



Crisis Guide
for the
Annual Summit of the North Atlantic Treaty Organization

**Topic Area: "Operation Eastern Anchor - The case of Transnistria and
Moldova's Hybrid Resilience"**

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1. Welcoming Letter

Dear Heads of State,

We would like to welcome you to the annual summit of NATO! We are delighted to be your chairs and work with you throughout the days of the conference, listen to your ideas, and provide you with valuable information and guidance.

As your chairs, we are very excited to see what you have prepared and what you're willing to bring into the debate. We expect you to be open to new topics and other Heads of State's ideas, stay true to your country's policies, collaborate with your co-Heads of State, learn, and enjoy the opportunity of being in an excellent MUN Conference such as Rhodes MRC High School Edition.

Solving problems through diplomacy and managing crises thrown upon you is a skill you get to develop throughout the days of the conference, with us, your board members, always being at your disposal when you need us. Lastly, we would like to remind you of diplomatic courtesy and always being respectful towards your co-Heads of State: no matter how "heated" the debate might be, let us not forget we are at a simulation with our goal being to have fun and enjoy it to the fullest. Everybody deserves a good MUN experience after all!

We wish you the best of luck with your preparation and hope you find the following Crisis Guide helpful. We can't wait to meet you!

Kind regards,

Paris Patsis, Secretary - General

Evangelia Gkolemi, Deputy Secretary - General

2. Crisis

2.1 What is a crisis?

A crisis, by definition, is the interaction between 2 or more governments or non-governmental actors who are in serious conflict of interest, which creates conditions that are able to lead to the use of military force in order to achieve each country's national goals.

This definition also applies in the context of simulation conferences. During a committee session, a crisis is a special situation disrupting the agenda and the procedure. The crisis represents a real-time development or an unpredictable event that needs immediate handling. Delegations need to promptly discuss the topic of the crisis and come to a conclusion (Communique).

Crises can vary within the committee. They can be a text just pertaining to the event that happened, a video depicting the situation, a newspaper front, or even a small verbal announcement. Each crisis can have its own updates, keeping you continuously informed about the development of the event that happened without changing the topic. It is important to note that not all crisis updates are needed to be discussed. The chamber shall decide when and if a crisis or one of its updates is important enough to disrupt the procedure of the committee and be addressed.

It is crucial to highlight the fact that a crisis is an event that has already happened; therefore, it cannot be solved but rather damage controlled and de-escalated.

2.2 How to react in a crisis?

After the crisis is announced and the chamber decides it needs to be formally addressed, heads of state will be given a short amount of time to read and examine the update. After this review period, the committee will enter a Q&A (Questions and Answers) session with the

board members in order to clarify anything regarding the crisis and maybe acquire some additional information.

When the time for the Q&A session elapses, the committee shall proceed with the flow of the crisis procedure (as described in chapter 5) and debate upon the crisis topic. Heads of state should act without delay and propose concrete solutions that will de-escalate the situation immediately in order to avoid another, more unfavorable update of the crisis.

While debating on the topic, heads of state also need to uncover the truth and find out how the event came to take place. They need to find who did it, why they did it and how they did it. In order to do so, heads of state may use directives (see below). Briefly, this means that heads of state will have to use their powers and abilities to unravel the crisis and find leads to discover what really happened. According to each head of state's own interests, they can cooperate with each other, make alliances and share intel about the event.

3. Directives

3.1 What is a Directive?

A directive is your country's way of taking action in real time in response to ongoing events. Those actions vary and often have consequences not only for the head of state who carries them out but also, depending on the action, they could change the whole flow of the event for better or for worse. Each of your countries has its own alliances, goals, and capabilities that it must use through directives to unfold the truth and take the appropriate measures for the crisis.

3.2 Components of a Directive

A complete directive should consist of 6 specific components, effectively answering the following questions: Who, Why, What, Where, When, and How (See table below).

Who means the relevant authority, who carries out the action itself. It could be you, an ally of yours or even someone or something you have control over.

What is self-explanatory; you must clearly describe the action that you want to do in as much detail as possible. The What always pairs with the How. For how, you need to specify the resources required for your action. Which of your powers or skills you may use, which allies you will contact, or, for example, which of your believers will support you.

Why is also one of the most important aspects of directives. You need to briefly explain the objective for your action and what you expect to find through it. You cannot state the outcome of your directive but only say what you may or may not find.

Finally, you also have to state the When and Where of your actions. Although not always necessary - depending on the action -, they are often needed in order to have a completely correct directive. You should state when your action will be carried out and exactly where.

WHO	Relevant Authority
WHY	Explain briefly the objective of your action/what you expect to find
WHAT	Specific action/order
HOW	Specify the resources required for the action
WHEN	Timeline (Indicate when the action will be carried out)
WHERE	Location (The approximate location of the action you want to carry out)

3.3 Structure of a correct directive

As aforementioned, a proper directive should consist of 6 components. Those elements should also be put in the correct order so that the directive is accepted. You must always begin your directive by stating the who; after that, you should follow up with what and how, and lastly explain why you will carry out this specific action. At the end of the directive, you may, if necessary, provide the location and time of the action.

Directives should be written as a whole paragraph using complete sentences. You should never submit a directive as bullet points, a single sentence, or merely as general questions. However, if you deem it necessary to take multiple actions simultaneously, you can send one directive that includes multiple actions, provided each action is clearly defined according to the elements of a directive and is also distinctly separated from the others.

The board members reserve the right to reject any directive they deem unfit and not properly structured.

Example:

U.S.A: We immediately deploy an RQ-4 Global Hawk from our Grand Forks Air Force base in North Dakota, to travel in the disputed region of Donetsk for surveillance, in order to find out where Russian troops are stationed in the Russo-Ukrainian border. The drone shall report back directly to the Grand Forks Air Force base and shall return to the U.S after 5 days of operations.

3.4 Joint Directives

So far we have covered every aspect of how a correct directive should be submitted. In addition to your personal directives, you may also submit joint ones. A joint directive can be sent when a head of state wants to cooperate with someone else and take a common action. The structure of the directive remains the same but you need to specify the who for both heads of state involved.

Regarding cooperation between heads of state, we distinguish two categories. The first occurs when someone wants to cooperate with a head of state present in the committee. In this case, you may send them a private directive for cooperation or discuss with them during the unmoderated cauci. The second one is when you want to cooperate with someone who is not present in the committee. In that case, the board member who replies to your directives assumes the role of the head of state you want to contact, and you send a directive addressed to them like in any other situation. The response from the board member acting as the head of state is definite and cannot be questioned.

4. Statements

A statement is a document that can be sent to the crisis members and gets published to the whole committee, stating the individual's position on the ongoing events of the crisis. This document can either be sent individually, jointly, or become the final document of the committee called "Communique". Statements are composed in the form of a paragraph, describing in detail whatever the heads of state want to be publicly known for them.

4.1 Individual Statement

At any given moment after the crisis has dropped, any head of state in the committee can send an Individual Statement. An individual statement should include details about the crisis, the head of state's position on the crisis, any actions that they want to take regarding the matter and, if applicable, it could also entail any information given to the head of state by the crisis members through their directives.

It is wise, before you send a statement including any possible actions that you want to take, to first run them through the crisis members in the form of a directive. Actions pertaining to themselves, not affecting any other heads of state or any other situation, can be taken unilaterally without a previous directive. The statement should be viewed as the final and complete form of a series of directives.

4.2 Joint Statement

A joint statement, as the name suggests, is a statement produced by two or more heads of state. Although it should still contain all the components of an individual statement, a joint one should be sharper and to the point, focusing on the actions of the participating heads of state. In order for a joint statement to be published, it is essential that the participating heads of state should all be communicating and on board with what is written in it.

Cooperation amongst heads of state can be rather useful in many cases. A joint statement not only moves the crisis forward with the actions of the heads of state but also showcases the power dynamics, alliances, and rivalries between heads of state.

4.3 Public Statement

A Public Statement is the definitive, final document produced by our committee for the fast-paced crisis decisions. It consists of detailed, numbered paragraphs outlining collective political decisions and immediate actions that shall be taken to counter the effects of the crisis. This document, like the Communique, needs full consensus in order for it to be approved and for its provisions to take effect.

5. Flow of Procedure

For the most part, the flow and rules of procedure remain the same even in crisis situations, with only a few small changes.

Initially, when the crisis first occurs, heads of state have the right to request a question-and-answers session with the crisis members. This happens in order for the crisis members to clarify anything regarding the crisis and for heads of state to acquire relevant information on the matter.

The heads of state's goal in a Q&A session is to find "loopholes" in the crisis update that may have hidden information in them. They are able to detect and ask about information that would normally be regarded as common knowledge but is not written so as to fact-check it. You need to remember that nothing is self-evident in a crisis scenario.

It is also important to note that the questions cannot take the place of directives; as aforementioned, they are only to help you clarify or fact-check the crisis and not try and get leads by asking questions that should be directives.

After the Q&A session has ended, heads of state need to raise a motion to table the debate on the topic area under discussion, in order to start discussing the crisis that has emerged. After you have tabled the debate, you then proceed with the normal flow of the procedure. You may have moderated and unmoderated cauci in order to debate on the matter and draft your Public Statements. During this period, you may also start sending directives to the crisis member until you return again to your main topic area or until your crisis members tell you to stop.

In order to stop discussing the crisis, heads of state need to raise a motion to return to the dismissed topic. After this motion passes, you may continue debating on the matter that was at stake before the crisis scenario broke out.