SEMMUNA

Southeast Michigan Model United Nations Association

SPECIALIZED COMMITTEE

UN Task Force on Critical Resource Stability

Delegation Guide

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How to Use This Guide

This guide gives you a starting point for understanding your delegation's position in this committee. It is not a script, a checklist, or a set of instructions. It is a map of the terrain.

What you will find for each delegation is a brief overview of where that actor stands in the global critical resource system, followed by three categories of guidance:

- **Things to Consider** -- background context and factors worth keeping in mind as you prepare.
- **Questions to Think About** -- open questions with no single right answer, but worth wrestling with before you walk in the room.
- **Possibilities Worth Exploring** -- directions you might take your delegation's strategy. Starting points, not instructions.

This committee includes governments, corporations, and international organizations. Each type of actor has different sources of power, different vulnerabilities, and different tools. Read your delegation carefully. Then go beyond it.

> **A note on playing your role:** *Every delegation in this committee has a legitimate perspective and real interests at stake. The actors who make the most impact are not always the ones with the most obvious leverage. They are the ones who understand the system well enough to find the moves that others do not see. Find your angle. Use it.*

Delegations in This Committee

This committee includes 25 delegations spanning governments, corporations, and international organizations, organized below by category:

Resource Producers

Australia • Chile • Democratic Republic of the Congo • Indonesia • Peru

Industrial Powers

China • France • Germany • Japan • South Korea • United States

Emerging Economies

Brazil • India • Mexico • South Africa • Vietnam

Resource-Dependent States

Kenya • Morocco • Philippines

Corporations

Apex Minerals Group • Helix Resources International • NovaCore Energy • TerraVolt Industries

International Actors

Environmental Coalition Leader • Global Resource Transparency Initiative Director

RESOURCE PRODUCERS

Australia

Australia is one of the most reliable and consequential suppliers of critical minerals in the world, with major deposits of lithium, rare earth elements, and other strategic materials. What sets Australia apart from most producing nations is the combination of geological wealth and political stability. Governments that worry about supply chain risk rarely put Australia at the top of that list -- and that reliability is itself a form of power. The question for this delegation is what to do with it. Australia can play a passive role as a dependable exporter. Or it can use its credibility to shape the rules of a system that will define critical resource governance for decades.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
Australia's rare combination of resource wealth and institutional credibility gives it influence that pure producers without stable governance lack	What does Australia's reliability actually earn it in negotiations -- and is it getting fair value for that reputation?	Positioning Australia as a model for what stable, ethical, large-scale resource production can look like
Close alliances with the U.S., Japan, and South Korea create both real opportunities and real expectations	Does Australia benefit more from deep bilateral partnerships with allies or from shaping multilateral frameworks that include more of the world?	Using trusted-partner status to broker agreements between competing producer and consumer blocs
The gap between exporting raw ore and processing minerals domestically represents a consequential long-term economic decision	What does responsible resource development look like for a country that has the institutional capacity to actually do it right?	Advocating for environmental and labor standards that Australia already meets, raising the bar for the broader system
Being a trusted supplier is valuable, but it also comes with pressure to prioritize allied partners over broader global equity	Should Australia be pushing to move further up the value chain through domestic processing, and what would that require?	Exploring what a coalition of resource-producing democracies could accomplish together that none can do alone

Chile

Chile is one of the world's leading lithium producers and a central player in the Lithium Triangle alongside Argentina and Bolivia. The Atacama Desert holds reserves that are both geologically extraordinary and environmentally fragile. Chile has experience with the full arc of resource wealth: the investment it attracts, the political pressures it creates, and the environmental costs it generates. Chile is at a decision point that this crisis has made more urgent. It can continue as a reliable exporter of raw material on terms largely set by buyers. Or it can begin asserting more control over how its lithium is processed, priced, and governed. What Chile decides here will reverberate far beyond this committee.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
The Lithium Triangle creates a potential producer coalition with Argentina and Bolivia that neither country can replicate acting alone	Does Chile benefit more from deep bilateral deals with major consumers or from coordinating with other Lithium Triangle producers to set terms collectively?	Building a producer coordination framework with Argentina and Bolivia around shared lithium pricing and export terms
Environmental pressure from lithium brine extraction in the Atacama is real, documented, and growing in political salience	What would fair pricing for Chilean lithium actually require, and who in this room has any real incentive to agree to it?	Proposing international investment standards that include requirements for technology transfer and domestic processing capacity
Chile's established export infrastructure was built to serve raw material export, not domestic processing -- changing that trajectory takes time and capital	How do you advocate for producer rights in a way that builds coalitions rather than just putting consumer nations on the defensive?	Connecting environmental protection of the Atacama to broader conversations about responsible supply chains and ethical sourcing
Chile's established trade relationships give it credibility, but also create dependencies that constrain its negotiating room	What does the environmental cost of extraction in the Atacama mean for Chile's long-term options and international credibility?	Using Chile's credibility as a stable democracy to advocate for producer rights in ways that authoritarian producer nations cannot

Democratic Republic of the Congo

No delegation in this committee carries more moral weight than the DRC -- and no delegation faces a harder road to being heard fairly. The DRC produces approximately 70% of the world's cobalt, which means it sits at the center of the global battery supply chain that everyone in this room depends on. And yet the DRC remains one of the poorest countries in the world. Its cobalt has powered the smartphones and electric vehicles of wealthy economies for decades, while its own people have seen a fraction of that wealth. The history of extraction without benefit, of foreign corporations operating with minimal accountability, is not background context. It is the moral center of this committee. The disruption that brought this Task Force together is connected directly to conditions in the DRC. This delegation has both the right and the responsibility to make that heard.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
The DRC's geological leverage is enormous, but political instability and limited infrastructure constrain how that leverage can actually be used	What does the DRC need from this committee that is genuinely achievable, not just morally correct in the abstract?	Building a coalition with other producer nations around the principle that resource wealth must translate into local economic development, not just export revenue
Foreign corporations operating in the DRC have often extracted far more than they have contributed -- and the patterns are well documented	How do you negotiate from a position of real resource leverage while also being honest about the country's political and economic vulnerability?	Demanding that any emergency coordination mechanism include enforceable commitments from corporations operating in the DRC, not just voluntary guidelines
The current supply disruption is directly connected to the DRC's situation, which means this delegation is simultaneously a source of crisis, a victim of it, and a potential part of the solution	Who in this room actually has interests that align with the DRC -- and who is primarily here to secure their own supply on whatever terms they can get?	Calling direct attention to the contradiction between global demand for ethical supply chains and the documented conditions in Congolese cobalt mines
The gap between what DRC cobalt is worth on global markets and what the DRC economy actually receives is a concrete, arguable injustice with specific numbers behind it	What would a fair investment framework look like in practice for a country in the DRC's position, and which delegations could be brought to support it?	Proposing a revenue-sharing or royalty framework that gives producer nations more control over how resource income is captured and reinvested domestically

Indonesia

Indonesia has done something that most resource-producing nations only talk about: it imposed export restrictions on raw nickel, forced foreign companies to invest in domestic processing facilities, and captured more economic value from its own resources in the process. The results have been real. Indonesia now has domestic refining capacity it did not have before, and it has demonstrated that producer nations can push back against the extractive model if they are willing to absorb short-term market disruption. In a committee about supply chain instability, Indonesia occupies a genuinely distinctive position. It is both a cause of previous market disruptions and a working model for a different kind of resource sovereignty. How this delegation uses that experience is the central strategic question.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
Indonesia's export restriction policy has real-world precedent and measurable results, which gives this delegation concrete ground to stand on beyond principle alone	What has Indonesia's export restriction policy actually produced, and how honest should this delegation be about both its benefits and its costs?	Sharing Indonesia's real-world experience as a practical case study for what producer-nation sovereignty looks like when it is actually implemented
The policy created genuine friction with major trading partners -- that friction has not fully resolved, and it matters for how other delegations will engage with Indonesia	How do you position Indonesia's approach as a legitimate exercise of economic sovereignty rather than market manipulation?	Building a coalition of producing nations around the right to impose domestic processing requirements as a condition of export
Indonesia sits in a complex regional environment where relationships with China, the U.S., and ASEAN partners all operate simultaneously	Which other producer nations are watching Indonesia closely, and what kind of coalition could Indonesia credibly lead?	Proposing international frameworks that explicitly protect the right of producer nations to add value locally before resources leave their borders
The nickel market disruption that Indonesia caused previously is a version of the current crisis -- which means Indonesia understands the dynamics of supply disruption from the inside	How does Indonesia engage with major consumer economies without abandoning the principles that drove its resource policy in the first place?	Using Indonesia's leverage in ASEAN to coordinate Southeast Asian positions on resource governance and supply chain reform

Peru

Peru has significant reserves of copper, lithium, and other critical minerals, and a growing awareness that those reserves represent both opportunity and real risk. Peru has watched other resource-rich nations go through cycles of investment, conflict, environmental damage, and political instability tied to extractive industries, and it has experienced some of those cycles itself. Peru is in a position to learn from others and to shape its own trajectory before the patterns of the current system lock in. The question is whether Peru arrives at this committee as a passive beneficiary of whatever the major powers decide, or as an active participant in building the rules that will govern its own resources.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
Peru's resource potential is significant but not yet fully developed, which gives it more flexibility than established producers whose relationships and contracts are already set	What does Peru need to do now to ensure its resource wealth translates into lasting development rather than a familiar cycle of extraction and inequality?	Coordinating with Chile, Argentina, and Brazil on Latin American producer positions around investment terms and resource sovereignty
Community opposition to mining projects in Peru is real, politically consequential, and has interrupted production before	How do you balance the urgency of attracting investment with the importance of setting terms that actually benefit Peruvian communities rather than just Peruvian GDP figures?	Advocating for investment frameworks that include binding community consultation and environmental rehabilitation requirements, not just promises
Peru sits within a Latin American producer context alongside Chile, Argentina, and Brazil that creates natural coalition opportunities	Which relationships in this committee are most important to develop, and what does Peru have to offer in exchange for building them?	Using Peru's emerging-producer status to propose standards that protect future producers from the mistakes already embedded in the current system
The current crisis is an opening for Peru to establish its voice before the major governance frameworks are decided by others	What role do affected communities play in Peru's negotiating position, and how do you represent their interests alongside national economic goals?	Connecting the crisis to the need for long-term agreements that give producer nations stable revenue rather than exposure to volatile commodity markets

INDUSTRIAL POWERS

China

China's position in this committee is unlike any other delegation's. China does not just consume critical resources. It processes a dominant share of the world's supply, including minerals mined in other countries that travel to China for refining before entering global markets. That gives China structural leverage across multiple stages of the supply chain simultaneously. When China imposed export controls on gallium and germanium, it sent a clear signal about its willingness to use that leverage. Now, in the context of an active supply disruption, China finds itself navigating a complicated position: it is an essential partner for most of the world's processing needs, and simultaneously a country that many actors are actively working to reduce their dependence on. How China handles that tension will define much of what this committee is able to accomplish.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
China's processing dominance is a real strategic asset, but it is also the primary reason other countries are investing in alternatives -- which will eventually reduce that advantage	How does China build credibility as a constructive partner in this committee when many other delegations see its market position as a strategic vulnerability they are trying to escape?	Proposing long-term supply agreements that offer predictability in processing relationships in exchange for stable market access
China's relationships with African producer nations, framed publicly as South-South cooperation, are both genuine partnerships and strategic supply arrangements	What does China actually gain from a more stable, transparent global resource system, and is that worth offering something meaningful to get there?	Engaging with African producer nations as genuine development partners with binding commitments, not just as sources of raw material
The more China is seen as a source of instability or coercive leverage, the faster other countries accelerate building around it	How do you engage with developing country producer nations in a way that is genuinely beneficial to them, not just strategically convenient for China?	Offering to include other countries in processing capacity development in exchange for supply security guarantees
China has real interests in a stable global resource system -- instability in producing regions disrupts Chinese manufacturing as much as anyone else's	What is China's best offer in this committee -- and is this delegation actually authorized and willing to make it?	Finding the areas where Chinese interests in global stability genuinely align with other actors' goals, and leading from those areas rather than from defensive positioning

France

France brings a particular combination to this committee: a genuine commitment to multilateral frameworks and international law, strong environmental and sustainability credentials, significant industrial needs as a major European economy, and a complicated history with African nations whose resources France has depended on. France believes in international institutions as the right mechanism for managing global problems. It also has economic interests that do not always align neatly with that belief. How France reconciles those values with those interests, and how honestly it engages with its own historical role in resource-producing Africa, will determine whether other delegations see it as a credible voice for fairness or as a wealthy country dressing up self-interest in multilateral language.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
France's commitment to multilateralism is genuine, but it also reflects a system that has historically served French interests reasonably well	How does France advocate for environmental and sustainability standards without being seen as imposing conditions that effectively disadvantage developing producer nations?	Working with Germany and other EU partners to develop a coordinated European position that combines supply security with meaningful development commitments for producer nations
France's historical relationships with African resource-producing nations are relevant context that other delegations will bring up whether France does or not	What does genuine partnership with African resource producers look like from France's position -- and how is it meaningfully different from what has come before?	Proposing environmental and labor standards that are ambitious but include real capacity-building support for developing producers who cannot yet meet them alone
France's EU membership shapes its options and creates both constraints and coalition opportunities	How do you balance France's interests as a consumer economy with its stated commitment to global equity, when those two things pull in opposite directions?	Engaging honestly with France's historical role in Africa as a foundation for more credible current partnerships rather than avoiding the subject
The energy transition is a core French domestic priority, which makes critical resource access directly connected to the political commitments France has made at home	What can France uniquely contribute to this committee that reflects both its genuine institutional strengths and its historical responsibilities?	Using France's multilateral credibility to help broker agreements between producer and consumer blocs that might otherwise not reach each other

Germany

Germany is Europe's largest economy and one of the world's great manufacturing powerhouses. German industry -- from automotive to chemicals to advanced machinery -- depends heavily on stable access to critical resources, almost none of which can be sourced domestically. Germany has deep experience with international cooperation, strong environmental credentials built over decades of domestic policy, and a genuine institutional commitment to multilateral frameworks. At the same time, Germany is under real pressure to secure its own supply chains as global competition intensifies and the current crisis makes vulnerabilities impossible to ignore. The question Germany has to answer in this committee is whether its commitment to cooperative solutions holds when the stakes are high enough.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
Germany's manufacturing sector is directly exposed to the current supply disruption in concrete, measurable ways that create real urgency	How do you advocate for the global rules-based system when your own supply chain needs sometimes create pressure toward bilateral deals that bypass those rules?	Proposing a multilateral coordination framework that addresses both immediate crisis response and the long-term governance gaps the crisis has exposed
Germany's environmental standards are genuine and widely respected, but applying them to import supply chains is genuinely complex and politically contentious	What does Germany actually owe to the producer nations whose materials power German industry -- and is Germany prepared to offer something real in exchange for supply security?	Working with France, Japan, and other industrial allies while actively including producer nation voices in the framework design rather than presenting a finished product
Germany's role as a leading EU voice creates both responsibility and constraint -- it cannot easily take positions that leave EU partners behind	How do you build coalitions that include both allied industrial economies and developing country producers rather than just talking to each other?	Pushing for environmental standards that match what Germany already practices domestically, alongside real financial and technical support for developing nations to reach them
The tension between bilateral supply security deals and multilateral framework-building is something Germany faces as a concrete operational choice, not just an abstract principle	What does long-term supply security actually require, and is Germany willing to pay the real institutional and financial price to build it?	Offering German technology and long-term investment as concrete parts of genuine partnerships with resource-rich developing countries

Japan

Japan is almost entirely dependent on imported critical resources and has been managing that vulnerability with remarkable discipline for decades. The country has essentially no domestic mineral production of its own, and has built its response around supply chain diversification, strategic stockpiling, long-term bilateral relationships, and relentless technological efficiency. Japan is extraordinarily good at what it does. But even the best-managed vulnerability remains a vulnerability, and the current disruption is exactly the kind of scenario that Japan's entire supply strategy has been designed around. This delegation should walk into committee with a clearer and more specific sense of what it needs than almost any other actor in the room.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
Japan's near-total import dependence is a structural vulnerability that no amount of efficiency or preparation fully eliminates	What does Japan offer to resource-producing countries that other major consumer economies cannot match, and how does Japan make that offer explicitly in committee?	Proposing supply diversification frameworks designed to serve multiple consumer economies simultaneously, not just Japan's specific needs
Japan's technological sophistication and available capital are real assets it can offer to producer nations in exchange for supply security	How do you advocate for supply security in a way that reads as genuinely cooperative rather than simply trying to lock in favorable terms for Japanese manufacturers?	Offering technology transfer and long-term investment as concrete parts of fair supply partnerships with producer nations
Japan's existing bilateral relationships with Australia, Indonesia, and others give it a practical head start in coalition-building	What role should Japan play in shaping international governance frameworks versus managing its own bilateral supply relationships?	Advocating for early warning and information-sharing systems that give all countries -- not just well-resourced ones -- more lead time before disruptions escalate
Japan has built supply security through relationships rather than dominance for decades -- that approach is both a model and a constraint	How does Japan use this crisis to build more durable supply arrangements rather than just emergency patches that recreate the same vulnerability?	Building on Japan's existing bilateral relationships to anchor a broader consumer coordination coalition that includes smaller economies

South Korea

South Korea is one of the world's great manufacturing success stories -- a country that built a global industrial powerhouse despite having minimal natural resources through sheer technological investment and strategic discipline. South Korean companies are at the leading edge of battery and semiconductor manufacturing, which also means they are among the most directly exposed to the current supply disruption. South Korea has strong bilateral relationships, significant technological expertise, deep capital, and a clear understanding of exactly how vulnerable its industrial base is to the kind of instability underway right now. This delegation has real stakes, real assets, and a strong incentive to be more than a passive participant.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
South Korean battery and semiconductor manufacturers are directly and immediately affected by this supply disruption in ways that have concrete production consequences	What does South Korea's manufacturing strength allow it to offer to resource-producing nations that other consumer economies in this room cannot match?	Offering technology partnerships and direct investment in exchange for long-term supply agreements with specific pricing and volume commitments
South Korea's technological leadership in batteries and semiconductors gives it something concrete to offer producer nations in exchange for supply agreements	How do you advocate for supply stability without every proposal being read as simply trying to lock in favorable terms for South Korean corporations?	Working with Japan and other allied consumer economies on shared diversification strategies that reduce everyone's exposure to single-source dependency
South Korea's geographic position and its relationships across Asia create both opportunities and geopolitical constraints that shape every partnership it can build	How does South Korea build partnerships with producer nations that are genuinely mutually beneficial rather than transactional supply arrangements dressed up as partnerships?	Proposing market transparency and early warning mechanisms that give manufacturers the visibility they need to plan production without constant disruption risk
The gap between South Korea's industrial sophistication and its resource dependency is the defining tension this delegation has to navigate throughout committee	What is the connection between South Korea's long-term industrial strategy and the governance frameworks this committee could actually build?	Connecting South Korea's battery manufacturing expertise to domestic processing capacity development in producer nations as part of integrated supply partnerships

United States

The United States is the world's largest economy, a major consumer of critical resources, and a country that has spent recent years actively working to reduce its dependence on Chinese processing capacity through the Inflation Reduction Act, the Minerals Security Partnership, and a series of bilateral investment agreements. The U.S. has enormous influence in this committee: capital, technology, market access, institutional weight, and the ability to set the terms of multilateral conversations in ways smaller countries cannot. How the U.S. uses that influence -- whether to shape a genuinely fairer system or to secure its own advantages under a cooperative framework -- is one of the defining choices of this committee. Other delegations will be watching closely.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
The tension between the U.S.'s stated commitment to rules-based international systems and its preference for bilateral deals where it controls the terms	What does genuine leadership look like for a country with U.S.-level power and influence -- and how is that different from advocating for U.S. interests wrapped in the language of multilateralism?	Proposing shared supply chain frameworks that are explicitly designed to include developing country participation on fair terms, not just allied economy preferences
The Inflation Reduction Act's domestic content requirements have created real friction with allies who expected more genuinely multilateral approaches	How does the U.S. build coalitions broad enough to produce real, lasting outcomes rather than just consensus among countries that already agree with each other?	Offering technology transfer and investment as concrete parts of genuine partnerships with resource-rich developing nations rather than as conditions attached to those partnerships
The supply chain diversification frameworks the U.S. is building through the Minerals Security Partnership do not meaningfully include much of the Global South	What is the U.S. actually willing to offer in technology, investment, market access, or governance concessions -- and is it prepared to put those things on the table in this room?	Advocating for transparency and governance standards that visibly apply to all supply chain behavior, including the U.S.'s own bilateral deal-making
American credibility as a fair partner in this crisis depends on whether the frameworks it proposes actually deliver benefits to developing producer nations, not just allied consumer economies	How does the U.S. engage constructively with countries that have legitimate historical reasons to distrust its motives?	Identifying the places where U.S. interests and Global South interests genuinely overlap and building frameworks from those shared interests outward

EMERGING ECONOMIES

Brazil

Brazil occupies a genuinely interesting position in this committee because it is difficult to categorize simply. Brazil has significant resource reserves of its own, growing industrial capacity, deep relationships within Latin America and the broader Global South, and a perspective shaped by being both a producer and a developing economy that has experienced the limitations of the current global resource system firsthand. Brazil can credibly speak to the producer experience and the development experience simultaneously, which very few delegations in this room can do. The question is how to use that dual perspective strategically rather than allowing it to blur into an unfocused middle position.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
Brazil's combination of producer potential and development experience gives it a perspective that pure producers and pure consumer economies both lack	What does Brazil gain from aligning primarily with producer nations versus the Global South coalition versus major industrial economies -- and is there a sequencing that captures benefits from multiple coalitions?	Acting as a bridge-builder between the producer bloc and the Global South coalition -- a role that requires genuinely understanding both sides well enough to translate between them
Brazil's size and regional influence within Latin America create real coalition-building opportunities that smaller nations cannot replicate	How do you use Brazil's dual perspective as a bridge-building asset rather than a source of strategic ambiguity that other delegations cannot read clearly?	Proposing development frameworks that explicitly connect resource access to industrial growth opportunities for emerging economies
Brazil's environmental record, particularly regarding the Amazon, complicates any simple narrative about sustainability leadership	What specific outcomes from this committee would genuinely advance Brazil's development interests, not just its rhetorical positions?	Coordinating with India and South Africa on shared priorities for large developing economies that are too big to be ignored but too developing to be treated as equals by major powers
Brazil's relationships across the Global South and with major powers give it diplomatic reach that translates into genuine committee leverage	How does Brazil advocate for fairer systems without being dismissed as simply protecting its own economic interests?	Using Brazil's Latin American regional influence to anchor coordination among producer nations in that region

India

India is one of the most consequential voices in this committee, even when it is not treated that way. With 1.4 billion people and one of the world's fastest-growing economies, India's demand for critical resources is enormous and rising fast. India also represents a vast constituency of developing nations that need affordable access to these materials to pursue legitimate economic growth -- and that constituency has not been well served by the current system. India is not a major resource producer, which means it must navigate from a position of demand. But demand at India's scale is real leverage, and India's relationships across the Global South create a diplomatic platform that extends well beyond its economic position alone.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
India's sheer scale means its demand matters to producers and processors in ways that smaller economies' demand simply does not	What does India actually need from this committee in concrete terms -- not just what India would like to see in principle?	Building a broad coalition of developing nations around affordability, equitable access, and fair pricing mechanisms with specific numerical targets
India's identity as the world's largest democracy and a major developing economy gives it a kind of moral authority that is different from but as real as economic leverage	How does India use its scale and its relationships to build influence in a system where major powers and major producers dominate the agenda?	Using India's demographic and economic scale to make the case that excluding major developing economies from resource frameworks is not analytically sustainable, not just unfair
The relationship between India and China in this context is genuinely complicated: they are competitors in some dimensions and have overlapping interests in others	What is India's relationship to the producer coalition -- sympathetic observer, active ally, or something more strategically nuanced?	Proposing pricing protection mechanisms that specifically address the needs of large, rapidly growing but resource-poor economies
India's relationships across Africa and Asia create coalition-building opportunities that span multiple blocs and do not fit neatly into existing alliances	What would a truly fair global resource system look like from India's perspective, and is India prepared to push hard enough to actually move it in that direction?	Bridging the gap between producer nations and non-producer developing nations who share development goals but have different relationships to the supply chain

Mexico

Mexico is a manufacturing hub deeply integrated into North American supply chains, a country with its own growing resource potential, and a nation that has learned through direct experience what it means to be economically integrated with a much larger partner whose priorities do not always align with your own. Mexico understands dependency from the inside. It also understands how to navigate that dependency in ways that protect national interests without breaking essential relationships. In a committee about supply chain stability and equitable access, Mexico's lived experience with economic integration is directly relevant and more valuable than it might first appear.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
Mexico's deep integration into North American manufacturing makes it directly and immediately affected by supply disruptions that hit U.S. and Canadian industrial sectors	How does Mexico balance its North American partnerships with its relationships in Latin America and the Global South without losing coherence in either direction?	Advocating for regional supply chain frameworks that explicitly reflect Mexico's integration into North American manufacturing on genuinely fair terms
Mexico's own resource potential is growing and its resource policy choices will matter more over time as those reserves become more accessible	What does Mexico need from this committee that its existing bilateral relationships simply cannot provide?	Building partnerships with Latin American nations around shared development priorities that go beyond individual country interests
Mexico's position between its North American partners and its Latin American neighbors creates both opportunities and pressures that do not resolve neatly	How do you use Mexico's manufacturing hub experience to make a concrete, specific case for supply stability and affordable access?	Using Mexico's manufacturing perspective to make the concrete operational case for what supply stability and affordability actually require in practice
The lessons Mexico has absorbed from economic integration with the U.S. are directly applicable to the questions this committee is here to address	What kind of regional cooperation framework would actually serve Mexico's interests rather than just the interests of larger partners who set the terms?	Proposing frameworks that connect resource access to industrial development opportunities for countries at Mexico's stage of development

South Africa

South Africa is a major mining economy with deep, complicated experience in the resource sector, the regional anchor of southern Africa, and a country whose history gives it a specific and important perspective on what resource extraction without equitable benefit looks like across generations. South Africa has significant reserves of platinum, manganese, and other critical materials, a troubled but instructive relationship with its own mining industry, and a strong multilateral tradition through the African Union, BRICS, and the G20. In this committee, South Africa has both practical stakes in the outcome and a moral authority that comes from experience rather than rhetoric. Those two things together are more powerful than either one alone.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
South Africa's mining history -- including its deep injustices -- shapes how it approaches questions about fair resource development in ways other delegations may not fully grasp	What does South Africa's mining history actually teach about what fair resource development requires in practice -- not just in principle?	Leading African nation advocacy around development equity and genuine partnership in the context of the current crisis
South Africa's regional leadership role within Africa creates both real responsibility and real opportunity in this committee	How do you speak with authority on resource justice when your own country's domestic record is genuinely complicated and other delegations know it?	Drawing on South Africa's domestic mining experience to propose international standards that are concrete and practically implementable rather than aspirational
The tension between South Africa's resource wealth and persistent domestic economic inequality is directly relevant to the issues on the table in ways that cannot be papered over	What does South Africa owe to other African nations in this committee, and what does it owe to its own people who have not benefited equitably from South Africa's resource wealth?	Building coalitions with Brazil, India, and other major developing economies on shared priorities that give the Global South more coherent voice
South Africa's BRICS and G20 membership gives it relationships across blocs that most African nations simply do not have access to	How do you connect the DRC's experience and South Africa's experience in ways that build a stronger combined argument than either can make independently?	Connecting the history of resource exploitation to the present conversation in ways that reframe the debate rather than simply repeating established positions

Vietnam

Vietnam is one of Southeast Asia's significant economic achievements, a country that has built a substantial manufacturing sector and is now increasingly aware of its own growing resource potential, including rare earth element deposits. Vietnam navigates a genuinely complex geopolitical environment, managing relationships with China, the United States, and ASEAN neighbors simultaneously without fully aligning with any of them. That navigational skill is directly transferable to this committee. Vietnam's combination of producer potential, manufacturing needs, and diplomatic agility puts it in a more interesting position than its size alone might suggest, and this delegation should use all three.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
Vietnam's growing rare earth reserves give it producer potential that is not yet fully reflected in its international negotiating position	How does Vietnam use its combination of producer potential and manufacturing needs to occupy a distinctive middle position rather than getting absorbed into one bloc or another?	Coordinating with Southeast Asian neighbors on shared resource governance and supply chain development priorities
Vietnam's experience managing relationships between the U.S. and China creates skills that are directly applicable to navigating competing blocs in this committee	How does Vietnam balance its relationships with China and the United States in a context where both are actively seeking supply chain alignment?	Using Vietnam's combination of producer potential and manufacturing experience to occupy a distinctive position that serves countries at multiple stages of economic development
Vietnam's manufacturing growth means it has both supply chain needs as a consumer and producer interests as a potential exporter -- a combination few delegations share	What does Vietnam want from the international resource system over the long term, and how does the current crisis relate to that longer trajectory?	Building on Vietnam's diplomatic experience navigating between major powers to play a credible bridging role in committee
Vietnam's ASEAN membership creates coalition opportunities with Indonesia, the Philippines, and other Southeast Asian nations around shared regional priorities	How do you build meaningful influence in a committee where larger economies tend to set the terms and smaller ones respond to them?	Advocating for frameworks that allow emerging producer nations to develop their resources on favorable terms before the governance rules are locked in by larger players who have different interests

RESOURCE-DEPENDENT STATES

Kenya

Kenya's voice in this committee represents something that is easy to overlook when major powers are speaking: the perspective of a country whose development trajectory is shaped by decisions made in rooms like this one, by actors who are not primarily thinking about Kenya. Kenya does not have significant critical mineral reserves. It is not a major industrial power. What it has is a clear view of what the current global resource system costs countries like itself, a meaningful regional platform within Africa, and the standing to make an argument about equity and fairness that carries moral weight precisely because Kenya has no major extractive interest to protect. That is a form of credibility that no amount of economic power can buy.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
Kenya's development depends on affordable access to the technologies that critical resources make possible, including clean energy infrastructure and digital systems	What specific, concrete outcomes from this committee would make a real and measurable difference for Kenya's actual situation?	Building a coalition of smaller developing nations around specific equity and access mechanisms with concrete commitments, not just aspirational language
When resource prices spike or supply chains fracture, Kenya absorbs a real cost it did not cause and had no meaningful role in creating	How do you build influence and be taken seriously when you lack the economic or resource leverage that other delegations use to command attention?	Proposing specific tools -- development funds, pricing stabilization mechanisms, access guarantees with enforcement -- that address real needs rather than general principles
Kenya's regional influence within East Africa gives it a platform to represent a broader constituency than itself alone	Which coalitions give Kenya the strongest platform -- African nations, the broader Global South, or unexpected partnerships -- and what does Kenya offer in return for being included?	Connecting Kenya's voice to the broader moral case for a fairer global resource system in ways that are specific and verifiable rather than abstract
Kenya's lack of major resource interests is itself a form of credibility in conversations about fairness -- it makes Kenya's arguments harder to dismiss as self-serving	How do you keep the conversation focused on equity and fairness when powerful actors consistently steer it toward supply security and market access?	Finding unexpected allies among producer nations who share an interest in challenging the current distribution of benefits and might amplify Kenya's arguments with their own leverage

Morocco

Morocco occupies a more strategically interesting position than its surface profile suggests. Morocco holds the world's largest reserves of phosphate rock, a material critical to global agriculture, which gives it a form of resource leverage that does not come up often enough in conversations dominated by lithium and cobalt. Morocco is also a significant logistics and trade hub with relationships spanning Europe, Africa, and the Arab world. In a committee about critical resource stability, Morocco has both practical interests as an import-dependent economy and diplomatic reach that can amplify those interests well beyond what its economic size alone would allow. The question is whether Morocco uses that reach or simply shows up as a passive voice.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
Morocco's phosphate reserves give it a form of resource leverage that is worth understanding and deploying strategically in a committee where everyone else is focused on battery minerals	How does Morocco use its phosphate leverage and its geographic position to have more meaningful influence in this committee than its GDP alone would predict?	Building partnerships with other North African and Arab nations around shared access, affordability, and supply stability priorities
Morocco's geographic position at the crossroads of Europe, Africa, and the Arab world creates genuine cross-regional diplomatic reach	What specific mechanisms would address the challenges Morocco and countries like it face, and which delegations could be brought to support them?	Using Morocco's European relationships to advocate within those networks for frameworks that include rather than structurally exclude smaller import-dependent economies
Morocco's relationships with France, the EU, and African nations simultaneously give it unusual access across multiple blocs	How do you build coalitions broad enough to actually move the committee while staying focused on the outcomes that genuinely matter to Morocco?	Proposing pricing stability and market predictability mechanisms specifically designed for countries that cannot absorb sudden volatility through financial reserves
As an import-dependent economy, Morocco has direct practical stakes in supply stability and price predictability that are real, not hypothetical	What is Morocco's distinctive contribution to this conversation -- the argument it can make that other delegations cannot make as credibly?	Connecting Morocco's regional logistics role to conversations about distribution networks and trade route stability as part of the overall crisis response

Philippines

The Philippines is a more complex actor than it might first appear. The country has both significant resource potential -- meaningful nickel reserves and other mineral deposits -- and real industrial and import dependency that makes it vulnerable to supply disruptions. The Philippines is watching Indonesia's export restriction strategy closely and has to make its own decisions about whether that model is one worth adapting, following, or learning from in a different direction. The Philippines also operates in a genuinely complicated geopolitical environment in Southeast Asia and must navigate relationships with China and the United States with care. That navigational challenge is not so different from the challenge this committee presents, and the Philippines has more experience with it than most delegations will recognize.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
The Philippines' nickel reserves and other mineral potential give it producer credentials that have been underutilized in its international positioning	What does the Philippines actually want to become in the global resource system -- raw material supplier, domestic processor, or something more ambitious?	Coordinating with Vietnam, Indonesia, and other Southeast Asian nations on shared resource governance positions and regional supply chain priorities
Indonesia's export restriction model is directly relevant to the Philippines and creates both opportunities worth exploring and risks worth examining honestly	How does the Philippines navigate between major powers with competing supply chain interests without losing its own position or credibility in the process?	Exploring what a graduated approach to domestic processing requirements might look like for an emerging producer that is watching Indonesia's experience in real time
The Philippines' geopolitical position between major powers shapes every relationship it can build in this committee in ways that cannot be ignored	What would a coordinated Southeast Asian approach to this crisis look like, and is the Philippines positioned to help build it or just participate in it?	Using the Philippines' position between major powers to play a constructive bridging role rather than being pulled fully into either orbit
The Philippines has both supply concerns as a manufacturer-dependent economy and resource interests as an emerging producer -- that combination creates a distinctive perspective	How do you develop your resource sector on your own terms when larger economies are actively working to shape those terms to serve their own interests first?	Advocating for international frameworks that explicitly protect smaller producer nations from being squeezed between large buyers and large processors

CORPORATIONS

Apex Minerals Group

Apex Minerals Group is a global mining corporation with extraction operations across multiple critical resource regions. Apex is in the business of getting materials out of the ground efficiently and profitably, which means it is directly affected by the current supply disruption in the regions where it operates. Apex has significant operational expertise, long-term contracts with major manufacturers, investment capacity, and the practical ability to move capital and equipment across jurisdictions when conditions change. In this committee, Apex has real leverage -- and also real exposure. The decisions made here will shape the regulatory environment Apex has to operate in for years. A corporation that treats this committee as a threat to manage will perform very differently from one that treats it as an opportunity to shape.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
Apex's operational expertise and capital give it practical influence over how quickly supply disruptions can actually be addressed on the ground	What does Apex need from this committee in terms of regulatory clarity and investment security, and what is it actually willing to offer in exchange for those things?	Offering operational commitments on production levels, community investment, and environmental standards in exchange for the regulatory predictability Apex needs to make long-term investments
Regulatory uncertainty is genuinely costly for a corporation making long-term investment decisions based on expected operating conditions that may shift	How does a corporation build credibility in a committee where its profit motive will be questioned by multiple delegations representing communities that have been harmed by mining?	Proposing industry-wide transparency standards that Apex can meet and that would create competitive barriers for less responsible operators in the same markets
Apex's relationships with both producer nation governments and major manufacturing clients put it directly in the middle of the core tensions this crisis has exposed	What is the difference between Apex's short-term interests in navigating this specific crisis and its long-term interests in a more stable and predictable global system?	Working directly with producer nation delegations on investment frameworks that include meaningful local benefit commitments from the beginning rather than as afterthoughts
The reputational dimension of mining operations -- labor conditions, environmental practices, community relationships -- is a real business risk, not just a public relations concern	Which government delegations share enough of Apex's interests that genuine cooperation is possible -- and what does that cooperation concretely look like?	Using Apex's operational expertise to contribute practical knowledge about what crisis response mechanisms are actually implementable versus what sounds good in resolutions

Helix Resources International

Helix Resources International is a global trading firm that operates across multiple stages of the critical resource supply chain, connecting producers to processors to manufacturers through a network of contracts, logistics relationships, and market intelligence. Helix does not mine. It does not manufacture. It moves. In a crisis, that role becomes both more important and more scrutinized. Trading firms profit from volatility. They also have more visibility into what is actually happening in global markets than almost any other actor in the room. That combination of market insight and profit motive creates a distinctive and somewhat uncomfortable position in a committee where everyone else is trying to reduce exactly the kind of volatility that Helix can monetize.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
Helix's global network gives it market intelligence and information access that governments and other corporations in this room simply lack	How does Helix balance its demonstrable short-term interest in market volatility against its real long-term interest in a stable operating environment with predictable regulations?	Offering market intelligence and logistics expertise as a concrete contribution to crisis response mechanisms that governments alone cannot efficiently design
The current crisis creates short-term trading opportunities, but also reputational and regulatory risks if Helix is seen as profiting from other actors' difficulties	What does Helix's market intelligence give it the ability to offer in this committee that no other delegation can provide in the same way?	Proposing industry-led transparency initiatives that address real information gaps without eliminating every element of competitive information advantage
Helix's relationships across the entire supply chain give it an unusual ability to facilitate deals and introductions that other actors cannot broker directly	How do you operate as a credible and constructive actor in a committee where trading firms are widely understood to be part of the systemic problem being addressed?	Playing a facilitating role between actors who need each other but do not yet have the direct relationships or trust to negotiate without a third party
Transparency requirements would constrain Helix's information advantage, which creates a direct and real tension with what advocacy groups and many government delegations want	What kind of regulatory framework would Helix actually prefer operating under, and how do you make that case to delegations whose interests pull in very different directions?	Advocating for predictable regulatory frameworks that allow Helix to make long-term operational commitments rather than constantly repositioning in response to policy uncertainty

NovaCore Energy

NovaCore Energy is a major battery manufacturer whose products power electric vehicles, consumer electronics, and grid-scale energy storage systems. NovaCore sits at the downstream end of the critical resource supply chain, which means it has limited direct control over the upstream conditions that determine whether cobalt, nickel, and lithium are available at the scale and price its production requires. NovaCore's products are in high demand. Its production is under threat from the current disruption. And its customers -- major automotive manufacturers and energy companies -- are applying significant pressure to demonstrate both supply security and ethical sourcing. In this committee, NovaCore has strong incentives to support frameworks that stabilize supply, and the market position to make commitments that carry real institutional weight.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
NovaCore's exposure to the current supply disruption is immediate and financially concrete -- production delays and cost increases are already affecting its operations	What does NovaCore need from this committee in the next 90 days to stabilize its production, versus what it needs over the next five years to build durable supply security?	Committing to long-term supply agreements with producer nations at fair, pre-negotiated prices in exchange for volume and timeline guarantees
NovaCore's customer relationships with major automotive and energy companies translate into market leverage that has real political dimensions	How does NovaCore use its customer relationships and market position to advocate for supply chain frameworks that serve its long-term interests rather than just short-term crisis management?	Proposing industry-wide ethical sourcing standards that address NovaCore's reputational risks while creating baseline expectations for all battery manufacturers
The pressure on NovaCore to demonstrate ethical supply chains is coming from its own customers and investors, not just from regulators or advocacy groups	What is NovaCore willing to commit to on pricing, ethical sourcing standards, and producer nation investment in exchange for supply guarantees that it can plan production around?	Offering investment in processing capacity development in producer nations as part of integrated, long-term supply partnerships rather than one-off contracts
NovaCore has investment capacity that could support domestic processing development in producer nations if the terms, timelines, and governance frameworks are right	How do you represent legitimate corporate interests in a committee where corporate behavior is genuinely part of the systemic problem being debated?	Working with government delegations to design certification and verification mechanisms that are practically implementable rather than administratively burdensome in ways that defeat their purpose

TerraVolt Industries

TerraVolt Industries is a technology-energy company that integrates critical resources into a range of products from consumer electronics to renewable energy systems. TerraVolt sits at an interesting intersection of tech innovation and industrial supply chain reality, which gives it a perspective that is genuinely different from a pure mining company or a pure manufacturer. TerraVolt's business depends on supply chain stability in the short term, but its innovation focus also means it has real interest in the technological solutions -- better recycling, alternative materials, more efficient processing technologies -- that could reduce the systemic pressure on critical mineral supply over a longer time horizon. In this committee, TerraVolt can make a credible argument that long-term supply security requires both better governance and better technology, and that those two things need to develop together.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
TerraVolt's innovation focus gives it credibility in conversations about technological solutions that other corporate actors in this room lack	How does TerraVolt use its innovation narrative to contribute something distinctive to this committee beyond standard corporate supply security arguments?	Proposing industry investment in recycling infrastructure and alternative material research as an integral part of a comprehensive crisis response rather than a distant aspiration
TerraVolt's supply chain exposure is real but potentially reducible over time through the kinds of R&D investments it is already making in recycling and alternative materials	What commitments is TerraVolt willing to make on ethical sourcing and producer nation investment, and how do those commitments translate into specific policy positions in this committee?	Advocating for certification frameworks that TerraVolt can already meet and that would create genuine competitive pressure for ethical sourcing across the whole industry
TerraVolt's consumer-facing brand creates reputational incentives that actually align with stronger ethical sourcing standards rather than working against them	How does TerraVolt connect its longer-term technology bets on recycling and alternative materials to the immediate crisis response in a way that is credible rather than evasive?	Using TerraVolt's innovation narrative to reframe supply chain governance as a technology and market opportunity rather than purely a regulatory burden
TerraVolt's position at the technology frontier means it could model what responsible supply chain behavior looks like in practice at significant scale	What does TerraVolt's customer base actually expect from it on supply chain ethics, and how does that shape the positions this delegation takes in committee?	Offering concrete commitments on producer nation technology partnerships that connect knowledge transfer to long-term supply security arrangements

INTERNATIONAL ACTORS

Environmental Coalition Leader

The Environmental Coalition represents a network of global organizations focused on the environmental and human consequences of critical mineral extraction. This delegation does not have military force, economic leverage, or sovereign territory. What it has is moral authority grounded in documented evidence, information that other actors in this room do not always want made public, and the ability to shape how the world outside this committee understands what is being decided inside it. In every major multilateral negotiation in recent decades, civil society actors have shaped outcomes through the strategic deployment of credible information, reputational pressure, and coalition-building with sympathetic governments. The question is not whether this delegation has influence. The question is whether it uses that influence effectively rather than satisfying itself with being morally right while politically marginal.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
The environmental and human rights costs of critical mineral extraction are real, documented in detail, and directly relevant to every decision this committee makes	How do you make the environmental and human rights case in ways that build bridges with producer nations rather than putting them on the defensive and losing them as allies?	Building specific alliances with producer nation delegations around community rights and benefit-sharing frameworks rather than just general environmental standards
The Environmental Coalition's actual influence depends almost entirely on which government delegations it can work with and which corporations it can put real pressure on	Which government delegations are most likely to champion Environmental Coalition priorities, and what does this delegation need to do to make it easier for those governments to do so?	Proposing certification and verification mechanisms with real monitoring capacity and real consequences for non-compliance rather than voluntary guidelines
Being seen as simply opposing all development will destroy this delegation's credibility with the producer nations whose support it actually needs to accomplish anything	What specific, enforceable mechanisms would actually improve environmental and labor conditions in the real world -- not just express concern about them in resolution language?	Using documented, specific evidence of environmental and labor harms to ground abstract debates in concrete reality that other delegations cannot simply dismiss
The tension between global environmental goals and the mineral extraction required to build the renewable energy systems that address climate change is a genuine dilemma, not a contradiction to be glossed over	How do you hold corporations accountable for their supply chain behavior when governments are reluctant to enforce and corporations are resistant to any meaningful oversight?	Finding common cause with corporations like TerraVolt that have genuine reputational and business incentives to support stronger standards that their less scrupulous competitors currently evade

Global Resource Transparency Initiative Director

The Global Resource Transparency Initiative is an international body dedicated to accountability, openness, and fairness in how critical resources are governed, traded, and priced. The Transparency Initiative's core argument is that many of the most serious problems in the global resource system -- the exploitation of producer nations, the exclusion of smaller

economies, the volatility that comes from information asymmetry -- are made meaningfully worse by the opacity of current markets and supply chains. More information, shared openly and reliably among all actors, would not solve everything. But it would make the system fairer and more stable in ways that benefit almost everyone except those who profit specifically from keeping information scarce. This delegation has strong ideas, limited direct leverage, and a commitment that makes coalition-building not just useful but absolutely necessary.

Things to Consider	Questions to Think About	Possibilities Worth Exploring
Information asymmetry genuinely and measurably disadvantages smaller economies and producer nations in every negotiation with larger, better-resourced actors	What is the minimum transparency framework that would make a real, measurable difference, and which delegations in this room could credibly be brought to support it?	Proposing a specific, practically designed information-sharing mechanism focused on supply availability, pricing data, and disruption early warning with clear governance and access rules
The Transparency Initiative's proposals would constrain specific actors who benefit from the current opacity, which means it will face real, organized opposition from those actors	How do you make the case for transparency to the specific actors who benefit from the current opaque system and have real power to block change?	Building the case that the current crisis is substantially an information failure that adequate transparency would have significantly mitigated, with the evidence to support that argument
The current crisis is partly the result of information failures -- actors did not know how fragile specific supply chains were until they broke under pressure	Which specific information gaps are most directly responsible for the current crisis, and how do you propose addressing those specifically rather than transparency in the abstract?	Working directly with smaller economy delegations who have the most to gain from better market information and who can speak to that need from their own experience
Transparency frameworks are more politically achievable than binding regulatory frameworks but still require meaningful political will to implement in ways that go beyond symbolic gestures	How does the Transparency Initiative build the political coalition it needs to get meaningful, enforceable language into the resolution rather than aspirational boilerplate?	Finding corporate allies for whom supply chain transparency genuinely serves their own business interests and reputational goals, and building from those shared interests outward