

**Washington, DC**

**February 2019**

**DELEGATE HANDBOOK AND RULES OF PROCEDURE**

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# Welcome to the International Model NATO Conference!

You are embarking on a unique and exciting experience in understanding a very important international organization. You will learn much as a result of this experience. Your new-found knowledge will be the best kind, that which is gained through doing. You will begin to see the world through the eyes of your participant nation and the collective defense organization of which you now simulate being both a member and a leader.

Howard University, Converse College, Kent State University’s Lemnitzer Center for NATO and European Union Studies, and faculty from the U.S. National Defense University have been involved for many years in organizing this annual event. As a participant, you will study the role, structure, and activities of the Alliance through an extended simulation of the North Atlantic Council and other NATO committees augmented by briefings at the Washington embassies of NATO states.

Specifically, Model NATO is designed to:

1. Provide students with opportunities to enhance their skills and understanding of diplomacy and public speaking;
2. Study the role, structure, and activities of NATO in the defense of shared interests;
3. Highlight major, political, economic, military, and other security issues facing NATO countries, noting recent changes affecting NATO’s security policies;
4. Demonstrate patterns of international cooperation and diplomacy in the pursuit of collective security;
5. Generate awareness and understanding of capabilities and constraints shaping foreign policies.

# About this Handbook

This Handbook contains some of the resources that you will need to prepare for the Model. The rules and guidelines contained in this document create a procedural framework within which the Model operates. That framework is like the foundation and superstructure of a building. What makes this Model NATO effective is delegates’ activities as they work together toward reaching a consensus on collective action. You will seek creative solutions and work toward that end. Treat the framework as a resource. Learn the procedures and be prepared to effectively examine the issues and problems NATO’ members may face during both normal business activities and unexpected events.

If, in the course of your preparations, you need further advice or information about the Model, feel free to contact Professor Michael Nwanze at Howard University, Professor Joe Dunn at Converse College, Professor Timothy Scarnecchia at Kent State University or Professor Mark Webber at the University of Birmingham (Professor Webber has overseen the revision of this Handbook for the 2019 event).

Professor Michael C. Nwanze

Department of Political Science

Howard University

Washington, D.C. 20059

Telephone (301) 879-8866

E-mail: mnwanze@howard.edu

Professor Joe P. Dunn

Chair, Department of History & Politics

Converse College

Spartanburg, SC 29302

Tel. (864) 596-9101

E-mail: Joe.Dunn@converse.edu

Professor Timothy Scarnecchia Professor Mark Webber

Department of History School of Government and Society

Kent State University University of Birmingham, UK

305 Bowman Hall E-mail: M.A.Webber.1@bham.ac.uk

Kent, Ohio 44242

(330) 672-8904

E-mail: tscarnec@kent.edu

**SCHEDULE OF EVENTS**

**Thursday, February 14, 2019**

9:30 a.m. - 3:00 p.m. Delegation Registration Hotel Ballroom Foyer

Embassy Briefings At Country’s Embassy

4:00 – 6:00 p.m. ***PLENARY SESSION***

**AUDITORIUM**

**HOWARD UNIVERSITY COLLEGE OF MEDICINE**

520 W Street, NW, Washington, DC 20059

***Greetings***

**TBC**

***Keynote Address***

**TBC**

***Home Government and*** ***Crisis Control Group Briefing***

**MARK WEBBER**  
University of Birmingham, United Kingdom

**R. JAMES ORR**

National War College, National Defense University

**PIERRE LÉPINE**

Royal Military College of Canada

**LARRY CHALMER**Prof Emeritus, National Defense University

***Secretary General’s Address & Rules of Procedure***

**TBC**

6:00 p.m. **BUS DEPARTS FOR WASHINGTON PLAZA HOTEL**

**Friday, February 15, 2019 WASHINGTON PLAZA HOTEL**

8:30 - 9:00 Faculty Meeting National Ballroom- Salon A

9:00 - 6:00 Home Government State Room

9:00 - 9:15 Briefing Update (all delegates)  Grand Ballroom- Salon A

9:15 - 12:30 **COMMISSION SESSIONS**

- North Atlantic Council Grand Ballroom- Salon A

- Political Affairs Grand Ballroom- Salon C

- Military Committee Grand Ballroom- Salon B

- Nuclear Planning Group Thomas Circle Suite

**-**Partnerships & Cooperative Security National Ballroom- Salon B  
 Committee

-Committee on Emerging Security National Ballroom- Salon A

Challenges

12:30 - 1:45 **BREAK**

1:45 - 2:00 Briefing Update (All Delegates) Grand Ballroom- Salon A

2:00 - 4:15 **CONTINUATION OF** **COMMISSION SESSIONS**

- North Atlantic Council Grand Ballroom- Salon A

- Political Affairs Grand Ballroom- Salon C

- Military Committee Grand Ballroom- Salon B

- Nuclear Planning Group Thomas Circle Suite

**-**Partnerships & Cooperative Security National Ballroom- Salon B

Committee

-Committee on Emerging Security National Ballroom- Salon A   
 Challenges

4:15 - 4:30 **BREAK**

4:30 - 6:30 **CONTINUATION OF COMMISSION SESSIONS.**

**Saturday, February 16. 2019 – WASHINGTON PLAZA HOTEL**

9:00 - 1:00 Control Group / Home Government State Suite

8:30 - 9:00 Faculty Meeting National Ballroom-Salon A

9:00 - 9:15 Briefing Update (All Delegates) Grand Ballroom –Salon A

9:15 - 1:00 **COMMISSION SESSIONS**

- North Atlantic Council Grand Ballroom –Salon A

- Political Affairs Grand Ballroom –Salon C

- Military Committee Grand Ballroom –Salon B

- Nuclear Planning Group Thomas Circle Suite

-Partnerships & Cooperative Security National Ballroom- Salon B

Committee

-Committee on Emerging Security National Ballroom- Salon A

Challenges

1: 15 **Committee officers submit draft language on Committee agenda**

**topics to the Secretariat.**

**Sunday, February 17, 2019 - WASHINGTON PLAZA HOTEL**

9:00 - 12:00 Control Group/ Home Government State Suite

8:00 - 9:00 Faculty Breakfast Meeting

9:00 - 12:00 Military Committee Thomas Circle Suite

9:00 - 12:00 North Atlantic Council Grand Ballroom

(All delegates except Military Committee members)

Conclude Crisis Simulation

Adopt Final Communiqué

12:00 - 1:00 **CLOSING CEREMONY/ AWARDS** Grand Ballroom

**AGENDA**

**NORTH ATLANTIC COUNCIL**

* NATO at 70: Statement on Trans-Atlantic Solidarity
* Defense Spending Pledge – Progress at the Five Year Milestone

**POLITICAL COMMITTEE**

* Resetting the Relationship with Russia
* The Future of Enlargement

**MILITARY COMMITTEE**

* Cyber defense and deterrence
* The future of NATO’s mandate in Afghanistan

**NUCLEAR PLANNING GROUP**

* The future of tactical and intermediate nuclear weapons in Europe
* The Nuclear Ban Treaty

**PARTNERSHIPS AND COOPERATIVE SECURITY COMMITTEE**

* Relations with China and India
* A new partnership strategy for NATO’s south

**COMMITTEE ON EMERGING SECURITY CHALLENGES**

* NATO and the militarization of space
* NATO and European/global migration

# General Conference Information

## Delegation Structure

Delegations are free to determine their own structure. The general guideline is that each NATO member must be represented on the North Atlantic Council (known as the Council or ‘the NAC’) and on each of five related Committees – the Political Committee, Military Committee, Nuclear Planning Group, Partnerships and Cooperative Security Committee, and the Committee on Emerging Security Challenges. Each delegation should, therefore, consist of a minimum of six members. If your delegation has less than six members, you must assign a member to the North Atlantic Council and the others to committees as you see fit. No matter how many delegates you have on each committee, they will have only one national vote on the business at hand.

The delegate to the North Atlantic Council is the Foreign Minister of that country. The delegate to the Military Committee is the Chief of Defense Staff (CHOD). Representatives on the other committees are their nation’s Permanent Representative (PERMREP) to NATO. You should choose a structure for your delegation that will best represent your country and with which you are comfortable.

## Delegation Responsibilities

The overriding responsibility of a delegation to the International Model NATO is to represent the assigned country in the most realistic and effective way possible, that is, to obtain agreement on NATO actions and statements that are consistent with national goals and policies. It is your responsibility to ensure that the national interests of the country you represent are taken into account by others in the work of drafting and passing communiqués. The identification of national interests will require detailed preparation on the character of the country leading to detailed positions on a wide variety of issues, particularly those on the agenda. Your overall responsibility is to adequately prepare yourself in order to ensure that your country plays a proper and active role in the Model.

## Delegation Preparation

#### Know Your Country

The key to success in representing your country is to know it inside and out. You may wish to begin by getting a good book on the history of your country and having the delegation read it. A good working knowledge of its history will be invaluable in developing the character of the country. Having developed an historical understanding of the country, you will then want to study its contemporary domestic, economic, social, and political situation. You should know what makes your country ‘tick’ and you should know something about its plans, hopes, aspirations, and problems. You should develop a realistic picture of the political, economic, and social tapestry of the country you represent.

Neither the history nor the character of your country will suddenly appear in your mind. You will, as individuals and as a delegation, have to read, read, and read! Your school should provide you access to countless books and articles on your assigned nation. You might also wish to take a look at the [CIA World Factbook](https://www.cia.gov/library/publications/the-world-factbook/) and [NATO’s Member Countries’ page](http://www.nato.int/cps/en/natohq/nato_countries.htm).

Knowing your country also means knowing its defense and foreign policies and the composition and deployment of its armed forces. The best source on the latter is *The Military Balance* published by the International Institute of Strategic Studies in London. You should check if your library takes a subscription. If not, a useful online alternative is [Global Firepower](http://www.globalfirepower.com/).

You should also familiarize yourself with [NATO’s official military expenditure data](https://www.nato.int/cps/ic/natohq/news_156770.htm).

#### Know NATO

Even with a firm knowledge of your own country, you will still have to learn about NATO. What is NATO? Why was it formed? What is its structure, its functions? How does the North Atlantic Council and each of the committees work? What are their responsibilities and powers? How long has your country been a member of the organization? Why did it become a member? What has been your country’s past positions on major NATO issues? What issues would your country prioritize? What have been the most important NATO decisions for your country in the last few years? What has your country’s position been on these decisions? Accompanying this Handbook, we have prepared a ‘NATO 101’ guide. This is a comprehensive resource that will assist you in exploring these questions.

#### Divide the Work

Regardless of the committee on which you sit, you will need a thorough knowledge of the character of your county. You may wish to have each member of the delegation do detailed research on his or her assigned committee agenda and then present the results of that research to the rest of the delegates. In that way, everyone will be familiar with the work of all committees.

You may wish to consider having the delegation create position and/or working papers. A position paper would detail your country’s stance on a particular issue, topic or agenda item. Whether or not you have a full set of position and working papers -- which are purely for the internal use of your delegation -- your country should have clear opinions on the agenda. It will be your responsibility to articulate and present those at the Model.

## Embassy Visit

Your first official function in Washington, D.C. is a visit on Thursday morning to the embassy of the country you are representing at the Model. The exact time of your embassy briefing, the address and telephone number of the embassy, as well as the name of your briefer will be posted on the website and communicated to you before your arrival in Washington, DC. This visit will be both exciting and illuminating - you can confirm the actual position of your country on major issues and also gain the indispensable reinforcement of conclusions you may have come to as a result of your preparation. Please bear in mind that the embassy team with whom you will be speaking are actual diplomats representing their country to the United States. Learn their views and how to advance these in such a way that you will gain the support of the other NATO nations. Discuss, but do not argue with your briefer about the nation’s policies. By all means ask questions, but accept the answer whatever it is. The main purpose of the embassy visit is to confirm for yourself the policies of that country’s government on the issues you will then spend several days sharing and defending.

## Staying in Character

It is very important that you understand the character of the country you represent. How does it see itself as a NATO member, as an ally? How will it react under normal circumstances or when challenged. For example, historically the United Kingdom has been the strongest ally of the United States in NATO and will normally work closely with the United States. However, this may vary, depending on the issue at hand and the government in power.

Staying in character is not easy. You may find yourself having to represent views with which you personally disagree or, you may wish to see a more radical position taken on an issue than your country would ever contemplate. You must put aside your personal predilections and political preferences. Your task is to become the government of the country you represent and to faithfully represent its policies. Preparation is the key to meeting this responsibility.

To successfully represent your country, you must have as full a knowledge of its policies as possible, including the limits to which national interests may be stretched. It is also recommended that you communicate with the Washington embassy of your country to request information, especially on agenda items, prior to your arrival.

The best delegations are those which have so internalized the character of their country that their every action reflects the national interests of that country. If you represent Italy you must become an Italian, in thought and action. If you represent France, you must become French in your outlook on NATO and global issues. Become a national of the country you represent. If you do that, you surely will get the maximum benefit from participation in the simulation.

## Diplomacy Is a Twenty-Four-Hour Activity

You will find that as much goes on outside the formal meetings as in the meetings themselves. Caucusing during formal meetings (through suspending the meeting for a period of time) and discussions over lunch, during breaks, at dinner and after hours will be important determinants of what happens. So, be prepared to be part of and enjoy a total immersion into the world of NATO diplomacy. In and around NATO headquarters, business is done everywhere; offices, social events, informal discussions over coffee, on the field of sport, etc.

## Debate Etiquette

An important element of staying in character and practicing 24/7 diplomacy is proper etiquette in the committee room. The following are some suggestions as to how to properly adhere to general rules of debate decorum:

* Speaking to/working with the chair
* Proper use of pronouns (addressing other participants as ‘the delegate for’ or ‘the honorable delegate’, etc)
* Remaining in character (e.g. ‘Norway believes’ rather than ‘I believe’)
* Diplomatic language and tone
* Standing while addressing the committee room

Practice speaking aloud your ideas; project your voice; sell your ideas with your voice, your posture, your confidence. Smile, frown, use body language to emphasize or transmit your position on what you say and what you hear.

## Technology

Technology is permitted at this conference. Laptops, tablets, and cell phones may all be used during debate, so long as their volume is turned off and they are not disruptive to other delegates. We expect to have complementary WiFi available in all committee rooms during the Model.

## Pre-Written Language

Pre-written language is NOT accepted at Model NATO. For the purposes of this conference, pre-written language is defined as any clauses included in a submitted resolution that were written prior to the first session of the committee they are introduced in. If you suspect that a delegate has used pre-written language, inform your chair, head delegate, Home Government or a Faculty Advisor. Pre-written language will be withdrawn from consideration by the body or removed from the summit packet if it has already been adopted. Delegates who are proven to have used pre-written language may be subject to punitive action as decided by the Secretary General in consultation with the conference organizers and the delegate’s Faculty Advisor.

**Consensus**

NATO is an organization which operates by consensus. How this will work at the Model is explained in the Rules of Procedure below. We make a distinction at the Model between substantive and procedural matters. The latter can be passed by different types of majority vote. This is a departure from how NATO works in the ‘real world’ but is used at the Model to expedite business. Where the Model is faithful to NATO is in its use of consensus when considering substantive issues. Consensus does not mean acclamation achieved through a positive vote. For draft resolutions to pass, it is sufficient that member countries remain silent and not object. Objecting – or ‘breaking silence’ means consensus has not been achieved and so a draft resolution fails. Delegates must be mindful that the strongest performers at the Model will be those who seek compromise and consensus, rather than those who cause controversy and grandstand for competitiveness’ sake. Chairs and Faculty Advisors will not look favorably upon delegates whose interventions are obstructive or unfaithful to their country’s positions - those delegates most likely to receive awards are those that can accommodate their country’s priorities within a wider framework and seek solutions via imaginative ideas.

# Simulated Organs of NATO

The following NATO organs will be simulated:

* North Atlantic Council (NAC)
* Political Committee (PC)
* Military Committee (MC)
* Nuclear Planning Group (NPG)
* Partnerships and Cooperative Security Committee (PCSC)
* Committee on Emerging Security Challenges (CESC)

Below are brief descriptions of each of these bodies (highlighting their real-world functions in NATO and how they are meant to work at the Model).

## The North Atlantic Council (NAC)

The North Atlantic Council, as noted above is often referred to as ‘the Council’ or ‘the NAC’; it is the principal decision-making body within NATO. It brings together high-level representatives of each member country to discuss policy or operational questions requiring collective decisions. In sum, it provides a forum for wide-ranging consultation between allies on all issues affecting their peace and security. It oversees the political and defense process relating to security issues affecting the whole Alliance.

Highlights:

* Policies decided in the NAC are the expression of the collective will of all member countries of the Alliance; decisions are made on the basis of consensus and common accord;
* It is the only body that was established by the North Atlantic Treaty (Article 9) in 1949 and that has the authority to set up subsidiary bodies, as deemed necessary;
* All NATO members have an equal right to express their views. This means that policies decided upon by the NAC are supported by, and are the expression of, the collective will of all the sovereign states that are members of the Alliance.

The NAC can meet at the level of ‘permanent representatives’ (or ‘ambassadors’), at the level of Foreign and Defense Ministers, and at the level of Heads of State and Government. Its decisions have the same status and validity at whatever level it meets.

The NAC meets at least every week and often more frequently, at the level of permanent representative; it meets twice a year at the level of Ministers of Foreign Affairs, three times a year at the level of Ministers of Defense, and occasionally at the summit level with the participation of Heads of State and Government. Permanent representatives act on instructions from their capitals, informing and explaining the views and the policy decisions of their governments to their colleagues around the table. Conversely, they report back to their national authorities on the views expressed and positions taken by other governments, informing them of new developments and keeping them abreast of movement toward agreement on important issues or areas where national positions diverge.

#### Simulation Procedure

Since the North Atlantic Council is the highest-ranking body in the Alliance, it is the ultimate decision-making body. As explained in the Rules of Procedure below, this means that in addition to debating its own agenda, the NAC is responsible for passing a final summit communiqué based on the work done in all committees over the course of the conference.

It is also important to remember that the NAC in session is a simulation of a meeting of the Foreign Ministers of the NATO countries. That means that as Foreign Ministers you are afforded some latitude of action. However, from time to time you will need to consult with or act upon instructions from your Home Government.

On the NAC you should be communicating with the other members of your delegation. Remember, the delegates sitting on the committees are your experts in those areas and you may find it necessary to consult them on matters facing the NAC. It is suggested that the NAC representative meet with his/her delegation before the beginning of each session and during breaks in order to keep abreast of the current situation in each of the committees and to inform the delegation of the situation in the NAC.

## The Political Committee (PC)

The Political Committee discusses and addresses political and regional developments of interest to the Alliance. It provides advice to the NAC on issues of political importance, including cooperation agreements, enlargement, and NATO’s relationships with international organizations.

Because NATO consists of a wide range of allies, with varying sizes, regional interests, and stages of economic and political development, differences of opinion develop easily, and it is often difficult to achieve agreement on any given issue. The stance of each nation, therefore, is determined by the country’s individual outlook and influenced by its past, present and future interests. However, agreement on addressing political challenges must be achieved and maintained, and this effort is the primary work of the Political Committee.

The foremost role of the Committee is to foster political cooperation among the Allies. The body uses two major tools to develop this: the policy of open information sharing and communication; and the policy of political cooperation among members on specific issues. The exchange of information, before foreign or domestic decisions are made public, is considered by this committee to be a vital first step toward achieving political cooperation.

## The Military Committee (MC)

The Military Committee is the senior military authority in NATO. It is the primary source of military advice to NATO’s civilian decision-making bodies – the NAC and the Nuclear Planning Group. It is also responsible for giving guidance and direction to NATO’s two Strategic Commanders – Supreme Allied Commander Europe (SACEUR) and Supreme Allied Commander Transformation (SACT). In this context, the Committee assists in developing overall strategic concepts for the Alliance and preparing an annual long-term assessment of the strength and capabilities of countries and areas posing a risk to NATO’s interests.

The Military Committee advises the NAC of the military situation and its implications, and makes recommendations on the use of military force, the implication of contingency plans and the development of appropriate rules of engagement.It is responsible for recommending to NATO’s political authorities those measures considered necessary for the common defense of the NATO area and for the implementation of decisions regarding NATO’s operations and missions.

The Military Committee also leads on the handling of a crisis – a crucial component of the Model. A significant knowledge of security, political, and economic issues in or near the NATO area will be required to effectively manage and/or resolve this crisis. The delegates will be expected to formulate a timely and effective response. The Military Committee retains overall responsibility for the management of the crisis, subject to the authority and approval of the NAC. Further information on the crisis can be found later in this Handbook.

In short, the Military Committee’s advice is sought as a matter of course prior to authorization by the NAC of NATO military activities or operations. It represents an essential link between the political decision-making process and the military command structure of NATO and is an integral part of the decision-making process of the Alliance.

## The Nuclear Planning Group (NPG)

The important role of nuclear weapons in NATO strategy and the ever-increasing problems raised by the availability of nuclear weapons led to the need for the non-nuclear members of NATO to be associated with Allied nuclear planning. This, in turn, led to the formation of the Nuclear Planning Group in 1967.

#### Highlights:

* The Nuclear Planning Group reviews the Alliance's nuclear policy in light of the ever-changing security environment;
* While the North Atlantic Council is the ultimate authority within NATO, the NPG acts as the senior body on nuclear matters in the Alliance;
* The NPG discusses specific policy issues associated with nuclear forces and wider issues such as nuclear arms control and nuclear proliferation.

The Nuclear Planning Group meets twice a year at the level of Defense Ministers, and weekly at the level of Permanent Representatives. Its activities span the full range of nuclear policy matters, including deployment issues, the safety, security and survivability of nuclear weapons, communication and information systems, nuclear arms control and wider questions of common concern such as nuclear proliferation. France has absented itself from the work of the Nuclear Planning Group, but for the purposes of the Model it will be regarded as a member. Thus, all Model NATO members participate fully and vote in this body.

## The Partnerships and Cooperative Security Committee (PCSC)

The PCSC is responsible for all NATO’s outreach programs with non-member countries. It also handles NATO’s relations with other international organizations such as the EU, the UN and the African Union. It provides the North Atlantic Council with comprehensive and integrated advice across the entire spectrum of NATO’s outreach policy.

Over the past two decades, the Alliance has developed a network of structured partnerships with countries from the Euro-Atlantic area, the Mediterranean and the Gulf region, as well as individual relationships with other partners across the globe. Today, NATO pursues dialogue and practical cooperation with over 40 partner countries and engages actively with other international actors and organizations on a wide range of political and security-related issues. These partnerships make a concrete and valued contribution to the success of NATO’s fundamental tasks. Many of NATO’s formal partners as well as other non-member countries offer substantial capabilities and political support for Alliance operations and missions.

#### Highlights:

* NATO works with partners from Central and Eastern Europe, Central Asia, the Caucasus, the Mediterranean rim, the Gulf region and individual countries from across the globe;
* NATO’s partners also comprise other international organizations, including the UN and the EU, as well as other actors such as the International Committee of the Red Cross;
* Partners cooperate with NATO in a very broad range of security-related areas and, when taking part in NATO cooperation programs, can participate in over 1,000 activities offered in the Partnership Cooperation Menu;
* Partners often make important contributions to NATO operations and exercises;
* Partners contribute in many ways to shaping discussions and debates in the Alliance;
* NATO enjoys special tailored partnerships with Ukraine and Georgia;
* Following the 2014 Crimea crisis NATO suspended partnership arrangements with Russia.

There are many strategic objectives of NATO's partner relations, including primarily the enhancement of Euro-Atlantic and international security, peace and stability as well as promoting regional security and cooperation. With partners NATO prioritizes mutually beneficial cooperation on issues of common interest, including efforts to meet emerging security challenges, prepare eligible nations for NATO membership, promote democratic values and reforms, enhance support for NATO-led operations and missions, build global confidence in the Alliance, and achieving better mutual understanding of NATO's role and activities through enhanced public diplomacy.

## The Committee on Emerging Security Challenges (CESC)

This committee simulates the proceedings of the Emerging Security Challenges Division (ESCD) within the NATO International Staff. It deals with a growing range of non-traditional risks and challenges, including terrorism, the proliferation of Weapons of Mass Destruction, cyber defense, and energy security.

#### Highlights:

* The CESC addresses security challenges through a holistic approach, including through close civil-military interaction;
* It aims to streamline Alliance responses and apply lessons learned from conventional security threats to dealing with emerging threats.
* The CESC is regularly tasked with developing strategic assessments, policy documents, supporting capability development, initiating dialogue with partners, and assisting NATO’s public diplomacy activities.

The topics Emerging Security delegates may be faced with are unusually broad, and so delegates in this committee have great scope for creativity. Consequently, the committee must, in many ways, consider the overall strategic direction of NATO as well as its response to specific issues. Adapting NATO to the challenges it is likely to face in the future is a critical task, and will entail consideration of both traditional roles such as defense and deterrence and more fluid issues involving both state and non-state actors.

# On-Site Support for Delegations

## Home Government

One of the most important features of the Model is Home Government, consisting of faculty members who represent the government of each NATO member and partner country. As such, Home Government is charged with providing political guidance in response to queries received from delegates, especially in response to crisis information provided by the Crisis Control Group (see below). Home Government will not, for the most part, direct delegates to ‘state this’ or ‘do that’, but will rather engage in discussion intended to guide delegates toward reaching decisions that are broadly consistent with the policies of the government they represent. When necessary, Home Government may request a meeting with the entire delegation of its country or may recall a delegate for consultations. Home Government may direct the delegation to conduct bilateral or multilateral discussions and negotiations with other delegations to advance common positions in order to reach decisions in committees. Delegates may also receive unsolicited messages from Home Government, providing instructions, current intelligence, or current developments in the country, which may influence delegates’ position on the business at hand. Whenever Home Government does give specific instructions, delegates MUST follow these instructions.

Home Government takes up a prominent physical position outside the committee rooms and can be accessed by delegates ***at all times*** when committees and the NAC are in session. When approaching Home Government, delegates must be very specific as to the information they are requesting and the reason(s) for requesting it. Delegates may request facts and figures, intelligence information, and/or guidance. They may also ask their Home Government Intelligence Services to confirm or deny information received in Council or Committee, or present a question to Home Government and seek guidance.

## Committee Faculty Advisors

The Committee Faculty Advisors provide advice on the flow and direction of committee deliberations, especially if they stray away from the committee mandates. The Committee Faculty Advisors also provide the ‘eyes and ears’ for Home Government and the Crisis Control Group to ensure that updates and assistance are interpreted correctly by delegates, and to advise if and when additional clarity and inputs are required to reach the original intent of the crisis.

## Briefing Services

The North Atlantic Council or any of the committees may request a briefing from Faculty on any subject on its agenda. The request should indicate the subject matter and time for the briefing. Briefings should be requested as far as possible in advance of the desired time with the subject matter being made as specific as possible in order to allow the staff to prepare in full. It is understood that during times of crisis it may be necessary to verbally request briefings on short notice. ***It must also be understood that during a crisis, complete information is usually difficult to obtain, and decisions must sometimes be made on the basis of limited information. In addition, there will be daily updates on the crisis simulation.***

## The Secretariat

The sponsoring and participating institutions provide the staff for the Model including the Secretary General, Assistant Secretary General, Chief of Staff, as well as the Chairs of the various organs and committees of the Model. These staff form the Secretariat.

The Chairs of the committees are essential to the success of the Model. Like a maestro, the Chair conducts the proceedings in such a way as to bring out the best from each delegate and promote harmony in the Committee. The Chair is appointed to serve. An effective Chair will mediate debate, not create it. In many ways, the Committee is an extension of the classroom and ***the Chair aims to maintain a healthy learning environment where delegates can learn from each other without fear or intimidation.*** Debate on substantive issues is a primary function of the committees. It is the role of the Chair to facilitate debate and to avoid meetings getting bogged down with procedural matters.It is vital that delegates accord the Chair the respect the position deserves and to defer to their ruling and instructions.

# Crisis Simulation

Crisis simulation is central to the Model. To retain an element of surprise (as in a real crisis!) the nature and details of the crisis will be revealed during the Model itself (and not before). The Military Committee oversees the crisis, with the objective of fashioning a set of proposals for consideration by the NAC. While it is up to the Military Committee to lead on the crisis, only the NAC may ‘task’ other Committees with elements of a coordinated response. The mechanics for doing so are described in the next section of this Handbook, but generally the Military Committee will provide recommendations for the NAC regarding tasking, either during the Model or in their finalized draft language. The NAC should be proactive in liaising with the Military Committee to receive recommendations, a procedure which can be facilitated by the Crisis Control Group (see below). Otherwise, the NAC should generally refrain from tasking other committees during the course of the Model except under extraordinary circumstances. ***The crisis will develop in unexpected directions during the course of the Model, but it should not be ignored for the sake of other more routine business.***

## Crisis Control Group

The Crisis Control Group made up of Faculty acts as the engine of the crisis simulation exercise. It provides news updates to all delegates and inputs into the Military Committee and facilities liaison between the NAC and the Military Committee itself. These inputs provide information about the crisis rather than recommended courses of action or suggested decisions (these are left to the delegates themselves). The Crisis Control Group coordinates its work with both Home Government and Committee Faculty Advisors. This enables Home Government and Committee Faculty Advisors to craft their instructions and advice to the delegates consistent with the overall objective of the simulation.

# Rules of Procedure

## Introduction

The North Atlantic Council (hereinafter the NAC) is the principal decision-making body of NATO. It is, therefore, responsible for passing the final communiqué at the conclusion of the Model.

The primary goal of each delegation is to represent its country in the most realistic and effective way possible.  The delegation under the authority of its Military Committee should also be prepared to deal with a crisis that will test the unity and resolve of the Alliance.

The task of each committee is to reach agreement on its particular agenda topics and to prepare draft language for the communiqué to be passed by the NAC.

Delegations may place reservations on particular segments of draft language, allowing that language to be sent to the NAC, while indicating the right of that delegation to reopen discussion of it in the NAC.

During the concluding session of the NAC, there will undoubtedly be some persistent disagreements remaining from the committees that can only be resolved by the Foreign Ministers, and, perhaps, only after consultation with Home Government. Whether those differences can be resolved sufficiently so that the NAC can issue a communiqué by consensus will be a useful indicator of whether or not this Model’s goals have been attained.  Once consensus has been reached and the communiqué is finalized, it will become official Model NATO policy.

## Part I. Meetings

1. Meetings of the NAC and its subsidiary committees will be held at a time and place designated by the Secretary General of the conference. Meetings will be publicized to all delegates and faculty advisors.
2. The final meeting of the NAC will be for the sole purpose of amending and approving the final summit communiqué, which will be made up of all resolutions passed by all committees during the conference. Committee resolutions are finalized by the close of the relevant sessions on Saturday. These documents comprise the ‘NAC packet’ and their consolidation is the basis of the final communique.
3. The Secretariat will provide this packet to all NAC delegates via print or email by 8pm on Saturday night. Upon convening the final meeting of the NAC, debate will be limited to the packet qua final communique.

## Part II. Agenda

1. The preliminary agenda for regular meetings of the NAC and other committees shall be communicated to the members prior to the opening of the sessions.
2. The first item of business for a meeting of any committee shall be the adoption and ordering of a working agenda.
3. Additional items may be placed on the agenda through a **Motion to Add an Item to the Agenda**, if a committee so decides, by a two-thirds majority of the members present and voting.
4. The Military Committee is responsible for addressing one or more crises that will develop over the course of the conference. Before each session of debate, all delegates will be given a crisis update in the form of news reports. Written or electronic copies of each briefing will be made available to each committee.
5. At its closing session on Sunday, the Military Committee has the authority to adopt by consensus its own language. This will be appended to the NAC final communique.
6. The NAC may **Task** another committee to discuss an issue that would assist the work of the Council or address the crisis. A **Motion to Task another Committee** must be accompanied by a written request, signed by at least ¼ of the members present and be approved by 2/3rds of the committee and the NAC Chair. The issue identified, when passed to the appropriate committee, takes precedence over anything that committee may have been debating at that point. The tasked committee can only close on the new topic once it has passed language to the satisfaction of the committee Chair.

## Part III. Representation

1. Each NATO country delegation is required to be represented on the NAC. Representation on each of the five subsidiary committees is desirable.
2. The NAC will meet at the level of Foreign Minister. The Nuclear Planning Group will meet at the level of Defense Minister. The Military Committee will meet at the level of Chiefs of Defense. All other committees will meet at the level of Permanent Representatives to NATO.
3. Each member nation shall be accorded equal representation on all the committees. Every national desiring to be heard shall be heard.
4. In the committees, including the NAC, each nation may have up to two participating representatives. Speaking rights are accorded to both participating representatives.

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## Part IV: The Secretariat

1. The sponsoring and participating institutions shall provide the staff for the Model including the Secretary General, Assistant Secretary General, Chief of Staff, as well as the Chairs and Vice-Chairs of the various organs and committees of the Model. This staff shall form the Secretariat.
2. The Secretary General will be the final arbiter for any disputes arising as a result of interpretation of the Rules of Procedure.

## Part V: The Chair and Other Committee Officers

1. Each of the Committees will have a Chair from the Secretariat who will have full powers to ensure proper functioning of the Committee.
2. The Chair of the North Atlantic Council shall be the Assistant Secretary General of the Conference.
3. The Chair may preside over all meetings or may designate another member of the Secretariat or an officer of the committee to do so.
4. The committee Chair shall have the responsibility of ensuring the smooth operation of the Committee through interpretation and enforcement of the Rules. In addition to exercising powers described elsewhere in the Rules, the Chair shall declare the opening and closing of each meeting, direct discussions, accord the right to speak and announce decisions. The Chair shall rule on points of order and, subject to these Rules, shall have complete control of the proceedings at any meeting.
5. If any delegate feels that their Chair is behaving unfairly, they have the right to have their head delegate bring this concern to the Secretary General or another member of the Secretariat. If a team does not have a head delegate, they may bring the concern themselves or through their Faculty Advisor.
6. Any delegate may make a **Motion to Appeal a Decision of the Chair** if they believe that the Chair has acted with bias or in error. This motion is debatable by one delegate in favor and one against, after which the motion shall be put to a vote. The Chair’s decision will stand unless overruled by a two-thirds majority of members present and voting.
7. The Secretary General may, in exceptional circumstances, overrule an appeal or a decision of a Chair. The Secretary General is the final arbiter of any disputes arising as a result of interpretation of the Rules of Procedure.
8. During the Plenary Session of every committee, each will elect from among its members a Vice Chair, a Parliamentarian, and a Rapporteur. For each position the Chair will take nominations, allow each candidate to give a 30 second speech, and then expel the candidates from the room. The remaining members of the committee will then vote on each candidate in the order they were nominated by a simple placard vote.
9. Nominations shall be made on an individual or delegation basis (i.e.: if a committee delegation has two representatives, either one person or both persons may be nominated for an officer position). If an individual is nominated, his/her partner may not vote for any nominee for that position.
10. Officers will be voted on in the following order: Vice Chair, Parliamentarian, Rapporteur.
11. The Vice Chair will undertake the duties of the Chair when the latter is absent and perform other duties as the Chair sees fit.
12. The duty of the Parliamentarian shall be to serve as a resource for the Chair on issues of procedure.
13. The duty of the Rapporteur is to maintain a current and accurate speakers list and to help the Chair with other administrative tasks.
14. All officers of a committee, with the exception of the committee Chair, shall be eligible to debate. If the Vice Chair is filling the role of the Chair, they may not call upon themselves, but may call upon their own delegation, should they have a partner.

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## Part VI: Conduct of Business

#### Section 1: Flow of Debate

1. Debate can be divided into three important pieces: plenary session, general debate, and voting procedures, all of which are explained in detail further on in this Handbook. Plenary session takes place during the first meeting of the committee and is when officers are elected and the agenda is set. General debate is what the committee is in any time after plenary session has ended and voting is not taking place. Voting procedure is entered into whenever debate closes on a topic and decisions are required.

#### Section 2: Essential Definitions

1. **Substantive votes** are those that actually enact NATO policy. Draft Resolutions and Amendments are always substantive. Only member countries may participate in substantive votes. All other votes are **procedural votes** made to determine the procedural actions of the committee, such as limiting debate, suspending the rules, and reconsidering an item. Every country present can and must participate in all procedural votes. There are no abstentions to procedural votes. All procedural votes are done by a show of placards.
2. Many motions require one or more **Seconds**. A second is an indication that there is at least one delegation besides the one initiating the motion that is interested in seeing that motion come before the committee.
3. A few motions require one or two **Speakers For and Against.** For these motions, the Chair asks for seconds and, if receiving them, then asks for any delegates wishing to speak against the motion. The Chair will then select the appropriate number of delegates. In no case will more delegates speak in favor of a motion than speak against it. For example, if two delegates are selected to speak against a motion, up to two may speak for it. If only one wishes to speak against, one will be selected to speak for. If none wish to speak against a motion, none will be selected to speak for it. Once speakers have been selected, each will be given 30 seconds to state their position. Speeches will alternate between for and against, beginning with a speaker for the motion. Note that speeches may only be about whether or not the motion should be introduced, not about the substantive issues it raises. A speech for or against a motion may never be used to argue the merits of a Draft Resolution or Amendment.
4. There are three types of decision thresholds. ***All substantive decisions of all committees must be passed by consensus; that is, with no delegates specifically objecting.*** Many procedural motions require a **2/3rds majority** to pass. This means that of all delegations voting Yes or No on the question, 2/3rds or more of them voted in favor. All other procedural motions require a **simple majority** to pass. This means that more delegations have voted for a motion than against it. It is important to note that abstentions may change the amount of votes needed for a vote to pass. For a full list of which motions require which majorities, please consult Annex A of this document.

#### Section 3: Opening the Meeting and Formal Debate

1. The Chairperson may declare the meeting open if one-third of attending delegations are present. The presence of a majority is required for a decision to be taken. The Secretary General will announce the number of attending delegations at the opening ceremony. At any time during a committee session, any delegate may make a **Motion to Take Roll Call** in order to request that the Chairperson confirm the number of delegations that are present. This motion must be seconded by multiple delegations and may be ruled dilatory at the Chairperson’s discretion.

1. Committee Session will begin with a **General Speakers List**. A speakers list should be created at the start of plenary session, and at the start of every topic discussed during general debate.
2. Speaker’s time is set by the Chair, but may be amended per request and vote of the Committee. A **Motion to Amend the Speaking Time** must be seconded and passed by a simple majority.
3. If no other motions are made, the Speakers List will be used to organize debate. The Chair will call on delegations in the order they appear on the list. If delegates do not wish to use all the time allotted, they may yield their time to the Chair, which will end their speech. Another delegate may use the remaining time if they accept the yield.
4. Delegates may **Motion to Close the Speakers List**. If a motion to close the speakers list passes, no new delegations may be added to the list. If the list expires, debate is automatically closed and voting procedure is entered if any language has been introduced. A motion to close the speakers list must be seconded and passed by a simple majority.
5. After a motion to close the speakers list passes, delegates may **Motion to Re-Open the Speakers List**. If a motion to re-open the speakers list passes, new delegations may once again be added to the list. A motion to re-open the speakers list must be seconded and pass by a simple majority.

1. For details on what majorities are needed for a motion to pass, seconds required, the number of speakers for and against a motion, and when motions are in order, see **Annex A**.

#### Section 4: Procedural Points

1. During the discussion of any matter, a delegate may rise to a **Point of Order**, and the point of order shall be immediately decided by the Chair in accordance with the Rules of Procedure. A Point of Order may relate to the maintenance of order, the observance of Rules, or the way in which the presiding officers exercise the powers conferred upon them. An argument for or against the pending question shall not be recognized as a valid point of order. A point of order is one of the only circumstances under which a speaker may be interrupted. The Chair may refuse to recognize points of order if it is his/her judgment that the delegate has not maintained the restraint and decorum which should govern the use of such a right, or if in his/her judgment the point is clearly dilatory in nature.
2. A **Point of Information** is raised to the Chairperson if a delegate wishes to obtain a clarification of procedure or a statement of the matters before the body. Delegates may not interrupt a speaker on a Point of Information.
3. A delegate may rise to a **Point of Personal Privilege** if at any time they cannot see or hear a speaker or if some other similar obstacle is hindering their participation in the work of the committee. A point of personal privilege may interrupt a speaker.
4. A delegate requesting clarification or additional information will rise to a **Point of Inquiry**. A Point of Inquiry may be used to question a speaker only after he/she has finished his/her remarks and may not interrupt any speaker. A questioner will address the Point of Inquiry to the Chair of the committee, who will then ask the speaker if he/she wishes to yield to the question.

#### Section 5: Plenary session

1. The first action all committees must take is to elect officers as described in Paras.22-28 of this Handbook.
2. After electing officers, discussion of the agenda begins. At this time a **Motion to Add an Item to the Agenda** is in order. Any item that is within the purview of the committee may be added to a committee’s agenda, with purview being determined by the Chair of the committee. This motion must be passed by a 2/3rds majority of the committee.
3. A **Motion to Set the Order of the Agenda** must include all items on the agenda in the order that the delegate making the motion wishes to discuss them. Debate may not move on to the discussion of any specific topic until a motion to set the order of the agenda has been passed. Once the agenda has been set, it may not be changed unless the committee is tasked with a crisis by the Council.
4. Plenary session ends when a **Motion to Adopt the Agenda** passes by a simple majority. Once a motion to adopt the agenda has passed, the topics of the agenda may not be amended.

#### Section 6: General Debate

1. During the discussion of a matter, a delegate may move to make a **Motion to Suspend the Meeting**. Should the Chair entertain it, the Motion is immediately put to a vote. The suspension of a meeting requires a majority of the members present and voting.
2. If passed, the committee moves into what is often called an **Unmoderated Caucus**. In practice, this is more commonly presented simply as a ‘motion for an unmoderated caucus’, and the delegate making the motion must then specify an amount of time for the caucus. During this time, delegates are allowed to move around the room, converse, and negotiate with each other without any formal rules of limitations. The suspension of a meeting requires a majority of the members present and voting. Due to the unstructured nature of these suspensions, delegates are permitted no more than 20 minutes of unmoderated caucus time for every hour of debate. Delegates are encouraged not to spend more time in unmoderated caucuses than necessary – they are most useful for the writing of draft language.
3. During debate, a delegate may make a **Motion to Suspend the Rules** for a variety of purposes. A two-thirds majority is required for passage.
4. The following are a few common options for a suspension of the rules. Most commonly, a suspension of the rules is used to move into a **moderated caucus**, in which the delegate making the motion specifies a topic, speaking time, and total time for the caucus and the calls on delegates who raise their placards. The delegate that motioned for the moderated caucus is given the option to be the first or final speaker of the caucus. A suspension of the rules may also be used to conduct a **question and answer period** with a certain delegation or multiple delegations. The delegate making the motion must specify a length of time for the Q&A. If the motion passes, the Chair will ask delegates wishing to ask a question to raise their placards. Only time spent answering questions will count against the time of the Q&A. A further use for a suspension of the rules is a **straw poll**. This is used to quickly gauge the rooms support for a question, topic, idea, resolution etc. When making the motion, the delegate must specify what question they wish to ask the body. Should the motion pass, the Chair then asks the question to the body and offers all delegations the chance to respond yes, no, or abstain by a simple placard votes. Responses to a straw poll are non-binding. A fourth common option for a suspension of the rules is for a **popcorn debate**. Popcorn debates are most useful to facilitate a dialogue between delegations. In a popcorn debate, a delegate must specify a topic, a length of time for the suspension and, if they wish, a speaking time. If the motion passes, the delegate that motioned for the debate is allowed to select the first speaker. They may select themselves or any other delegation in the room. From there, each speaker selects the delegation to speak after them. A final common option for a suspension of the rules is for a **round robin**. A delegate motioning for a round robin must specify a speaking time, and a topic. In a round robin, every country speaks for the given length of time, starting with the delegate making the motion. From there, countries speak in clockwise order around the committee room. As with the unmoderated caucus, these are most commonly presented as a ‘motion for an [X]’, rather than asking for a Motion to Suspend the Rules and then afterwards specifying in which way.
5. At the end of a scheduled meeting of a committee, a delegate may **Motion to Recess** until the next regularly scheduled meeting of the committee. This motion requires a simple majority to pass.
6. At the conclusion of the final meeting of the committee, a delegate may make a **Motion to** **Adjourn the Meeting** until the following year. At the conclusion of the final meeting of the NAC, a delegate may move for the **Adjournment of the Conference.** Both adjournments require a two-thirds majority.
7. When in general debate, a delegate may make a **Motion to** **Limit Debate**. The purpose of this motion is to focus the committee’s attention on the topic or individual Draft Resolution or Amendment. Once this motion has passed, debate is limited to considering of the specified topic. This includes the introduction and discussion of relevant Draft Resolutions. A delegate may also limit debate to a Draft Resolution or Amendment, meaning all discussion must be relevant to the document at hand. Once limited, debate on a topic or document can be tabled or closed. This motion requires a second and a simple majority.
8. If a delegate wishes to return to a topic or Draft Resolution that has been tabled, they may make a **Motion to Reintroduce** the specific topic or Draft Resolution. A motion to reintroduce requires a 2/3rds majority to pass.
9. A delegate may make a **Motion to Close Debate** on the item under discussion if they no longer wish to discuss it or believe that it is ready to be voted on. Two delegates may speak in favor of the motion and two against, after which time the motion will be put to an immediate vote. The motion requires a two-thirds majority to pass. Once debate is closed, debate enters **voting procedure (see Part VII)** and all introduced Draft Resolutions under that topic will be voted on.
10. When a Draft Resolution has been adopted, it may not be considered for the remainder of the conference unless a successful **Motion to Reconsider an Item** has been made. This motion must be approved by a two-thirds majority. Permission to speak on a motion to reconsider an item requires two speakers for and against prior to voting. This motion is only in order immediately after the end of the voting procedures in which the substantive vote in question took place.
11. The Chair may allow a **Right of Reply** in the case of personal insult, national insult, or gross misrepresentation of a delegation’s policy. The offense to which the delegate is responding must occur within a meeting of the committee. The right of reply must be motioned for immediately after the offending speech. Whether to accept the motion and the time granted for a right of reply is at the complete discretion of the Chair and may not be subject to a **Motion to Appeal** the decision of the Chairperson. There may not be a right of reply in response to another delegate’s right of reply.

#### Section 7: Draft Language

1. Delegates should submit completed Draft Resolutions to the Chair via email or flash drive. Chairs will then ensure that the document is correctly formatted, send it to Secretariat for approval/printing. Once a Draft Resolution has been printed and distributed, a **Motion to Introduce a Draft Resolution** is in order. Upon receiving a second for the motion, the sponsors of the Draft Resolution will read the operative clauses of the resolution. In order for a Draft Resolution to be introduced, it must have a combination of Sponsors and Signatories equal to at least one-quarter of the room.
2. Whenever a committee considers a Draft Resolution, the Chairperson will recognize three to five minutes of **Authors’ Rights.** During Authors’ Rights, the sponsors may speak about their document and then yield any remaining time to points of information. Following the yield, only time used by the authors to give answers will count against the time allotted for authors’ rights.
3. After a Draft Resolution has been introduced before the committee, any delegation may **Motion to Introduce an Amendment** to the resolution. This motion requires a second. In order for an Amendment to be introduced, it must have a combination of Sponsors and Signatories equal to at least one-eighth of the room.
4. **An Amendment** is that which adds to, deletes, or alters part of the Draft Language. Amendments must be submitted in writing to the Chair and must receive his/her approval. The Chair may, at his/her discretion, limit the number of Amendments or request delegates to combine similar Amendments.
5. Amendments shall be numbered in the order in which they are received. Once the Amendment is introduced, all sponsors of the draft language to which the Amendment pertains must be asked if the Amendment is Friendly or Unfriendly. If the Amendment is deemed Friendly by all Sponsors, then it is automatically adopted into the Draft Language. If the Amendment is deemed Unfriendly by any of the Sponsors, then it is marked as such and voted upon by the Committee upon closure of debate. The Committee may limit debate to any unfriendly Amendment. Regardless of limitation, all unfriendly Amendments must be voted upon by the Committee after the closure of debate on relevant Draft Language. Upon closing debate on an unfriendly amendment, no substantive vote is taken.
6. A delegation that contributes substantive language to a Draft Resolution or Amendment is considered to be a **Sponsor** of the language. There is no limit as to how many delegations may sponsor a Draft Resolution or Amendment. A sponsor may withdraw their sponsorship from a document at any time by simply notifying the Chair. A document needs at least one sponsor to remain on the floor of any committee.
7. No delegate may be added as a sponsor of a piece of language after it has been introduced unless all sponsors have withdrawn their sponsorship and a delegation would like to take up sponsorship to keep the language on the floor.
8. A delegation that did not contribute to a piece of language but would like to see it debated can ask to be added as a **Signatory** by the sponsors. Signatories are not obligated to support a Draft Resolution in any way, and their reasoning for wanting a Draft Resolution to be introduced and debated can be for any reason. Signatories may not be added after a piece of language has been introduced.

## Part VII: Voting Procedures

1. Each NATO member shall be accorded an equal voice in all committees in which they have a delegation.
2. Immediately prior to a vote, the Chair shall describe to the body the item to be voted on and shall explain the consequences of a ‘yes or a ‘no’ vote. Voting shall begin upon the Chair’s declaration ‘**we are in voting procedure**’ and end when the results of the vote are announced. Once in voting procedure, no delegate shall interrupt the voting except on a point of order concerning the actual conduct of the vote or a point of personal privilege. Following Closure of Debate, and prior to entering voting procedure, the Chair shall pause briefly to allow delegates the opportunity to make any relevant motions, such as a motion to Divide the Question (see para.77)
3. After the Chairperson has announced the beginning of voting, delegates may not communicate with each other and the chamber will be sealed, except to members of the Secretariat, the Committee, and the faculty advisors.
4. ***In Voting Procedure, draft language must be adopted by consensus. Roll call or placard votes are not in order; resolutions must be adopted by Unanimous Consent.*** NATO is a consensual organization and Allies are assumed to be in agreement (or at least prepared to acquiesce) unless explicitly stated otherwise – as such, a delegation must specifically object to the passage of draft language if necessary, as silence indicates consent. Abstaining or having reservations about a Draft Resolution are not reasons for an objection. Delegates are reminded that ambivalence about aspects of a resolution are not sufficient grounds to prevent its passage by other Allies, and that if genuine concerns are held that for whatever reason cannot be addressed in Committee, they should consult their delegation’s representative on the NAC to consider suggesting changes during the NAC’s Saturday evening compilation session.
5. The Chair will bang their gavel three times, saying ‘**without objection**’ before each strike. If any delegate has an objection to the resolution passing, they must audibly say ‘objection’ before the third strike. If, however, an objection is made, the **Vote has failed** and debate on the draft language in question is **automatically reopened** for further amendments. At this point, those delegates that objected to the passage of the draft language **must**submit one or more Amendments to the resolution immediately, to be debated in the usual format.
6. If the Chair is satisfied that such an Amendment is not forthcoming from all objecting delegates, their objections are voided. If all objections have been voided in this manner, the Draft Language is considered to have passed in the Vote. Otherwise, returning to Voting Procedure requires an appropriate motion be made to Close Debate again.
7. If it is clear that an impasse has been reached and the draft language is irretrievably controversial, for example if more than two Votes of Unanimous Consent have failed for any reason, it is suggested that Chairs look favorably upon either (i) a **Motion to Transfer**  (by which the draft language is passed to the NAC for subsequent consideration), or (ii) a **Motion to Defer** (by which the contested language is pended for later consideration in light of a **Motion to Reintroduce**). These Motions require a two-thirds majority. Permission to speak on these motions will be accorded to speakers opposing and favoring the motion.
8. Procedural motions shall be voted on in accordance with the relevant parts of the Rules.
9. During voting procedures, a delegate may move to **Divide the Question**, so that parts of Draft Language or an Amendment can be voted on separately. The delegate making this motion must specify which pieces are to be voted upon separately, with each piece being at least one full clause. Permission to speak on a motion to Divide the Question shall be accorded to two speakers in favor and two against. The motion to divide is carried by a simple majority. If carried, then the appropriate parts of the Draft Language are put to a vote with consensus required for passage.
10. In the NAC, when a motion to vote by **Roll Call** is made and seconded, the Chair will call upon each delegation in alphabetical order. Each delegation has the option to vote yes, no, yes with reservations, or to pass. Yes with Reservations is used when a delegation supports the Resolution but has concerns about it that they believe merit further discussion or note. A delegation that passes is returned to at the end of the roll call and must vote yes or no. They lose the privilege of raising reservations. Delegates recording reservations will be given 30 seconds to speak if the Resolution passes. Since procedural votes are not made by Roll Call and substantive decisions must be made by Votes of Unanimous Consent, **the only situation in which a Roll Call vote is permissible** at Model NATO is when the NAC debates the Final Communiqué.

## Part VIII: General

1. These Rules may be suspended only by unanimous decision of the NAC or committee that so desires.
2. The official language of the sessions is English.
3. Delegates shall dress in business attire for the duration of the meetings.

## Part IX: Awards and Recognition

1. The following awards shall be given at the closing ceremony of the Model NATO:

* Mark Rubin Memorial Outstanding Chair Award
* Delegation in Committee Award
* Overall Delegation Award
* Outstanding Partner Nation Award

1. The **Mark Rubin Memorial Outstanding Chair Award** is awarded to the top chairperson, as determined by a vote of the faculty advisors and other supporting faculty on Saturday. The award honors the late Professor Mark Rubin, Kent State University, one of the founding faculty of the International Model NATO Conference.
2. Immediately prior to the adjournment of each committee on Saturday, the delegates plus the committee chairs shall vote for the **Delegation in Committee Awards**. Each delegation votes for six delegations in the order that they believe contributed most to the accomplishments of the committee. A first place vote is worth six points, a second place vote is worth five points, a third place vote is worth 4 points, a fourth place vote is worth three points, a fifth place vote is worth two points, and a sixth place vote is worth six points. Delegates may not vote for themselves but may vote for delegates from their own school representing another country if they feel that they are deserving. Delegates must place six countries on their ballot.
3. Delegates should decide their votes based on delegates’ performance, effectiveness of advocacy, knowledge and use of policy, interpersonal skills, and overall contribution to debate.
4. Nine awards will be given in each committee. The Awards Committee may adjust the total number of awards or the amount of each type of award in each committee, based on the outcome of the vote and possibility of ties. Typically, the awards in committee shall be:
   1. **Outstanding Delegation in Committee Award** (3),
   2. **Distinguished Delegation in Committee Award** (3), and
   3. **Superior Delegation in Committee Award** (3)
5. The **Outstanding Partner Nation Award** may be given if the Awards Committee, in conjunction with other faculty advisors, determines that the awards are appropriate for a given conference. The number of awards is based on the number of partner nations involved in the conference and the final vote tally. Normally, the venue for this award will be the PCSC. However, the chair may determine the applicability of the award to other committees on a case by case basis. Chairs do not vote.
6. The Awards Committee shall tally the votes for Delegation in Committee Awards and, if appropriate, the Outstanding Partner Nation Award. The Awards Committee will then tally the votes for Overall Delegation Awards in the following manner:
   1. Each country receiving an Outstanding Delegation in Committee Award will receive 3 points,
   2. Each country receiving a Distinguished Delegation in Committee Award will receive 2 points, and
   3. Each country receiving a Superior Delegation in Committee Award will receive 1 point.
7. The three delegations receiving the most points will normally receive the **Overall Outstanding Delegation Awards**. The three delegations receiving the next most points will normally receive the **Overall Distinguished Delegation Award**. The three delegations receiving the next most points will normally receive the **Overall Superior Delegation Award**. The faculty may confer additional or fewer awards in each category according to the final vote tally.
8. Faculty who incorporate the Model NATO simulation into a credit-bearing course are discouraged from employing measures such as number of communiqués passed, speaking time in committees, or awards won at conference for the purpose of course evaluation as such external pressures can distort the simulation. To maximize the experience for all participants and make it as realistic as possible, it is recommended that Faculty Advisors emphasize pre-conference and/or post-conference evaluation instruments in their course design.
9. Chairs will be responsible for distributing and collecting student ballots at the conclusion of committee sessions on Saturday. The chair of the Awards Committee will ensure the timely distribution of ballots and appropriate electoral accoutrements to chairs.
10. The Awards Committee will consist of a chair responsible for directing the process and ensuring the integrity of its outcome and selected faculty members.
11. Students vote as delegations in the Council or in committees, not as individuals. Delegations are expected to vote objectively for the top six delegations in committee with no consideration towards state represented, school attended, or other non-relevant criteria. Ballots that are short votes will not be counted, and ballots which do not clearly state the country and school that have cast the ballot will also be discarded.

# Annex A: Guide to Motions

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | | **In order during…** | | | **Procedural Rules** | | |
|  | **Rule #(s)** | **Motion** | **Plenary** | **General** | **Voting** | **Seconds** | **For/against** | **Majority** |
|  | 42 | Point of Order | Yes | Yes | Yes | - | - | - |
|  | 44 | Point of Personal Privilege | Yes | Yes | Yes | - | - | - |
|  | 43 | Point of Information | Yes | Yes | No | - | - | - |
|  | 45 | Point of Inquiry | Yes | Yes | No | - | - | - |
|  | 55 | Adjourn the meeting/conference | No | Yes | No | 1 | - | 2/3 |
|  | 50, 51 | Suspend the meeting – move to unmoderated Caucus | Yes | Yes | No | 1 | - | 1/2 |
|  | 52 | Suspend the rules | Yes | Yes | No | 1 | - | 2/3 |
|  | 58, 74 | Close debate | No | Yes | No | 1 | 2+/2- | 2/3 |
|  | 39 | Close the speakers list | No | Yes | No | 1 | - | 1/2 |
|  | 40 | Re-open the speakers list | No | Yes | No | 1 | - | 1/2 |
|  | 9 | Task another Committee (NAC Only) | No | Yes | No | 1 | - | 2/3 |
|  | 61, 62 | Introduce a Draft Resolution | No | Yes | No | 1 | - | - |
|  | 63, 64, 65 | Introduce an Amendment | No | Yes | No | 1 | - | - |
|  | 59 | Reconsider an item | No | Yes | No | 1 | 2+/2- | 1/2 |
|  | 21, 22, 60 | Appeal a decision of the Chair | Yes | Yes | Yes | 1 | 1+/1- | 2/3 |
|  | 60 | Right of Reply | Yes | Yes | No | Chair | - | - |
|  | 56 | Limit debate | No | Yes | No | 1 | - | 1/2 |
|  | 57, 75 | Reintroduce a tabled item or topic | No | Yes | No | 1 | - | 2/3 |
|  | 37 | Amend the speaking time | Yes | Yes | No | 1 | - | 1/2 |
|  | 35 | Take roll call | Yes | Yes | No | 2+ | - | - |
|  | 6, 47 | Add an item to the agenda | Yes | No | No | 1 | - | 2/3 |
|  | 49 | Adopt the agenda | Yes | No | No | 1 | - | 1/2 |
|  | 48 | Set the order of the agenda | Yes | No | No | 1 | - | 1/2 |
|  | 77 | Divide the question | No | No | Yes | 1 | 2+/2- | 1/2 |
|  | 78 | Vote by roll-call (NAC Final Session Only) | No | No | (Yes) | 2+ | - | - |
|  | 72, 73 | Adopt by unanimous consent | No | No | Yes | - | - | consensus |
|  | 73, 74 | Amendment if consensus fails | No | No | Yes | - | - | - |
|  | 75 | Defer if consensus fails | No | No | Yes | 1 | - | 2/3 |
|  | 75 | Transfer to NAC if consensus fails | No | No | Yes | 1 |  | 2/3 |
|  | 54 | Recess | Yes | Yes | No | 1 | - | 1/2 |

# Annex B: Writing Guide

## Draft Resolutions

A Draft Resolution should be designed to articulate and accomplish the sponsoring countries’ positions and priorities as determined by delegates’ research. Draft Resolutions should be concise and clear. They should be formatted to read as one long sentence. Refer to the sample Draft Resolution below for an example of what this looks like.

Every Draft Resolution has two parts: The Preamble and the Operative Clauses.

#### The Preamble

The **Preamble** of a Draft Resolution is how sponsors choose to frame the issue. It should describe the problem, recall past events and actions, and explain the who, what, and why of the Draft Resolution. The preamble may not prescribe action and does not bind any nations to a policy or policies. A pre-ambulatory clause always begins with a declarative word or phrase.

Some sample words/phrases to use in a preamble:

Acknowledging

Affirming

Alarmed

Alarmed

Angered

Appalled

Approving

Aware

Bearing in mind

Believing

Concerned

Confident

Conscious

Considering

Contemplating

Convinced

Declaring

Desiring

Disturbed by

Emphasizing

Expressing

Fulfilling

Fully aware

Guided by

Having adopted

Having considered

Having examined

Having received

Keeping in mind

Mindful

Noting

Observing

Overjoyed by

Perceiving

Prompted by

Reaffirming,

Realizing

Recalling

Recognizing

Referring

Reiterating

Respecting

Seeing

Seeking

Stressing

Taking note

Troubled

Understanding

Valuing

Viewing

Viewing

Welcoming

If using the same declarative word more than once, qualitative words such as ‘further’ or ‘also’ may (but don’t have to) be used. For emphasis, you can add adverbs or phrases. Such as ‘Deeply disturbed’ or ‘Noting with deep concern.’

Remember, pre-ambulatory clauses are never substantive and do not have a serious impact on the work of the committee. As such, they should not take up the bulk of your time.

#### Operative Clauses

“**Be it hereby resolved that the North Atlantic Treaty Organization:”** appears in bold following the Preamble, signifying that the following clauses are actions that will be taken by the Alliance.

Operative clausesmake up the most significant part of the Draft Resolution. They are action statements expressing how the committee will address the topic at hand. Operative clauses may be modified using amendments during the debate process as described in the Handbook. These clauses are the ones that lay out the substantive policy that each committee has discussed and agreed upon.

Operative clauses can be significantly more difficult to write than pre-ambulatory clauses. To start, think about your who, what and why – and now try to answer the question of how. Some places to start: 1) Are there policies in your country that have worked that can be applied on a multi-state level? 2) Has NATO ever dealt with this issue in the past? – If so, how did it go about finding a solution? 3) Is there a solution to this problem that would benefit my country or promote my country’s policy in other ways? 4) Have other allies, states, or transnational organizations dealt with this problem in the past? These are just a few questions to help you get started.

Operative clauses begin with action words or phrases, such as:

Accepts

Addresses

Adheres

Advocates

Affirms

Agrees

Approves

Asks

Asserts

Authorizes

Calls for

Calls upon

Chooses

Condemns

Confirms

Congratulates

Considers

Constructs

Continues

Creates

Declares

Decreases

Deems

Defines

Demands

Denies

Deplores

Designates

Draws the attention

Emphasizes

Encourages

Endorses

Expands

Expresses

Gives

Guarantees

Has resolved

Hopes

Improves

Increases

Insists

Insures

Invites

Notes

Opens

Praises

Proclaims

Provides

Reaffirms

Recognizes

Recommends

Regrets

Reminds

Requests

Solemnly affirms

States

Strongly condemns

Suggests

Supports

Takes note of

Trusts

Urges

Venerates

As in Preambles, adverbs such as ‘strongly’ or ‘vehemently’ may be added for emphasis.‘Also’ and ‘Further’ are also appropriate to use when repeating action words or phrases.

It is customary, though not required, that a Resolution includes at least as many operative clauses as preambles. Remember that resolutions can be as long or as short as you feel is necessary.

## Sample Draft Resolution

The following sample Draft Resolution can be used as a guide for all language submitted at this conference. Pay attention to the operative clauses of the resolution, as these contain useful information.

DRAFT LANGUAGE: NAC 1/A

COMMITTEE: North Atlantic Council

TOPIC:Formatting of Draft Resolutions for IMNATO

SPONSORS:

SIGNATORIES:

*Understanding* that proper resolution formatting is important,

*Recalling* that the more a Chair must format a resolution the longer it takes to get introduced,

*Appreciating* all delegate’s efforts to properly format their resolutions,

Be it hereby resolved that the North Atlantic Treaty Organization:

1. **Establishes** this format as the one to be used for all draft resolutions submitted at the during IMNATO;
2. **Suggests** strongly that all delegates to the conference:
   1. Read these rules and learn this format prior to attending the conference,
   2. Do their best to format resolutions properly before submitting them to their chairperson, and
   3. Understand that:
      1. Automatic numbering is required for all Draft Resolutions,
      2. Any sub- or sub-sub clauses must include two or more sub or sub-sub clauses, and
      3. Google Docs will not be accepted by the chair;
3. **Empowers** chairpersons to reject language that will take unduly long to format; and
4. **Creates** the following guidelines to be used for all Draft Resolutions:
   1. Margins shall be 1 inch on all sides,
   2. The font shall be Times New Roman, 12 pt.,
   3. Clause numbers will be 0.25 inches from the margin and clause text will begin 0.5 inches from the margin,
   4. Sub-clause numbers will .75 inches from the margin and sub-clause text will begin 1 inch from the margin,
   5. Sub-sub clauses will be 1.25 inches from the margin and sub-sub clause text will begin 1.5 inches from the margin, and
   6. There shall be one empty line between all clauses.

## Amendments

Amendments are written to edit a draft resolution that has already been introduced. There are a few very important things to remember when writing Amendments:

1. Unlike Draft Resolutions, Amendments can be handwritten.
2. Always specify exactly where in the document your amendment belongs. Where does it insert language? What language does it strike (delete)? What word does it replace? For example, if you’re replacing Clause 3, make that clear. Start your Amendment with something like, “Strikes Clause 3 and replaces with “3. *INSERT LANGUAGE.*”” If you’re striking a clause or adding a clause in the middle of the Resolution, make sure you include any renumbering that has to happen. For example, “Strikes Clause 4 and renumbers accordingly.” Or “Adds new clause 1 and renumbers accordingly. “1. *INSERT LANGUAGE*.”
3. Write legibly! The easier it is for the Chair to read, the simpler the amendment process is.
4. If possible, have all sponsors of the Resolution you’re amending sponsor your Amendment. This will allow the Chairperson to automatically deem it friendly upon introduction.
5. Use the same format for operative clauses, punctuation, and structure as you would in a Draft Resolution.

#### **Sample Draft Amendment**

|  |
| --- |
| Amendment to Resolution: **NAC 1/A**  ***For Chair Use***  Friendly Amend. #  Unfriendly \_\_\_\_\_\_\_\_\_\_  Sponsors:  Signatories:  Adds new clause 5: **Requires** that all Amendments include exactly where in the Draft Resolution they are  intended to be inserted and specify any text that is to be deleted. |