is to establish cooperation between the negotiating parties, specifically relating to the outstanding issues on the table. The negotiation outcome is/are the final resolutions that each team submits, within which the four teams are supposed to reach to a point where all issues are addressed and all parties are satisfied with the specific issues they are concerned with.

4.7 Applicable Law

In order to maintain the legal integrity of the negotiation and avoid any legal risk that may occur, teams are encouraged to provide the applicable law to support their arguments and stances. Law, as a broad term, means the general idea of all sources of law. In this case, it includes case law, statutes, regulations, and international law, international customs, domestic policies, industry standards, and so on.

The relevant laws applicable to this negotiation include, but are not limited to, the following:

- The Investment Code Act of the Republic of Uganda (2019)
- The National Environment Act the Republic of Uganda (2019)
- The National Agricultural Policy the Republic of Uganda (2013)
- The National Organic Agriculture Policy the Republic of Uganda (2019)
- The Land Act the Republic of Uganda (1998, as amended)
- The Competition Act the Republic of Uganda (2023)
- Food Safety Law of the People's Republic of China (2021)
- General Assembly resolution 92(I) (1946)
- United Nations administrative instruction ST/AI/189/Add.21 (1979)
- United Nations Guidelines on the use of the UN emblem

Teams are also welcome to cite laws that they believe support their stances and should be applied in the case.

5. Simulation Schedule

Preparation Stage

- Team-based research
- Study the confidential materials
- Prepare an opening statement

Opening Statement (20 minutes)

Deliver an opening statement (5 minutes for each role)

First Round (Pre-scheduled Bilateral Negotiation, 50 minutes)

Sessions (2 mins in between)	Bilateral Negotiation Table 1	Bilateral Negotiation Table 2
First Session (15 mins)	Team 1 Government of Uganda & Team 2 Alibaba Group	Team 3 UNIDO & Team 4 WUSME
Second Session (15 mins)	Team 1 Government of Uganda & Team 3 UNIDO	Team 2 Alibaba Group & Team 4 WUSME
Third Session (15 mins)	Team 1 Government of Uganda & Team 4 WUSME	Team 3 UNIDO & Team 2 Alibaba Group

Break -- Team Recap (10 minutes)

Second Round (Informal Session, 30 minutes)

Ad-hoc negotiations (Bilateral or Multilateral)

Break -- Team Recap (10 minutes)

Final Round (30 minutes)

Quadrilateral negotiation

Break -- Team Recap (10 minutes)

Resolution Signing (20 minutes)

Preparing and signing the final Resolution

Annex 1: Opening Statement Example

Union of South American Nations

Dear Secretariat, representatives of Ecuplia Gov't, GW Shipping, and HRI

I am _____ of the Union of South American Nations. We are a regional intergovernmental organization comprised of South American nation member states. It is the task and goal of the USAN to resolve conflicts and promote economic development and regional integration. Our organization maintains permanent diplomatic relations as an observer with the United Nations and has significant ties to other international organizations.

USAN is pursuing lasting peace and prosperity in the region and is willing to represent the Ecuplian government in negotiations as a member of the organization. It is imperative for the organization to maintain influence in regional affairs and help Ecuplia to gain economic prosperity. In order to maintain our presence in the region, we want to ensure that any construction of the port project is in accordance under USAN rules; our organization is the entity with the ability to grant permission to commence the project.

Ensuring prosperity in the region on a long-term track will require that the organization ensures the preservation of local culture and to prevent any potential harm brought on by the construction process. It is imperative that traditional knowledge and practices are protected.

USAN promotes regional unity through cultural integration and cultural dialogue. Through the negotiation process, USAN demands a necessary plan and essential financial endowment to deal with the potential environmental issues during the construction of the port in order to protect locals. To maintain status in the region, the organization asks that at least one position be open to a representative of USAN within the port administrative leadership or within its board of directors. Finally, as a way to integrate the local community, we ask that any labor or other positions of employment include local workers and contractors. In granting our requests, USAN can carry out its duty to resolve conflicts and promote economic prosperity for its members.

Annex 2: Final Resolution Example

Directed to: GW Holdings

Main Sponsor: Human Rights International (HRI)

Co-Sponsor: Sri Lanka Gov't

Preambular Clauses:

Aware of the recent exploitation of the indigenous people and their rights.

Recalling “United Nations Declarations on the Rights of Indigenous Peoples” which explicitly stated the rights indigenous people entitled to.

Further recalling Article 10 in “United Nations Declarations on the Rights of Indigenous Peoples,” indigenous people shall not be removed from their lands or territories without prior consents.

Appreciating the efforts of international organizations, including multiple United Nations bodies, for guiding relevant legislations for both domestic and international regulations.

Operative Clauses:

The signing parties have come to a consensus as following:

- 1) Encouraging Sri Lanka Gov't to listen to the voice and concerns of indigenous people:
 - a) Holding multiple public hearings to determine their needs and worries
 - b) Establish an advisory committee with local people holding at least half of the seats
 - i) Reference from other identical cases, domestically and internationally
 - ii) Propose possible solutions to local community
 - ii) Introduce appropriate remedial measures
- 2) Setting up an authoritative agency in charge of responding to different appeals
 - a) Set up standardize procedure to respond to appeals,
 - b) Prevent negligence of any issues

Signatures:

Representative of Human Rights International (HRI)

Date:

Representative of the Sri Lanka Gov't

Date:

Representative of GW Holdings

Date:

Annex 3: Agreement Template

Signing Party 1: (Main Sponsor / Co-Sponsor/ Responding Party)
Signing Party 2: (Main Sponsor / Co-Sponsor/ Responding Party)
Signing Party 3: (Main Sponsor / Co-Sponsor/ Responding Party)
Signing Party 4: (Main Sponsor / Co-Sponsor/ Responding Party)

Preambular Clauses:

Operative Clauses:

1)

2)

3)

Signatures

Representative of
Date:

Representative of
Date:

Representative of
Date:

Representative of
Date:

Acknowledgement

The simulation case and procedure used in this competition was designed by the team listed below (Listed in alphabetical order by surname):

Miaoqiang Dai
Jia Huang
Dejun Kong
Shaoming Zhu

We extend our sincere thanks to the team for conducting extensive research on the case design and the simulation procedure.

Contact

Should you have any inquiries regarding the case usage license or negotiation training, please feel free to contact us at shaomingzhu@flia.org.

You can also visit our website at <https://flia.org/education/programs/brisimulation/> or obor.education for further information about this program.