

THIRTY-THIRD ANNUAL
INTERNATIONAL MODEL
NORTH ATLANTIC TREATY ORGANIZATION
(NATO)

Howard University
Washington, D.C.

Converse College
Spartanburg, SC

Kent State University
Kent, OH

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Howard University
Washington, DC

DELEGATION AND OFFICERS' HANDBOOK



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Welcome to the 2018 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. The result will be the best kind of knowledge - knowledge gained through doing and empathy. You will come to see the world through the eyes of your chosen nation and the collective defence organization of which you are now a member and a leader. You will become a seasoned diplomat able to articulate and further the interests of your chosen country among the world of NATO member states.

Howard University, Converse College and Kent State University's Lemnitzer Center for NATO and European Union Studies have been involved for many years in organising this annual simulation of the North Atlantic Council and other principal Committees of NATO. As a participant in the Model you will study the role, structure, and activities of NATO through an extended simulation augmented by briefings at embassies of NATO member states in Washington, DC.

Specifically, Model NATO is designed to:

1. give students the opportunity to enhance their skills and understanding of diplomacy and public speaking;
2. study the role, structure, and activities of NATO in the defence of shared interests;
3. highlight major military-security, political and economic issues facing NATO countries and recent changes affecting NATO's security policies;
4. demonstrate the patterns of cooperation that characterize intra-NATO diplomacy in the pursuit of collective security;
5. generate understanding of the many capabilities and constraints that shape the foreign policies of NATO countries in determining matters of shared concern.

ABOUT THIS HANDBOOK...

This Handbook contains some of the resources that you will need to prepare for the Model. For instance, it contains the Rules of Procedure, the Schedule of Events on a day to day basis, and background information on NATO.

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 Model NATO live is the activity of the delegations gathered together to conduct a meeting of the organization with the aim of reaching a consensus on collective action and the willingness to seek creative solutions and work tirelessly to that end. The life of the Model depends upon the way you, as delegates and delegations, work within the framework created by the rules and practices of the Model. Treat the framework as a resource. Learn the procedures in detail and be prepared to effectively examine the issues and problems NATO member states may face during normal business activities and unexpected crisis.

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, Converse College or Professor Timothy Scarnecchia at Kent State University:

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Friday, February 16, 2018 WASHINGTON PLAZA HOTEL

9:00 - 6:00	Home Government	State Room
9:00 - 9:30	Faculty Meeting	National Ballroom- Salon A
9:30 - 10:00	Briefing: <i>Crisis Control Group</i> (All delegates)	Grand Ballroom- Salon A
10:00 - 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 Committee	National Ballroom- Salon B
	-Committee on Emerging Security Challenges	National Ballroom- Salon A
12:30 - 2:00	BREAK	
2:00 - 2:15	Briefing Update (All Delegates)	Grand Ballroom- Salon A
2:15 - 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 Committee	National Ballroom- Salon B
	-Committee on Emerging Security Challenges	National Ballroom- Salon A
4:15 - 4:30	BREAK	
4:30 - 6:30	CONTINUATION OF COMMISSION SESSIONS.	

Saturday, February 17, 2018 – WASHINGTON PLAZA HOTEL

9:30 - 6:00	Control Group / Home Government	State Suite
9:00 - 9:30	Faculty Meeting	National Ballroom-Salon A
9:30 - 10:00	Briefing Update (All Delegates)	Grand Ballroom –Salon A
10:00 - 1:00	CONCLUDE 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 on Emerging Security Challenges	National Ballroom- Salon A
1: 15	Committee officers submit draft language on Committee agenda topics to the Secretariat.	

Sunday, February 18, 2018 - WASHINGTON PLAZA HOTEL

9:00 - 1:00	Control Group/ Home Government	State Suite
8:30 - 9:30	Faculty Breakfast Meeting	
9:30 - 12:00	ad hoc Crisis Committee	Thomas Circle Suite
9:30 - 12:00	North Atlantic Council	Grand Ballroom
	<u>All Delegates</u> Meet to Conclude Crisis Simulation and Adopt Final Communiqué	
12:00 - 1:00	CLOSING CEREMONY AND AWARDS.	Grand Ballroom

SCHEDULE NOTES

EMBASSY VISIT

Your first official function in Washington, DC. is a visit to your embassy for briefings on Thursday morning. The exact time of your 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 is likely to be a very exciting and illuminating session where you can confirm the actual position of your country on major issues and also gain the indispensable reinforcement of conclusions you have probably come to as a result of your preparation. Please bear in mind that the embassy is a real one where your briefing will be conducted by actual diplomats representing your country in the United States. Learn from them their views on how to advance their national diplomatic positions and goals in such a way that those positions will gain the support of the other NATO nations. Discuss, but do not argue with your briefer about the nation's policies. Ask questions by all means, but accept the answer whatever it is. The main purpose of the embassy visit is to confirm for yourself the policies of your government on the issues you will then spend several days debating and defending.

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.

DELEGATION STRUCTURE AND RESPONSIBILITIES

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 the six Committees – Political Committee, Military Committee, Nuclear Planning Group, Partnerships and Cooperative Security Committee, the Committee on Emerging Security Challenges and the Ad Hoc Crisis Committee. The latter meets in just one session (on Sunday) and can be made up of delegates who have served on committees (other than the NAC) on the previous two days. Each delegation therefore consists 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 cast **one and only one 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 Defence Staff of that country. You should choose a structure for your delegation that will best represent your country and with which you are comfortable.

An innovation for the 2018 Model is the formation of an ad hoc Crisis Committee which will be formed on the Saturday and conduct its business on Sunday morning in parallel with the North Atlantic Council. This will not require an additional delegate – as the work of all committees other than the NAC is suspended on Sunday. Each delegation will from among its number, put forward a representative to sit on the Crisis Committee.

DELEGATION RESPONSIBILITIES

The overriding responsibility of a delegation to the International Model NATO conference is to represent the assigned country in the most realistic and effective way possible in order to obtain agreement on NATO actions (not simply 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 presented and taken into account in the work of drafting and passing communiqués. This responsibility means that you will need to know what the national interests of your country actually are, and how best to represent them. 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, especially those present on the agenda. Your overall responsibility is to adequately prepare yourself on a variety of fronts 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.

The history and character of your country is not something that will suddenly appear in your mind. It will not spontaneously spring into your psyche. You will, as individuals and as a delegation, have to read, read, and read! Your library should have some general books on your country. You might also wish to take a look at country briefings such as the following:

CIA World Factbook: <https://www.cia.gov/library/publications/the-world-factbook/>

NATO Member Countries: http://www.nato.int/cps/en/natohq/nato_countries.htm

Knowing your country should also entail knowing its defence 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 good on-line alternative is <https://www.globalfirepower.com/>

You should also familiarise yourself with NATO’s own official data on the military expenditure of its members at: http://www.nato.int/cps/en/natohq/news_145409.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 NATO’s structure and function? How specifically does the North Atlantic Council and each of the committees that are simulated 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 position on major NATO issues? What issues would your country initiate? What position would your country take on issues it would not initiate but would have to vote on? What are the salient decisions of NATO in the last few years? What has been your country’s position on these decisions? **See also the section on Background Information on NATO below.**

Divide the Work! Every delegate will have to have a firm knowledge of the character of your country, regardless of the committee on which he or she sits. One way of achieving this is 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 papers and/or working papers. A position paper would develop your country's position on a particular issue, topic or agenda item. It would therefore include a statement of your country's goals and aspirations embodied in the principles upon which the country's position is based.

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 will have positions on the agenda items and it will be your responsibility to articulate and present those at the Model.

STAYING IN CHARACTER

It is very important that you know the character of the country you represent, where it stands in NATO, where it stands in relation to other members of NATO and how it will react in NATO under normal circumstances and in crisis situations. For example, the United Kingdom is 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 and the government in power.

Staying in character is not always an easy task. 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. However, 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 the policies of that government. Preparation is the key to meeting this responsibility.

To successfully represent your country, you must have COMPLETE knowledge of the policies of your country, including the limits to which national interests may be stretched. It is also recommended that you communicate with the Embassy of your country in Washington, DC. and request information, especially on agenda items, prior to your arrival in Washington, DC.

The best delegations at the best Models 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. You must become a national of the country you represent. If you do that, you will surely get the maximum benefit from participation in the simulation.

COMMUNIQUÉS

Much of the action in the Model is the drafting of a communiqué in accordance with the format and procedure of the decision-making bodies of NATO. The North Atlantic Council (NAC) is NATO's primary decision-making body. It is therefore responsible for passing the final communiqué at the conclusion of the Model on Sunday. In order to be passed, that communique must obtain the support of all the delegates in the NAC – it must be agreed by consensus, in other words. The final communiqué will also incorporate a short statement from the Ad Hoc Crisis Committee which convenes on the Sunday morning of the Model. Operating under the full authority of the NAC, the Crisis Committee will require consensus in order that its statement be adopted. The remaining committees of the Model will work reach decisions by two-thirds majorities of those present and voting. The NAC too prior to voting on its final communique will also conduct its business using the two-third majority method.

SIMULATED ORGANS of NATO

The following NATO organs will be simulated:

- North Atlantic Council (the NAC)
- Political Committee
- Military Committee
- Nuclear Planning Group (NPG)
- Partnerships and Cooperative Security Committee (PCSC)
- Committee on Emerging Security Challenges (CESC)
- Ad Hoc Crisis Committee (Sunday only)

Below are brief descriptions of each of these bodies.

THE NORTH ATLANTIC COUNCIL

The North Atlantic Council, as noted above is often referred to as “the Council” or “the NAC”; it is the principal political 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 members on all issues affecting their peace and security. It oversees the political and military 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 since decisions are made on the basis of consensus and common accord;
- The NAC is chaired by the Secretary General;
- 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;
- The Nuclear Planning Group has comparable authority to the NAC for matters within its specific area of competence, i.e., nuclear policies, planning and consultation procedures;
- For the purposes of the Model, the Ad Hoc Crisis Committee will also enjoy full decision-making authority;
- 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.

Representation at different levels

In real NATO, 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.

Working procedures

The NAC meets at least every week and often more frequently, at the level of permanent representatives; 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 prime ministers and heads of state and government. Permanent representatives act on instruction 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. The committees simulated at the conference will all submit draft communiqués or draft language to the NAC for final decision. These draft communiqués will represent summations of the work done by the committees on their various topic areas. The NAC's job on the final day of its session is to act on these draft communiqués and bring them to the point at which a consensus may be reached. Once this is accomplished, the communiqués may be re-issued, representing the opinion of the Alliance as decided by its highest policy-making body.

In addition to finalizing the decisions of the Committees, the Council will also have two other roles to play in the simulation. The first is similar to the role of all the other committees, in that the delegates to the Council will debate the topics on its agenda.

The NAC also leads on the handling of a crisis (see also below). 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 NAC retains overall responsibility for the management of the crisis, but it will work in close cooperation with other committees including the ad hoc Crisis Committee.

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.

If on the NAC, you will be able to communicate with the other members of your delegation at any time. This can be done by message, or you may simply go to the room where the relevant committee is meeting. 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 the 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 NAC is encouraged to task any of the committees at any time to provide policy statements, working papers, or recommendations. The relevant task will be sent to the committee in writing and it will take precedence over any committee work that is currently in progress.

THE POLITICAL COMMITTEE

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.

In 2010, as a result of a committee reform, the Political Affairs Committee was disbanded, and its responsibilities transferred to the Political and Partnerships Committee. In July 2014, the Council decided to reinstate the Political Committee as a dedicated forum in which to discuss and exchange information on political and regional developments of interest to Allies.

THE MILITARY COMMITTEE

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 direction to NATO's two Strategic Commanders – Supreme Allied Commander Operations (SCO) 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.

In times of crises, tension or war, and in relation to military operations undertaken by the Alliance such as its roles in Afghanistan and Kosovo, 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. The Committee's principal role therefore is to provide advice on military policy and strategy to the NAC and direction to NATO's Strategic Commanders. 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.

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 Defense Affairs Committee and 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 Defence 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 NATO members participate fully and vote in this body.

THE PARTNERSHIPS & COOPERATIVE SECURITY COMMITTEE (PCSC)

The PCSC is the single politico-military committee 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.

NATO's Strategic Concept identifies "cooperative security" as one of NATO's three core tasks. It states that the promotion of Euro-Atlantic security is best assured through a wide network of partner relationships with countries and organizations around the globe. 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 (including Japan, South Korea, Australia, Afghanistan and Pakistan);
- 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 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. Partners have played a significant role in NATO operations. Georgia and

Australia, for instance, provided more forces to the NATO ISAF mission in Afghanistan than many actual NATO members.

Under the new partnership policy, the strategic objectives of NATO's partner relations are to:

- Enhance Euro-Atlantic and international security, peace and stability;
- Promote regional security and cooperation;
- Facilitate mutually beneficial cooperation on issues of common interest, including international efforts to meet emerging security challenges;
- Prepare interested eligible nations for NATO membership;
- Promote democratic values and reforms;
- Enhance support for NATO-led operations and missions;
- Enhance awareness of security developments including through early warning, with a view to preventing crises;
- Build confidence and achieve better mutual understanding including NATO's role and activities in particular, through enhanced public diplomacy.

THE COMMITTEE ON EMERGING SECURITY CHALLENGES

This committee simulates the proceedings of the newly created *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.

THE AD HOC CRISIS COMMITTEE

This is an invention of the Model. It has no corresponding existence in real NATO. It is mandated and responsible to the NAC and its purpose is to deal with the crisis simulation. The Committee meets in session on just one occasion (Sunday morning). It has full authority to adopt a communiqué which will be reported to, and commended by, the NAC.

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 member state 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). Ideally, Home Government will not 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 bi-lateral 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. In all cases, delegates MUST follow Home Government 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. Delegates may request facts and figures, intelligence information, and 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 advise faculty on the flow and direction of committee deliberations, especially if they stray away from the committee mandates. For instance, if the Military Committee begins deliberations more properly conducted by the Political Affairs Committee, some direction may be required to get the committee back on track. The Committee Faculty Advisors also provide the “eyes and ears” for the Home Government and Crisis Control Group to ensure that the intent of inputs provided are being 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 as well as the Chairs and Vice-Chairs of the various organs and committees of the Model. These staff form the Secretariat.

The Chair and Vice-Chair of the NAC and 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**. She is a facilitator, not a dictator! 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 NAC and 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 her ruling and instructions.

AGENDA

NORTH ATLANTIC COUNCIL

- Time for a new Strategic Concept

- NATO's southern dimension: Syria, Iraq and the Global Coalition to Defeat ISIS
- NATO's eastern dimension: assuring allies and deterring Russia
- NATO's role in the fight against terrorism
- NATO and European/global migration – the strategic view\

POLITICAL COMMITTEE

- Relations with the European Union (taking forward the 2016 Joint Declaration)
- Enlargement (1): Georgia and Ukraine
- Enlargement (2): Macedonia, and Bosnia-Herzegovina
- NATO intelligence sharing for decision-making

MILITARY COMMITTEE

- Assurance measures: the Readiness Action Plan, the Very-High Readiness Joint Task Force, Enhanced Forward Presence, Tailored Forward Presence
- Investing in Defence: burden-sharing and the 2% GDP defence spending pledge
- Ballistic missile defence
- NATO exercise schedule, 2018 and beyond
- Afghanistan: allied contributions to Operation Resolute Support
- Maritime security: an enhanced role for NATO in the Mediterranean and Black Seas

NUCLEAR PLANNING GROUP

- The future of tactical nuclear weapons in Europe
- Contemporary nuclear threats
- Updating the Deterrence and Defence Posture Review (DDPR)
- Nuclear exercises
- NATO no-first use
- Nuclear powered commercial and military vessels in the High North

PARTNERSHIPS AND COOPERATIVE SECURITY COMMITTEE

- Restructuring Partnerships (PfP, Maghreb, Gulf and Global Partners)
- NATO's relations with NORDEFCO and the African Union
- Integrating NATO Partners in NATO operations: taking forward the Partnership Interoperability Initiative
- NATO capacity building: a role in post-ISIS Iraq

COMMITTEE ON EMERGING SECURITY CHALLENGES

- NATO's role in energy security
- NATO's role in Arctic security
- A NATO role in the face of famine, pandemics and natural disasters
- NATO and cyber-security
- NATO and European/global migration
- NATO and climate change.

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 crisis is overseen by the Crisis Control Group made up of faculty advisors (see below). While it is up to the NAC to lead on the crisis, other Committees will be tasked with elements of a coordinated response. The tasking of a Committee will be in writing. In all cases, the task takes precedence over all agenda items, including those currently under discussion in the Committee. The crisis will develop in unexpected directions during the course of the Model, but it cannot be ignored for the sake of other more routine business.

A special ad hoc Crisis Committee (see above) made up of one delegate from each NATO member will convene on Sunday morning to finalise a response to the crisis.

Crisis Control Group

The Crisis Control Group acts as the engine of the crisis simulation exercise, which runs for the duration of the Model. It provides news updates to all delegates and inputs into the NAC and other Committees. These inputs provide information about the crisis rather than recommended courses of action or suggested decisions (decisions are left to the delegates themselves). The Crisis Control Group coordinates its work with both Home Government and Committee Faculty Advisors. This enables the Home Government and Committee Faculty Advisors to craft their instructions and advice to the delegates consistent with the overall objective of the simulation. The Crisis Control Group will facilitate the work of the ad hoc Crisis Committee whose work is carried out on the final day of the Model.

RULES OF PROCEDURE

INTRODUCTION

The North Atlantic Council (hereinafter the NAC) is the primary decision-making body for 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 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 that clearly establishes NATO consensus will be the true indication of whether this Model has been successful or not. Once consensus has been reached and the communiqué is finalized, it will become official Model NATO policy.

During the concluding session an ad hoc Crisis Committee will meet under the full authority of the NAC. It will have the right to pass its own communiqué which will be reported to the NAC and annexed to the NAC's final communiqué.

PART I. MEETINGS

1. Meetings of the NAC and the subsidiary Committees will be held at a time and place designated by the sponsoring institutions.

PART II. AGENDA

2. The preliminary agenda for regular meetings of the NAC and committees shall be drawn up by the sponsoring institutions and communicated to the members prior to the opening of the sessions.
3. The first item of business for a meeting shall be the adoption of a working agenda.
4. Additional items may be placed on the agenda, if the NAC or committees so decide by a two-thirds majority of the members present and voting.
5. The NAC may task any one of the committees. The task takes precedence over anything the committee may be debating when tasked.

PART III. REPRESENTATION

6. Representation will be accorded to properly accredited delegations as determined by the Secretary General. Each NATO country delegation shall be represented by no less than six delegates, at least one each for the NAC and the five principal committees. As the Ad Hoc Crisis Committee meets only after the principal committees have concluded their business, its membership may be drawn from delegates to those committees. Delegations may also choose to nominate a separate representative.
7. Each nation's representative on the NAC shall be the Foreign Minister.
8. Each nation shall be accorded full and proper representation on all the committees.
9. Each nation shall have only one speaking representative on the NAC. In the committees, each nation may have up to two participating representatives.

PART IV: SECRETARIAT

10. 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.
11. Members of the Secretariat shall not count against the representative limit described in rule 9.

PART V: THE CHAIRPERSON

12. Each of the Committees will have a Chairperson from the Secretariat who will have full powers to ensure proper functioning of the Committee.
13. The Chairperson of the NAC shall be the Secretary General of the Model NATO.
14. The Chairperson may preside over all meetings, or may designate another member of the Secretariat to do so.
15. The Chairperson shall have the responsibility of ensuring the smooth operation of the committee through interpretation and enforcement of these Rules. In addition to exercising powers described elsewhere in the Rules, the Chairperson shall declare the opening and closing of each meeting, direct discussions, accord the right to speak and announce decisions. He/she shall rule on points of order and, subject to these Rules, shall have complete control of the proceedings at any meeting.
16. The decision of the Chair may be appealed by any delegate. This motion is debatable by one delegate in favor and one against, after which the motion shall be put to a vote. The Chairperson's decision will stand unless overruled by a two-thirds majority of members present and voting.
17. The Secretary General may, in exceptional circumstances, overrule an appeal or a decision of a Chairperson. The Secretary General will be the final arbiter for any disputes arising as a result of interpretation of the Rules of Procedure.

PART VI: CONDUCT OF BUSINESS

18. The Chairperson may declare the meeting open if one-third of the members are present. The presence of a majority is required for a decision to be taken.
19. Committee Session will begin with a General Speakers' List. Every time debate is limited, a new speakers' list will be created. Speaker's time is set by the Chair, but may be amended per request and vote of the committee. If at any time the committee would like to move into a moderated or unmoderated caucus, the appropriate motion must be made, seconded, and voted upon by the committee
20. Proposals must be submitted in writing to the Chair before they may be considered by the NAC or by committee.
21. A proposal may be withdrawn by its sponsor at any time prior to voting, providing that the motion has not been amended.
22. The motions below shall have precedence over all other proposals or motions before the meeting:

- a) Point of Order
 - b) Point of Information
 - c) Point of Inquiry;
 - d) To suspend the meeting;
 - e) To adjourn the meeting;
 - f) To suspend debate on the item under discussion;
 - g) To close debate on the item under discussion;
 - h) To change the agenda;
 - i) To limit debate on the item under discussion;
 - j) To Divide the Question;
 - k) To amend the item under discussion;
 - l) To reconsider an item;
 - m) Right of Reply.
23. During the discussion of any matter, a representative may rise to a **Point of Order**, and the point of order shall be immediately decided by the Chairperson 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 the only circumstance 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.
24. 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**.
25. 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, who will then ask the speaker if he/she *wishes to yield*.
26. During the discussion of a matter, a delegate may move for the **Suspension** of the meeting. Should the Chair entertain it, it shall immediately be put to a vote. The **suspension of a meeting** requires a majority of the members present and voting.
27. At the conclusion of the final summit, a delegate may move for the **Adjournment of the meeting** until the following year. This motion is only in order for the Council and requires a two-thirds majority.
28. During the discussion of any matter, a delegate may move to **Suspend debate** on the item

under discussion. Two representatives may speak in favor of the motion and two against the motion, after which the motion shall immediately be put to a vote. This motion requires a two-thirds majority to pass.

29. A delegate may move for **Closure of debate** on the item under discussion; whether or not any other delegate has signified his/her desire to speak. Two delegates may speak in favour of the motion and two against, after which time the motion shall be put to an immediate vote. This motion requires a two-thirds majority vote to pass.
30. Agenda items will be considered in the order in which they appear on the agenda, unless that order is altered by the passage of a motion To **Change the Order of Consideration of Agenda Items**. This motion is only in order during the first session of the conference. Once the agenda has been set, it may not be changed unless the committee is tasked with a crisis by the Council. A majority vote is needed for passage.
31. When discussing an item on the agenda, a delegate may move 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 introducing and discussing any draft language under that topic. A delegate may also limit debate to a draft language or amendment, meaning all discussion must be relevant to the document at hand. Once limited, debate on a topic or document can be suspended or closed. This motion requires a second and a simple majority.
32. In the Council, a delegate may move to **Divide the Question**, so that parts of a Draft Language or an amendment could be voted on separately. If objection is made to the request for division, the motion shall be voted upon. Permission to speak on the motion shall be accorded to two speakers in favor and two against. If the motion for division is carried, those parts of the proposal shall then be put to a vote as a whole. If all operative parts of the proposal or of the amendment have been rejected, the proposal or the amendment shall be considered to have been rejected as a whole. This motion is only in order in the Council.
33. An **Amendment** is that which adds to, deletes, or alters part of the Draft Language. **Amendments** must be submitted in writing to the Chair during the discussion of a Draft Language 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.
34. 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 dismissed and voted upon by the Committee. The Committee may limit debate to any dismissed

Amendment and at the closure of debate on the Amendment, the Amendment will be voted upon by the Committee. Regardless of limitation, *all* dismissed Amendments must be voted upon by the Committee after the closure of debate on relevant Draft Language.

35. When a proposal has been adopted or rejected it may not be considered at the same session unless approved by a two-thirds majority. Permission to speak on a **Motion to Reconsider** will be accorded to speakers opposing and favouring the motion.
36. The Chair may accord a **Right of Reply** in the case of grave personal insult and injury. The offense to which the delegate is responding must occur within formal debate. The right of reply must be submitted in writing to the chair. Upon the chair's approval, the delegate may motion for a right of reply. The time granted for a right of reply is at the Chair's discretion. There may not be a right of reply in response to another delegate's right of reply.

PART VII: VOTING AND APPROVALS

37. Each member state shall be accorded one vote in the NAC and committees.
38. For the purposes of these Rules the term *Members Present and Voting* means members who are voting on substantive issues. The term *Members Present* means a member may not vote on substantive issues. Members who abstain are considered not voting. Thus, they are not counted in the final total, which changes the majority.
39. The NAC's final communiqué must be approved by consensus (i.e. unanimously) by all members present and voting. Other substantive and procedural decisions may be adopted by a two-thirds majority of all members present and voting, but with the realization that consensus is desirable.
40. All substantive decisions of the committees must be approved by a two-thirds majority of all members present and voting, but with the realization that consensus is desirable.
41. Committee communiqués are forwarded to the NAC. The NAC will consider the final approval of communiqués during the summit session on Sunday.
42. Approved Committee communiqués will be integrated into the final Summit communiqué.
43. The Chair shall note the time and date of communiqué approval, and place the communiqué on the NAC's Sunday agenda.
44. Procedural motions shall be voted on in accordance with the relevant parts of the Rules.
45. 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. 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. Relevant motions prior to a vote include: Suspension of the Meeting, Adjournment of the Meeting, or Division of the Question.

46. Voting shall normally be carried out by a show of placards, unless a representative requests a **Roll Call Vote**. Roll call votes take place in English in alphabetical order by nation. This motion only requires multiple seconds.
47. After the Chair has announced the beginning of voting, no delegate may interrupt the vote except on a point of order concerning the voting. Delegates may not communicate with each other at this time, and the chamber shall be sealed, except to members of the Secretariat, the committee, and the faculty advisors.
48. The term **No with rights** may be used by members wishing to explain their vote after voting has concluded. This right may be limited by the Chair.
49. A nation may record a formal **Reservation** if a particular part of a proposal is partially unacceptable to that nation. This reservation is raised at the time of voting and will be formally recorded on the proposal in question.

PART VIII: GENERAL

50. These Rules may be suspended only by unanimous decision of the NAC or committee that so desires.
51. The official language of the sessions is English.
52. Delegates are expected to dress in business attire for the duration of the meetings.

PART IX: AWARDS AND RECOGNITION

53. 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
 - Austin Cloyd Memorial Award

- Outstanding Partner Nation Award
54. 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 fathers of the International Model NATO Conference.
 55. Immediately prior to the adjournment of each committee or the NAC on Saturday, the delegates shall vote for the **Delegation in Committee Awards**. Each delegation votes for six delegations they believe contributed most to the accomplishments of the committee. Chairs do not vote. There is no ranking on individual ballots. The Outstanding Delegation in Committee Award is appropriate for all committees and the NAC except for PCSC (see below).
 56. 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:
 - a. Outstanding Delegation in Committee Award (3),
 - b. Distinguished Delegation in Committee Award (3), and
 - c. Superior Delegation in Committee Award (3)
 57. Delegates to the PCSC will vote for the **Austin Cloyd Memorial Award**. Each delegation will vote for up to six delegations they believe contributed most to the accomplishments of the group. This award honors Ms. Austin Cloyd, a 2007 Virginia Tech delegate to the Working Group on NATO Operations who died in the Virginia Tech tragedy. Chairs do not vote.
 58. 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.
 59. The Awards Committee shall tally the votes for Delegation in Committee Awards, the Austin Cloyd Memorial Awards, and, if appropriate, the Outstanding Partner Nation. The Awards Committee will then tally the votes for Overall Delegation Awards in the following manner:
 - a. Each country receiving an Outstanding Delegation in Committee Award will receive 3 points,
 - b. Each country receiving a Distinguished Delegation in Committee Award will receive 2 points, and
 - c. Each country receiving a Superior Delegation in Committee Award will receive 1

point.

60. 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.
61. 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.
62. Chairs of the NAC and each committee do not vote in the awards process. However, 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.
63. The Awards Committee will consist of a chair responsible for directing the process and ensuring the integrity of its outcome and selected faculty members.
64. 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.
65. Student delegations vote for the following awards: Delegation in Committee Award, the Austin Cloyd Memorial Award, and, if given, Outstanding Partner Nation Award.

BACKGROUND INFORMATION ON NATO

WHAT IS NATO?

NATO's web site provides a detailed overview of the organisation and functions of the Alliance. You can find the relevant information here: www.nato.int/nato-welcome/index.html

It is also a useful exercise to familiarise yourself with NATO's founding treaty (from 1949), the 2010 Strategic Concept and recent communiqués (those adopted at Wales in 2014 and Warsaw in 2016). These are available through the NATO website: <http://www.nato.int/>

Other useful sites include:

- The Atlantic Council at: <http://www.atlanticcouncil.org/>
- The NATO Parliamentary Assembly at: <http://www.nato-pa.int/content/home>
- NATO Watch at: <http://natowatch.org/>

The North Atlantic Treaty of April 1949 brought into being an alliance of independent countries with a common interest in maintaining peace and defending their freedom through political solidarity and adequate military defense to deter and, if necessary, repel all possible forms of aggression against them. As stated in the Preamble to the North Atlantic Treaty, the North Atlantic Alliance was created within the framework of Article 51 of the United Nations Charter in order to unite the efforts of the allies 'for collective defense and for the preservation of peace and security.' More specifically, NATO is an association of free states, united in their determination to preserve their security through individual and collective actions (Article 3) and mutual guarantees and stable relations with other countries.

NATO is the formal organization which serves the purposes of the Treaty. It is an inter-governmental organization in which member countries, while retaining their full sovereignty and independence, have bound themselves by treaty and other agreements to work towards common goals. The NAC and other committees provide the means by which they consult on any issue they may choose and take decisions on political and military matters affecting their security. It provides the structures needed to facilitate consultation and cooperation between them, not only in political fields but also in many other areas where policies can be coordinated in order to fulfil the goals of the North Atlantic Treaty.

NATO's essential purpose is thus to safeguard the freedom and security of all its members by political and military means in accordance with the principles of the United Nations Charter. Based on common values of democracy, human rights and the rule of law, the Alliance has worked since its inception for 'the establishment of a just and lasting peaceful order in Europe.' That task was stark during the Cold War (when NATO faced the Soviet-led Warsaw Pact), but since the end of the Cold War NATO has also played a stabilising role in Europe through an enlargement of its membership, partnership with non-members, intervention and peacekeeping (as in the Balkans) and deterrence and reassurance (in the face of Russian military aggression).

NATO also embodies the transatlantic link by which the security of North America is permanently tied to the security of Europe. It is the practical expression of effective collective effort among its members in support of their common interests. NATO has consequently supported American military efforts outside of Europe – most notably in Afghanistan. Europe, Canada and the US have also partnered through NATO on military missions in Libya and off the east African coast. NATO

trainers are involved in Iraq, Jordan and elsewhere in the Middle East. NATO also plays a support role in the anti-ISIS coalition.

The fundamental operating principle of the Alliance is that of common commitment and mutual cooperation among sovereign states based on the indivisibility of the security of its members. Solidarity within the Alliance is given substance and effect by NATO's daily work in political, military and other spheres. This ensures that no member country is forced to rely upon its own national efforts alone in dealing with basic security challenges. Without depriving member states of their right and duty to assume responsibilities in the field of defense, NATO enables them, through collective effort, to enhance their ability to realize their essential national security objectives.

The resulting sense of equal security amongst the members of the Alliance, regardless of differences in their circumstances, or in their national military capabilities, contributes to overall stability in Europe and thus to the creation of conditions conducive to increased cooperation both among Alliance members and with other countries. It is on this basis that members of the Alliance, together with other states, are developing cooperative structures of security, serving the interests of a Europe which is not subject to divisions and is free to pursue its political, economic, social and cultural destiny.

Useful background on the principles which inform NATO's purpose and the methods by which it conducts its business can be found at:

http://www.nato.int/cps/en/natohq/topics_49178.htm

A speech ('Rules for NATO Conduct') given by NATO's first Secretary General, Lord Ismay, as long ago as 1957 still provides useful insights on how NATO allies should carry out their business. See:

<http://www.nato.int/docu/speech/1957/s19570604.htm>