



Southern China International MUN

UNDP: On measures to invigorate democratic governance for domestic affairs

Agenda overseen by: Sam Zhang

1. Description of the Issue

1.1 History of the Issue

As globalization is increasing and the world is becoming interconnected in every aspect of life, democracy is one important factor regarding those changes. Although many countries' governments have accepted and implemented ideas of democracy, some countries are hesitant to apply these methods to domestic and international affairs. Democratic governance has significant importance in a multitude of ways as it protects the rights of people but also further benefits economic, global relations, etc. The benefit of democratic governance is clear (peace between nations, equity, etc.⁶), and it is vital that nations construct a solution in which can be applied to nations that are doubtful in changing to a democracy, including nations without economic stability.

Democratic governance is defined by the UN as a government system more than just the use of democracy in a nation⁸. Democratic governance further “promote[s] the sustainability of democracy which includes an enduring capacity for: the separation of powers and independence of the branches of government; the exercise of power in accordance with the rule of law; the respect for human rights and fundamental freedoms; and, the transparency and accountability of a responsible civil service, functioning at both the national and local levels”⁸. Democratic governance is of great importance, but challenges arise as different nation's stances disagree with the idea of the use of democracy when discussing international and domestic affairs. The United Nations emphasizes the importance of goal 13 in the 2030 Agenda for Sustainable Development: Peace, Justice and Strong Institutions. UNDP has invested 565 million US dollars to support governance and development on a local level each year, with the ultimate goal of promoting a safe government for all nations by the year 2030⁷.

The significance of democratic governance cannot be understated. The idea of international guidelines in prior centuries were not as demanding. Ideas such as globalization allow for our society to be more interconnected in trade and politics. Ideas of democracy started centuries ago by Greek philosophers, used in Greek city-states in a contrast to the aristocracy, later adopted in the America's by the colonists. The spark of the American Revolution started when the people of the colonies were disgruntled with the British monarchy in 1776. The American colonists felt as if they were being treated unfairly, and that they deserved rights. The 18th century is known to be the Enlightenment, which was a period in history where thinkers, philosophers, statesmen, etc. called into question the church, and a separation of power began (with the people growing more power). New political concepts such as social contract, limited government, the consent of governed continued to grow popularity during the century. Democracy was one of the political ideas, spreading to the Americas in which was implemented in the founding father's Federalist Papers, and ideologies. During the 20th and 21st centuries, the United States has become the model of democracy for numerous nations (the topic of the US still being a model for democracy is still up for debate). As a matter of fact, during the 1990s, “American foreign policy focused on consolidating its success. Together with its European allies, the United States set out to create, for the first time in history, a peaceful, undivided, and democratic Europe”⁴. The United States government also sponsors The United States Agency for International Development²⁷ which is “the world's premier international development agency and a catalytic actor driving development results. USAID's work advances U.S. national security and economic prosperity,

demonstrates American generosity, and promotes a path to recipient self-reliance and resilience”²⁷. Throughout history there have been multiple instances of the United States being the primary model of democracy, and inspired multiple democratic reforms in Germany, Japan, El Salvador, the Philippines, etc.²⁸.

The rise of democracy spread drastically during the 20th century and several political institutions of representative democracy increased significantly. There are a multitude of different reasons why democracy spread at such rapid rates of expansion.

The counterpart of democratic governments systems failed over the 20th century. Both ancient or modern origins, “suffered political, economic, diplomatic, and military failures that greatly lessened their appeal”²⁵. The fall of monarchy, aristocracy, and oligarchy after World War I led to a rise in democracy. Similarly, the fall of Italy (September 8, 1943) and Germany (April 25, 1945) after World War II led to the newer form of **fascism** to be discredited²⁴. All fascist parties had similar characteristics like extreme militaristic nationalism, a belief in natural social hierarchy and that the power of elites, and that of individual interests would be considered after the good of the nation. The political ideology of fascism regarding social hierarchy was that instead of attacking the rich, fascists attacked the lower class. Being taught that these differences were merely subjective, and unimportant. This idea stemmed from the attempts to enforce military values into each civilian’s life: in war it did not matter if the person fighting next to you came from a rich or poor family, the one thing that mattered was his and your loyalty. Obviously, a skewed unrealistic social status, which further encouraged class prejudice.

Same goes for the Soviet Union style communism after the economic and political collapse in 1990-1991. The Soviet Union claimed to be a democracy at the time but was just as suppressive as other autocratic nations. In order to achieve peace with the rest of the world, former Soviet Union president Gorbachev bowed out of the arms race against the United States. Pulling troops out of Afghanistan and reducing the military presence. This ultimately backfired as the Eastern European alliances collapsed and the first revolution in the year 1989 took place in Poland. Due to frustration of the bad economy, and amongst other reasons, independence movements across the U.S.S.R. began increasing. The Baltic states declared their independence and then Belarus and Ukraine. After Gorbachev’s resignation in 1991, the Soviet Union officially collapsed.

Military dictatorships gradually disappeared in the Latin Americas in the 20th century. Military dictatorships were ruled by a single high-ranking official or group of officers, another form of authoritarian. These governments forms were known for their human rights abuses and lack of political freedom or even freedom in general. One known example would be Brazil, which was governed by a military dictatorship from 1964-1985¹⁷. The Brazilian Army was backed by anti-communist interests, including the United States, which forced a change in the constitution. On September 11, 1973, Chile’s socialist government was overthrown by the United States, a democratic nation¹⁷. The Chilean leader was military general Augusto Pinochet. Some of the most brutal human rights abuses in human history happened during the 17 years he was in office. And while Chile transformed to a democracy in 1990, people are still affected by the actions of Pinochet. After overthrowing the president, there was a period in Argentina’s history in which it was ruled through a militaristic dictatorship. They persecuted minorities, imposed censorship, and placed all levels of government under military control. These military dictatorships had similarities, one of them being they all transformed to democracies (except for Cuba).

Another change that led to the spread of democratic governments was the expansion of market economies. The market economies emerged during the industrial revolution and the late 20th century really changed people’s views on democracy²⁴. Many economic changes in the global economic situations led to highly centralized economics control allowed for political leaders to give more economic power to allies and punish critics. According to Britannica, “these systems were displaced by more decentralized market economies, the power and influence of top government officials declined”²⁵. Nations are becoming more decentralized due to **market economies**, and the successful functioning of market economies contributed to the development of democracy. More middle class grew due to these changes which allowed for more support of democratic ideas.

The history of democracy spread long and wide for many centuries, and in the modern era of history. Some countries' domestic affairs still use old governmental systems in this day such as autocracies, anocracies, etc. Democracy has made important impacts on the world's economy and the political landscape changed greatly after the 20th century.

On the other hand, authoritarian regimes and supporters argue that democracies are economically inefficient, and that **LEDC (less economically development countries)** which put into use the authoritarianism style is much more effective in means of generating quick economic growth through industrialization ¹¹.

Authoritarianism is a fundamental contrast from democracy as it is a principle of blind submissions to political authority, allowing no individual freedom of thought and action. Throughout history the fastest growing economies after a decline are always forms of authoritarian governments such as Germany and Japan after World War II. Germany and Japan had forms of fascism within their government, allowing for the elimination of **special-interest groups** which granted a period of rapid growth.

While there are multiple different forms of domestic government, it can greatly affect nations on an international scale. Global democracy is "a field of academic study and political activism concerned with making the global political system more democratic" ¹⁵. Global democrats try to prove that political power can be legitimated beyond the nation-state. What is now global democracy can be now known as who should be entitled in the formation of global laws.

Many scholars from across their goals have given their thoughts upon what global democracy entails. The most common relating to the theory of cosmopolitanism, which states that "all people are entitled to equal respect and consideration, no matter what their citizenship status or other affiliations happen to be" ³. Thomas Pogge, a German philosopher and professor at Yale, believed that cosmopolitans shared a few sets of beliefs founded in humanism: human beings are of great moral concern, it applies to all humans equally, and everyone should be treated fairly. Global democracy follows these ideas by giving everybody equal control over nations as it is governed through an international system. Not only that, but many scholars believe that global democracy embodies equality, autonomy, non-domination, and human rights. Due to the international community making binding international laws and agreements, the general public is more accepting of the regulations placed. Another reason why international democracy can be used is to, "be in place to sort out reasonable disagreements as to how resources should be allocated" ¹⁵. For example, The Quad is an alliance between the United States, India, Japan, and Australia – all democracies and vibrant economies – work together to further improve security, economic, and health issues ²⁶.

Countries which lack the use of democracy in their political systems are at greater risk of more corrupt political leaders and restrictions on the freedom of citizens living in that state. The effects of forcing non-democratic forms of government on domestic and international affairs can not only hinder the relationship between nations, but also the entirety of the people in the nation. Some examples are that of the Latin America military dictatorships and Soviet Union style autocracy, as previously mentioned. Democracy is easily changed and there are still multiple threats which can disrupt democracies in the modern world today. The democratic peace theory can be applied to a multitude of alliances across the world, such as The Quad (development), the European Union (economic), and The Five Eyes (security). It can be seen between the alliances of these nations, democratic governance affecting global affairs, these nations – all democratic – are also concerned about one more thing: China's economic increase (a non-democracy). Another alliance that can be seen as democracy having an impact is the European Union. The EU only accepts only democratic nations, used to benefit economic and social relations between European nations ¹⁰. They have a set of standard laws, and according to UNDP has one of the highest HDI in the world. One of the largest intergovernmental organizations, spanning across a continent (mostly) only accept democratic nations. Another alliance between democratic nations is The Five Eyes. The Five Eyes is an alliance between the United States, The United Kingdom, Australia, Canada, and New Zealand. Because the United States recognizes these nation's governments, democracies, the US is willing to share any and all intelligence with these nations.

The benefits of democracy go far and wide, and while there will never be a perfect leader, democracies allow for greater opportunity in this fashion of the government. In a domestic sense, throughout history

when a monarchy or dictatorship has an incompetent leader, the only way to achieve a change in leadership is wait for the death of the current king or kill them. A democracy allows for a change in leadership every election, giving the people more freedom and choice in their leaders. The modern-day monarchy, **authoritarian**, is a form of government where the people receive no power in political matters, countries struggle to achieve peace at a domestic and international affair.

The benefits of a democracy cannot be understated; helps prevent the rule of vicious autocrats, decreases wars fought, strives towards a prosperous economy, promotes greater **human development** (education, health, personal income, etc.), protects the people's interests, allows citizens to have more freedom, gives people the moral responsibility of their choices and decisions about the law, and gives the most political equality compared to other forms of government.

1.2 Recent Developments

The League of Nations was one of the first intergovernmental organizations to implement democracy. The creation was after World War I (January 10, 1920) to help with the prevention of another global disaster. It ultimately failed due to league members falling to Hitler's forces during World War II. The league began to dismantle during the 1940s as countries feared forming an alliance against the Nazi's. After World War II, the formation of the United Nations had no use for the League of Nations¹³.

The first conference of the United Nations was held in San Francisco in 1944, and it was officially established in 1945¹⁴. The United Nations is still present and is the most successful international organization in preventing world disasters. While the UN is criticized for some of the policies they have implemented, it has accomplished hundreds of successful peacekeeping missions (ensure peace, provide food and water, medical assistance, humanitarian support). In the August of 1941, Franklin D. Roosevelt and Winston Churchill held a meeting to set out a guideline for the UN known as the Atlantic Charter. The United Nations is a form of democratic governance. All of these in which improve upon the international society as a whole (the UN operates on a global scale). There are four main goals of The United Nations: maintaining international peace and security, developing friendly relations among nations, achieve international cooperation in solving international problems, and harmonizing the actions of nations to find common goals. A key word in the goals mentioned above is their emphasis on international goals. An international democracy has never worked to the degree in which the UN has, but some nations still find criticism in policies and regulations.

An example of global democratic governance would be the United Nations⁸, with achievements are unmatched by other global organizations. Some of these achievements being providing food for over 90 million people, assisting 34 million refugees, over 70 peacekeeping missions, etc. Some nations still find the UN stepping over its boundaries regarding global relations. Other criticisms the UN has faced is being ineffective, promoting globalization, being too bureaucratic, giving some nations more power than others, etc. There have been many failures when regarding the UN and large international governmental organizations. Some that come to mind are the 1994 Rwanda mission, which was sent to protect the Rwandan people from genocide, but still led to the death of around a million members of the Tutsi minority. Cholera in Haiti was another failed mission, as the UN is blamed for the death of more than 10,000 people due to a cholera outbreak. The United Nations had also led to some corruption within the organization and other governments. The Oil for Food Program, which was put in place so the Iraqi government could sell oil in exchange for food and medicine, led to much of the money being traced back to UN officials and the Iraqi government¹⁴.

Key Terms

Democratic governance – a government system more than just the use of democracy in a nation

Authoritarian - a form of government where the people receive no power in political matters, countries struggle to achieve peace at a domestic and international affair

Fascism – a form of authoritarian government that is extremely right-winged in views, very intolerant with different views and practices

Market economies - an economic system in which production and prices are determined by unrestricted competition between privately owned businesses

Human development - an expansion of human capabilities, a widening of choices, an enhancement of freedom, and a fulfilment of human rights

LEDC (less economically developed countries) - an expansion of human capabilities, a widening of choices, 'an enhancement of freedom, and a fulfilment of human rights

MEDC (more economically developed countries) - a country in which the average income is above approximately \$15,000 PPP per year, in which most people have access to health care and education

Special-interest group - any association of individuals or organizations, usually formally organized, that, based on one or more shared concerns, attempts to influence public policy in its favor

Globalization - the increasing connectedness and interdependence of world cultures and economies

Closed Autocracies - citizens do not have the right to choose either the chief executive of the government or the legislature through multi-party elections

Electoral Autocracies - citizens have the right to choose the chief executive and the legislature through multi-party elections; but they lack some freedoms, such as the freedoms of association or expression, that make the elections meaningful, free, and fair

Electoral Democracies - citizens have the right to participate in meaningful, free and fair, and multi-party elections

Liberal Democracies - citizens have further individual and minority rights, are equal before the law, and the actions of the executive are constrained by the legislative and the courts

Parameters of Debate

The chair would like to focus the debate on the following points:

1. Any methods being put in place towards the invigoration of democracy.
2. The pros of cons of adopting democratic legislations and practices, and understanding nations doubts towards democratic systems.
3. Methods to promote certain democracy within policy making, such as the policy maker or political leader.
4. Ways to guarantee that policies allow power to be given to the citizens.

2. Emphasis of the Discourse

A right-wing or conservative has 7 main core beliefs according to Mike Johnson (a right-winged congressman) are individual freedom, limited government, the Rule of Law, people through strength, fiscal responsibility, free markets, and human dignity¹. Out the three principles, the one most related to democracy is the limited government. Limited government is that for there to be liberty, government power must be reduced¹. Nations that are conservative are democracies that promote free market, and capitalism (United States).

A left-wing or liberal approaches prefer to support reformations and changes. They tend to be in favor of progressive reforms, in order to seek greater social and economic equality³⁰.

2.1 Right Wing Approach

Right-wing governments are often known as capitalistic nations. A differentiation must be made between capitalism and democracy. Democracy is not capitalism, and capitalism is not democracy. Capitalism and democracy have multiple differences. Firstly, the profit-oriented trade of capitalism is in contrast with the search of common good of democracy. Secondly, democracies have the majority decides, while capitalism is a hierarchical decision-making by the managers, owners, etc.²¹.

On a domestic sense, the traditional conservative branch of democracy believes in the right of privacy. Valuing the need to be able to live freely, without the influence of the government or anything else. Other top conservative values would be the value of the free market, and the limited power of the government.

Considering that conservative beliefs are still a form of democracy, it can be shown that much like the left-wing approach (another form of democracy), they have similar values such as pride in their country, and individual rights.

Belarus is a right winged nation that is not a democratic nation. While Belarus believes that they are “democratic”, but they have anti-democratic measures and is not a traditional democracy as defined in 1.1. What nations define as democracy, and the “ideal democracy”.

Another well known right-wing nation is the United States. The United States is known as a representative democracy, which means the government is elected by the citizens¹². The officials are those who represent the people through three branches of the government, judicial, executive, and legislative, each in charge of specific aspects of the government. However, citizens are becoming frustrated with the U.S. government as 64 percent of Americans feel that the democratic system is at risk of failing²². Voter fraud is a problem being accused upon the likes of Joe Biden and Donald Trump. Right-wing governments are in support of economic development, and industrialization. The capitalistic nation embraces business and while it has been proven efficient through an economic standpoint, socialists believe capitalism must be overthrown²⁰. Thus, the debate still continues between right-wing and left-wing democracies.

2.2 Left Wing Approach

One idea that the left-wing approach takes in is the idea of social classes. Left-winged liberals seek to reduce the disparity between these classes. They strongly value liberty and property rights (similar to right-winged), and in an ideal world, these class disparities would disappear. But liberals cannot manage to make this true as confiscating wealth to redistribute contradicts with liberal ideas.

Another aspect of left-winged countries is capitalism. On a domestic scale, capitalism can change economies, and is of great importance to many people. Liberals fear the idea of socialism, as it blends the lines between economics and politics. The idea that someone (economic elite) can monopolize political power, and that a political leader can control the economy is of great concern to left-winged liberals.

Some left-winged “democratic nations” have skewed the definition of democracy based on how their nation sees what a democratic government is. Much like China, while it is called The People’s Republic of China, the republic standing for democracy, through the communist party. Many nations that claim to be democratic would have a stance of wanting to run their own country. These self-declared democracies do whatever they want to do, because they have the “right” to do so in their own nation.

2.3 Stance of Intergovernmental Organizations

The United Nations advocates for all nations to join to create a resolution that can fit the need to all states in order to solve international problems. Therefore, the UN strongly urges nations to be a part of a global democratic system, as they believe that it can benefit all nations, rich, poor and middle-income nations. Currently the UN has been promoting the UN Sustainable Development Goals, which are 17 goals to transform our world to promote prosperity and protect the planet at the same time; a call to action to all nations in the world. The UN is divided into five different branches: UN General Assembly, UN Security Council, the International Court of Justice, the Economic and Social Council, and the Secretariat branch. All play a different role to keep the UN functioning. The United Nations is a form of democratic governance in which allows for all nations to be equal (1 vote per state). When regarding resolutions presented during UN meetings, the organization believes that every nation is equal in value. Going beyond the United Nations, generally all intergovernmental organizations believe that democracy should be promoted, and a core business value.

Another intergovernmental organization that involves the use of democracy is the European Union. The European Union strongly promotes democracy as one of the bylaws is that only democratic nations can join.

Many intergovernmental organizations prefer working with other democratic nations, as seen by the democratic peace theory. Many people in the world prefer democracy compared to other forms of government, and other regions of the world, for example Africa, want more democracy. The European Endowment for Democracy, an independent private law foundation supported jointly by the EU institutions and several EU Member State provides funding to struggling local champions of democratic change in the European Neighborhood.

2.4 Stance of Developed Nations

Developed nations are almost already all democratic²³, so they should be very little disagreement between nations on the idea that democracy can be beneficial. Developed nations hold a stronger part in international problems. Many developed nations share a similar stance in that global peace could not only improve international relations, but also the economy of developing and developed nations. With improved international relations, this allows for the expansion of trade between developed and developing countries. However, the Covid-19 pandemic has shown flaws within the democratic governmental system, such as in the United States. Developed nations must find a way to fix the doubts developing nations have towards democracy. In order to promote democracy, democratic nations must be able to act in a crisis without breaking human rights violations.

One problem democratic nation had during the relief of Covid was that citizens would stray from government suggestions. Nations like the United States had issues involving the protection of citizens (mask wearing, vaccine passports, etc.) as some saw it as human rights violations¹⁶. This led to the exponential growth of Covid cases and deaths. On the other hand, an anomaly to the developed nations being democratic, China, was able to ensure the protection of their citizens through forced quarantine and mask wearing³². Obviously, the measures that were taken in China cannot be reflected in the rest of the world, but China has been one of the best, if not the best, at controlling and decreasing Covid cases. The authoritarian government of China²³ was able to implement rules that democratic nations could never enforce. Developing nations have the highest population and control much of the global economies², the economic drop of these MEDC nations during the pandemic affected every single country in the world³¹. Would this economic fall during the pandemic be the same if nations were willing to take more extreme measures to eliminate the virus?

2.5 Stance of Developing Nations

Developing nations generally have political instability due to violence such as Burkina Faso which is currently at a political war. Countries like Burkina Faso's leaders and work together with NGOs together to promote peace. The benefits of what democracy can bring to developing nations, many of the economic and political benefits can be unmatched. As time progresses and globalization continues, the global society is becoming more interconnected, and democracy is being constantly promoted by developed nations like the United States. In the past few centuries, many of the colonies are reaching independence from the colonial times and transferring to a democratic system. That trend should be continued as a democracy will only further benefit the people of their nation.

Due to the Covid-19 pandemic, democracies are being questioned for having slower response and cannot control the population when national issues strike. Developed nations that do not follow the democratic governmental systems such as China use a communist party. The pandemic has shown that flaws in the democratic system because the citizens of one's nation were not able to find a solution to the sudden disaster.

3. Possible Solutions

3.1 In Favor of Developed Countries

One of the biggest criticisms the United Nations faces is that some nations (more powerful nations) receive more favoritism and more power within the conferences. Democracy can play a significant role in

improving global relations, and promoting trade among nations, something developed nations can greatly benefit from.

One solution towards this topic for developed nations would be to promote the United Nations and democracy through ideology. Safety can be another determining factor towards LEDCs to transfer their government into a democracy and the theory that democracies promote peace while non-democracies might put nations over the edge. The **democracy peace theory** is one of the best methods in promoting democracy. More developed countries can give economic incentives to nations which are implementing democratic reform within their own nation. When a democratic MEDC sees a developing nation actively changing their governmental systems in favor of a democratic approach, the developed nations will favor those nations ⁹.

Developed nations can also use the theory of External Democracy Promotion. The theory aims to develop ways to ensure democratic promotion on international relations. Developed nations with the ability to teach nations using non-democratic forms of government to make people and politicians understand the relationship between democracy and international relations; the benefits of what a democracy can bring to a nation ⁹.

3.2 In Favor of Developing Nations

Developing nations generally do not have the safest internal systems, and the same solution for developed nations can be applied to developing nations: The Democracy Peace Theory. The same logic can be used towards developing nations, that democracies do not fight other democracies, thus keeping their nation safe. Keeping their citizens safe is one of the main priorities when regarding developing nations, creating these alliances with MEDCs will be of great value to them. Democracies often allow for greater trade alliances along with political ones, the international relations between MEDCs and the LEDCs transferring to a democracy will be of great value.

Developing nations can receive help from other states and organizations (MEDCs and UN) through the form of resources, and human aid to prevent corruption. The human aid sent from nations can be used to improve the judiciary systems help which thus can improve the international relations between nations and the local government. With improvements to the local governance, developing nations can implement democracy within their nation. One of the main benefits LEDC nations can receive from a democratic system is economic growth. Developing nations can focus on having governmental reforms within their own nations. It is a step in the right direction to enforce more democratic favoring laws and regulations.

Finally, nations can work to promote democracy by eliminating barriers between the local governments and intergovernmental organizations. Developing nations greatest challenge to democracy because of constant violence due to political instability. The intervention of developed nations and NGOs can promote peace in nations that can allow these developing nations find a safe governance.

4. Keep in Mind the Following

Each country has their own views and ideas on democracy, so make sure to find real life quotes from what governmental leaders have stated about this topic. Expand on the previous statements on the reason why democracy is frowned upon or praised in each nation. Lastly, is the nation you are representing support globalization through an economic and political standpoint. Here are some questions to help your research:

1. What are some solutions to spreading democratic governance in nations hesitant in adopting democracy?
2. What methods could be put in use to prevent corruption within intergovernmental organizations if globalization is to continue to rise?
3. Does your country emphasize democracy or prefer other forms of government?
4. Does your country currently approve of the continuation of globalization and the ideas of an g international democracy when regarding international affairs?

5. What should be considered the “ideal democracy”?
6. Would a democratic government be the best form of governance to counter a global crisis like Covid-19 and such?

5. Evaluation

Intergovernmental organizations and global democratic systems have been widely criticized since the creation of the United Nations. New challenges and problems are faced each day from individual nations and global issues arise to dispute the power of the UN. On a democratic level, democracy is becoming more widespread and the “norm” of governments. It is important to find a balance between promoting democracy and the sovereignty of nations. While the topic at hand is quite broad, the committee should focus on methods and ways to promote democratic governance on an international and domestic level. Delegates should be able to differentiate spreading democracy with imperialism. This topic can easily be sidetracked, and the chair strongly recommends extensive research on each delegates nation, as governmental systems can be extremely nuanced. Another thing that must be taken into consideration is that the invigoration of democracies is what I have defined in section 1.1, because some nations will have their own definition of a democracy. Also, when writing resolutions, it is important to point out that the UNDP committee is not allowed to create sub-committees, and those who fail to recognize this fact will have that clause either striked or modified. The difficulty of this topic is great and will require outside of the box ideas and innovative solutions.

Best of luck to all delegates!

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