

February 23-26, 2023

Carleton University, Ottawa

CARLETON MNATO 2023

DELEGATE HANDBOOK



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We would also like to thank the following organizations for their support:

The Faculty of Public Affairs at Carleton University, the Centre for Security, Intelligence, and Defence Studies (CSIDS), Archipelago of Design, the NATO Association of Canada, and the Romanian and Icelandic Embassies.



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Conference Schedule

Thursday, February 23

15:15-16:30	Optional Tour of Senate
16:30-18:00	Registration (<i>Laurier Salon</i>)
18:30-19:45	Opening Ceremonies
19:30-21:00	Reception
21:00-00:00	Optional Delegate Social (<i>Aulde Dubliner & Pour House</i>)

Friday, February 24

8:00-12:00	Embassy Tours
12:00-13:00	Lunch
12:00-13:00	Optional Rules Briefing (<i>Cartier I</i>)
13:15-17:00	Committee Session I
17:00-19:00	Dinner Break
18:30-21:30	Committee Session II
21:00-21:30	Head Delegate Meeting & Feedback Session

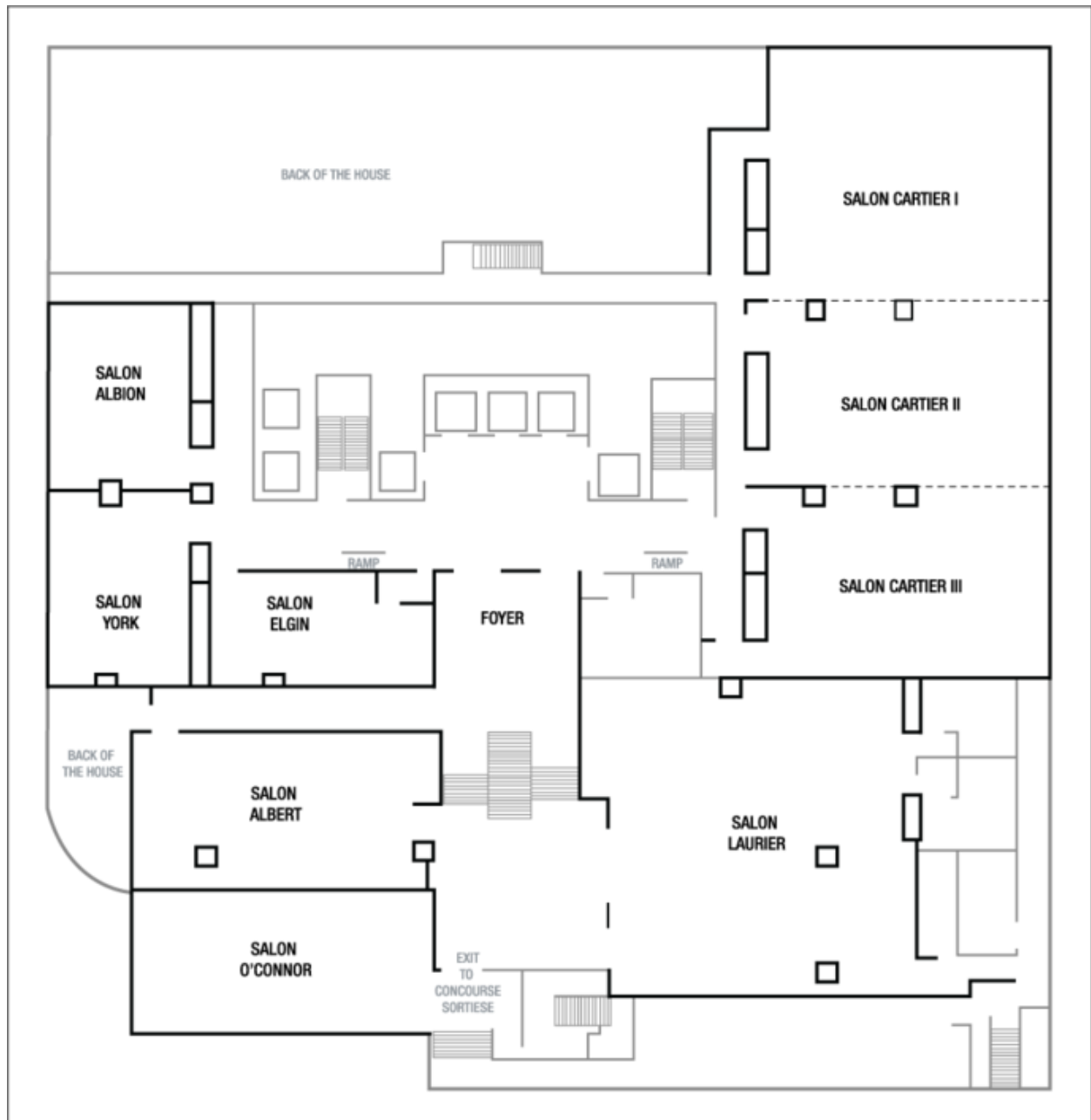
Saturday, February 25

8:30-11:45	Committee Session III
12:00-13:30	Luncheon
13:45-17:00	Committee Session IV
17:00-17:15	Break
17:15-19:45	Committee Session V
20:00-21:30	Final Plenary (<i>Laurier Salon</i>)

Sunday, February 26

10:00-11:30	Closing Ceremonies
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Committee Room & Floor Plan Information



Events

Registration, Opening Ceremonies, Reception (Thursday, February 23), the **Head Delegate Meeting and Feedback Session** (Friday, February 24), the **Final Plenary** (Saturday, February 25), and the **Closing Ceremonies** (Sunday, February 26) will all take place in the Laurier Salon.

The **Optional Rules Briefing** (Friday, February 24) will take place in Cartier I.

The **Saturday Luncheon** (Saturday, February 25) will take place in Cartier III. This is the only conference event that will take place in this room.

The **Staff Room** will be located in Albert throughout the conference, except during committee sessions on Friday, February 24.

In terms of *optional* events, the **Senate Tours** will begin in the lobby of the new Senate building at 2 Rideau Street. The **Delegate Social and Networking Event**, co-hosted with the Canadian International Council Young Professionals Network (CIC YPN – Capital Branch) will take place at the Aulde Dubliner and Pour House at 62 William Street.

Committee Rooms

	Friday, February 24	Saturday, February 25
Military Committee (MC) <i>Chairs: Caelan Midwood and Paige Kinniburgh</i>	Albert	Cartier I
North Atlantic Council (NAC) <i>Chair: Mattias Thuns and Emmett Mark</i>	Cartier I	Laurier
Euro-Atlantic Partnership Council (EAPC) <i>Chairs: Matthew Selinger and Nicolas Smit-Keding</i>	Cartier II	Cartier II

Speakers - Opening Ceremonies

Lieutenant-General Frances Allen, CMM, CD, Vice-Chief of the Defence Staff

Distinguished Guest and Opening Speaker

Lieutenant-General Frances Allen enrolled in the Canadian Armed Forces in 1983. After graduation from Queen's University in 1987 with an Honours Degree in Statistics, Lieutenant-General Allen completed her CELE Air training in 1988.

Staff appointments have included the Operations Officer for the Information Protection Centre, Executive Assistant to the Vice-Chief of the Defence Staff, Director Support Operations in the Strategic Joint Staff. On promotion in 2014 to Brigadier-General, she assumed the post of Director General Defence Security at NDHQ. Lieutenant-General Allen also served as Director General Cyberspace, Director General Information Management Operations at NDHQ and Joint Force Cyber Component Commander. She was appointed Deputy Vice Chief of the Defence Staff after being promoted to Major-General in June 2018. She was promoted to the rank of Lieutenant-General in July 2020.

In July 2020, Lieutenant-General Allen was appointed to serve as Military Representative of Canada to the NATO Military Committee in Brussels, Belgium. She returned to Canada in June 2021 to assume the role of Vice Chief of Defence Staff, the first woman to hold this position in the Canadian Armed Forces.

Lieutenant-General Allen is a graduate of Queen's University, the Canadian Forces Command and Staff College and Canadian Forces College National Security Program. She holds a Masters' Degree in Defence Studies from the Royal Military College and has been invested as a Commander of the Order of Military Merit.

For an unabridged biography, please visit the following [link](#).

H.E. Yulia Kovaliv, Ukraine's Ambassador to Canada

Keynote Speaker

Yuliya Kovaliv was appointed Ukraine's Ambassador to Canada and arrived to Ottawa on March 29, 2022. She has almost ten years of experience in executive positions in public administration and Ukraine's investment promotion. Prior to joining the Embassy Ambassador Kovaliv held the position of the Deputy Head of Office of the President of Ukraine in charge of economic policy development and IFIs coordination. She also served as the Deputy Chair of the Supervisory

Board of National State-Owned oil & gas company “Naftogaz of Ukraine” (2019-2021), the Deputy Secretary of the National Investment Council of Ukraine under the President Ukraine and the Member of the National Reform Council. In 2017- 2019 Ambassador Kovaliv served as the Head of the Office of the National Investment Council of Ukraine under the President of Ukraine, advisory platform, which included global business leaders and IFIs, where she was in charge of investment promotion, policy dialog and FDI attraction.

Dr. Balkan Devlen

Opening Ceremonies Panel Moderator

Balkan Devlen is the Director of the Centre in Modern Turkish Studies (MTS) at the Norman Paterson School of International Affairs at Carleton University, a Senior Fellow at the MacDonald-Laurier Institute, and a Superforecaster for Good Judgment, Inc.

His current research is focused on Geopolitics from the Baltic Sea to the Black Sea, especially the foreign and security policies of Russia and Turkey, and best tools for dealing with uncertainty and making better decisions when stakes are high, from probabilistic forecasting and wargaming to strategic foresight and scenarios.

To read an extended biography, please visit the following [link](#).

H.E. Kaspar Ozoliņš, Ambassador of Latvia to Canada

Opening Ceremonies Panellist

Kaspars Ozoliņš began his diplomatic career with the Ministry in 1994. He has worked at the International Organizations Department and the Security Policy Division, as well as heading the Russia Division and the Security Policy Department. Kaspars Ozoliņš has served at the Embassy of Latvia in Sweden and the USA, and he has been representative of Latvia in the trilateral Latvia-Russia-OSCE commission and Deputy Director of the State Chancellery for the prevention of hybrid threat.

Kaspars Ozoliņš has been posted as Ambassador of Latvia to the Czech Republic, Croatia, and Denmark. He has worked as Head of the Security Policy and International Organisations Directorate since 2019.

Ozoliņš holds a master’s degree in history from the University of Latvia. He has pursued his professional development in the European security policy courses offered by the Council of Europe and in George C. Marshall European Center for Security Studies in Germany.

Katherine Brucker, Deputy Chief of Mission at the U.S. Embassy in Ottawa

Opening Ceremonies Panellist

Katherine Brucker is a career member of the Senior Foreign Service. Her assignments include both bilateral and multilateral work as well as extensive experience on the Secretary of State's staff.

Ms. Brucker began her career in 1994 as an Economic Officer in Port-au-Prince, Haiti working on economic development in a post-conflict society. Following a year of economic training in Washington (2000-2001), Ms. Brucker joined the U.S. Mission to the Organization for Security and Cooperation in Europe (OSCE) in Vienna. There she worked on Good Governance, Counter Terrorism as well as Balkan and Central Asian issues. Key achievements include winning agreement from all 55 OSCE participating States for action on terrorist financing and enhanced travel document security. From 2014 to 2017 she served as Deputy Chief of Mission in Libreville, Gabon. In August 2017 she transferred to Abidjan, Côte d'Ivoire and immediately became Chargé d'Affaires, a position she held for two years until the arrival of an Ambassador. In August 2020 she arrived in Ottawa, Canada to take up her duties as Deputy Chief of Mission.

Ms. Brucker is a graduate of Tulane University of Louisiana (BA in History and French) and of Thunderbird (American Graduate School of International Management), Phoenix, AZ (Masters in International Management).

For an unabridged biography, please visit the following [link](#).

Jonathan Berkshire Miller

Opening Ceremonies Panellist

Jonathan is an international affairs professional with expertise on security, defense and geo-economic issues in the Indo-Pacific. He has held a variety of positions in the private and public sector. Currently, he is a senior fellow with the Japan Institute of International Affairs (JIIA). Miller is also senior fellow and director of the Foreign Affairs, National Defence and National Security program at the Ottawa-based Macdonald Laurier Institute, Senior Fellow on East Asia for the Tokyo-based Asian Forum Japan and the Director and co-founder of the Council on International Policy. He also holds appointments as Canada's ASEAN Regional Forum Expert and Eminent Person (EEP) and as a Responsible Leader for the BMW Foundation.

Previously, he was an international affairs fellow with the Council on Foreign Relations, based in Tokyo. Other former appointments and roles include terms as a Distinguished Fellow with the Asia-Pacific Foundation of Canada, and Senior Fellow on East Asia for the New York-based

EastWest Institute. Miller also held a fellowship on Japan with the Pacific Forum CSIS from 2013-16, and has held a number of other visiting fellowships on Asian security matters, including at JIIA and the National Institute of Defense Studies (Ministry of Defense – Japan).

To read the unabridged biography, please visit the following [link](#).

Speakers - Saturday Luncheon

Daniel McBryde

Saturday Luncheon Speaker

Daniel obtained an undergraduate degree in history and political science, as well as a Master's degree in history at the University of Ottawa. He then completed a second Master's degree in international relations at Carleton University.

Before joining the Canadian civil service in 2006, Dan was a history professor and served as a policy advisor to a Member of Parliament and a Senator. Since joining the public service, he has worked as a policy analyst on a range of files in several departments, including Afghanistan counter narcotics; critical infrastructure protection; Trans-Pacific Partnership negotiations; and the counter-ISIS campaign. He has also served as a speechwriter to the Minister of National Defence and as a senior analyst supporting the Senate National Security and Defence committee. He has worked at Global Affairs Canada's international cyber policy team since 2016. He supported Canada's head of delegation at the 2016-17 UN Group of Governmental Experts (GGE) and at the 2019-21 UN cyber Open-Ended Working Group (OEWG).

He is currently Canada's head of delegation to the 2021-25 UN Cyber OEWG.

Speakers - Closing Ceremonies

Hon. David Collenette, PC

Closing Ceremonies Speaker

David Collenette PC, LL.D., FCILT, served as a Liberal Member of Parliament from Toronto for 21 years and as a Cabinet Minister under three Prime Ministers – Pierre Trudeau, John Turner and Jean Chretien – for a period of 11 years. He held several portfolios including Multiculturalism, National Defence, Veterans' Affairs, Crown Corporations, Minister for the Greater Toronto Area and was Canada's second longest-serving Minister of Transport (1997-2003).

While at National Defence Collenette oversaw the reorganization, restructuring and re-engineering of the department as part of major government-wide budget cuts to address the deficit. During his time as minister, the Canadian Armed Forces served with the United Nations Protective Force (UNPROFOR) in the former Yugoslavia. This included the first-ever NATO air campaign with the bombing of Bosnian-Serb targets. (Operation Deliberate Force) which was an instrumental step towards a peace agreement (The Dayton Accords). On Canada's behalf, he was a strong advocate at the North Atlantic Council for NATO enlargement through the Partnership for Peace Program (PfP).

Since his retirement from Parliament, Collenette has worked as an advisor to many companies in the defence and transportation industries, including Senior Counsel, Hill+Knowlton Strategies. He has been a member of the International Advisory Board of the School of International Affairs at Stanford University, California; Senior Fellow at Ryerson University and Distinguished Fellow at Glendon College, York University. He has also been active on boards of directors for several non-profit and served on many democratic development missions around the world for the National Democratic Institute, Washington, DC. He was Chair of the Chartered Institute of Logistics and Transport in North America, (2012-2016) and Vice President of its International division (2012-2017).

Embassy Tours

All delegations have received information regarding their meeting times, tour itineraries, and chaperone contact information. For those who registered in the last 2 weeks, please do let us know if you are still interested in attending our embassy tours, and we will see if it is still possible to add you to a delegation.

Delegations will meet their Conference Chaperone outside the Laurier Salon during the time mentioned in the “Embassy Tour Information” email on Friday, February 24, 2023. The delegates will then either walk or take public transit to the various embassies.

Following the conclusion of their last tour, delegates are welcome to have lunch or attend the Optional Rules Briefing (12:00-13:00). Committee Session I will begin at 13:15.

Participation: As you are aware, **participation in the embassy tours is mandatory** for those who seek to win awards at the conference. For all other delegates, while we cannot compel anyone to attend, the embassy visits are an integral part of the conference and often the highlight of the delegate experience based on feedback from previous MNATOs.

Conduct: We ask that you be extra respectful of the Embassy and staff, as well as mindful of the appropriateness of questions you pose. Carleton's Model NATO team values the relationship we have developed with our Embassy contacts for many years, and we thank you sincerely for conducting yourselves in a manner which will help us continue to build excellent relations with them.

Lastly, **please bring government-issued photo ID.**

Dress Code

The dress code at this conference, including opening and closing ceremonies, as well as all committee sessions, is **Western Business Attire**.

Conference Catering, Committee Dinners & Dietary Restrictions

CMNATO 2023 will be providing **lunch** as part of the Saturday Luncheon on Saturday, February 25, 2023. We will also be providing a selection of **complimentary hot and cold hors d'oeuvres** during the Thursday Reception on Thursday, February 23, 2023.

These are the **only** meals that will be provided by the conference. Following Opening Ceremonies, we will electronically circulate a list of local eateries and coffee shops in the vicinity of the Ottawa Marriott.

Chairs may also set up **informal “committee dinners”** during the Dinner slot on Friday, February 24, 2023, or potentially after the Plenary on Saturday, February 25, 2023. This is an excellent way to socialize with your fellow committee members in a relaxed environment, while also exploring Ottawa’s diverse and awarded culinary scene.

Finally, we have advised the Ottawa Marriott of all dietary restrictions and allergies communicated to us. Please feel free to inquire about the ingredients contained within any food item served during the Reception or the Luncheon.

Conference Policy on Laptops

Similar to other conferences, for accessibility reasons, passing notes and communiqué drafting will primarily take place through the use of notepads/paper scraps and pen. If you do not already have notepads or scraps of paper, there are a few Dollaramas or Staples in the vicinity of the Ottawa Marriott - our Secretariat can provide further recommendations if necessary.

If *all* delegates in a committee own a laptop, then on the Chair's discretion, the committee may collectively decide to switch to using emails for delivering notes *and/or* drafting communiqués. In general, delegates are welcome to use electronic devices to conduct research during the breaks, unmoderated caucuses, or in between committee sessions.

Rules of Procedure

The following is a practical guide to the rules of procedure that will be used at Carleton Model NATO 2023. It will be familiar to those who have participated in Model UN, or for those who are familiar with Robert’s Rules of Order (which is used in various Legislative Councils and Assemblies across Canada).

If you are new to Model NATO or would like a refresher, please attend the **Optional Rules Briefing at 12:00 on Friday, February 24, 2023**.

As the North Atlantic Treaty Organization (NATO) is a consensus-based organization, all communiqués passed, or actions taken by the North Atlantic Council (NAC) must be unanimous – all Member States have veto power. The sub-councils of NATO **are not** consensus bodies and require a simple majority to pass substantive documents. However, as all communiqués will be put before the NAC for approval, it is **strongly** advised that delegates in the Military Committee (MC) and the Partnerships and Cooperative Security Committee (PCSC) seek consensus, as actions lacking consensus will, with near certainty, be vetoed by the dissenting Member States in the NAC.

NATO is an alliance. Delegates should at all times remember that consensus is the driving principle of debate.

PRIMARY SPEAKERS' LIST

The chair of each committee will call the committee to order. To call the committee, quorum – a minimum number of delegates – must be present. After the first committee session's roll call, the chair will announce what the quorum is for your committee. Quorum must be maintained at all times during moderated caucus; without it, the body must suspend business until quorum is attained.

Quorum is reached when **2/3rds** of delegates are present.

Once roll call is completed, the **primary speakers' list** will open automatically. The topic of the primary speakers' list is to discuss how the agenda is going to be set for the duration of the conference. The default speaking time is 60 seconds. The primary speakers' list has no set maximum time and will only be interrupted by a motion to set the agenda and open the secondary speakers' list. Delegates wishing to speak must raise their placards to be placed on the primary speakers' list and will be called upon once it is their turn to give a speech. Delegates may be re-added to the list immediately after they conclude speaking, if they so choose.

Once there has been substantial debate regarding the agenda of the committee, the chairs may accept a motion to set the agenda. This requires two speakers for and two speakers against. The speakers will be selected at the chair's discretion, but the delegate who presented the motion must be one of the speakers for the motion. Each delegate selected will have **30 seconds** to speak. **A simple majority vote is required to set the agenda.** Once the agenda is set, the **secondary speakers' list will be opened.**

The primary speakers' list will be suspended, and the delegates still wanting to speak will be left on the list for when the committee returns to the primary speakers' list.

SECONDARY SPEAKERS' LIST

The secondary speakers' list functions in the same manner as the primary speakers' list, including the speaking time. The only difference is that the topic of discussion will be an item on the agenda, which was previously set in during the primary speakers' list. After a sufficient number of delegates have had the chance to give a speech pertaining to the topic, the chair will begin to accept motions to a **moderated caucus**. Should the situation arise where there are no motions on the floor, the committee will revert to the secondary speakers' list.

The secondary speakers' list can close in two ways: delegates will motion to vote on the draft communiqués pertaining to the topic or the list will run out of speakers, in which case the topic will close, and delegates will automatically move on to the next topic on the agenda.

MODERATED CAUCUS

A moderated caucus must pertain to a specific issue related to the topic at hand. The appropriateness of the topic will be decided by the chair and ruled **“in order”** or **“out of order”**. A topic may be ruled out of order if it is frivolous or too far detached from the subject matter of the committee. The motion for a moderated caucus must have a **speaking time**, and a **total time**. For example, a moderated caucus of nine minutes with a fort-five second speaking time.

Unlike a primary or secondary speakers' list, the next speaker will be chosen at the chair's discretion after the completion of the preceding delegate's speech. All those wishing to speak must raise their placards when prompted to do so by the chair.

Once the time of the moderated caucus is exhausted, the chair will entertain more motions or return to the secondary speakers' list. Delegates may motion to extend a current moderated caucus, motion for a new moderated caucus, introduce draft communiqués, or motion for an unmoderated caucus. **Motions will be voted upon in order of precedence.**

UNMODERATED CAUCUS

An unmoderated caucus is a suspension of formal debate and gives delegates an opportunity to debate and discuss among each other without moderation by the chair. An unmoderated caucus is typically used to discuss drafts and to allow delegates to speak in an unstructured manner.

There is no set topic for an unmoderated caucus.

When the time of an unmoderated caucus has been exhausted, a motion to extend the moderate caucus can be accepted at the chair's discretion.

INTRODUCTION OF DRAFT COMMUNIQUÉS

Once the committee has completed a draft communiqué and submitted it to the chair for feedback. Once a draft communiqué is approved, it can be introduced to the committee. Draft communiqués must have 20 percent of the body as **sponsors** and 40 percent of the body as **signatories**. Sponsors are the primary drafters of the communiqué and signatories wish to see it considered. Once a draft communiqué is introduced, the sponsors will read the draft to the committee. After this, a delegate may motion for a **question and answer period** of a certain time, with a set speaking time for the sponsors to answer questions pertaining to the draft communiqué. Although there is no limit as to how long a question may be, the chair has the discretion to limit the length of a question. The question and answer period may be extended.

The communiqué does not need to be voted upon immediately.

VOTING PROCEDURE

Once all draft communiqués have been introduced or debate is otherwise concluded, delegates may enter into voting procedure on all draft communiqués. Each draft communiqué will be voted on individually.

Delegates may vote to **“divide the question”**, meaning a communiqué will be voted on in different sections. For example, a draft communiqué of five sections may be voted on in two blocks: section 1 through 4 together and section 5 separate.

When the body enters voting procedure, the doors will be locked. Any delegate outside the room must wait until voting has concluded, and any delegates wishing to leave during voting procedure will not be allowed to re-enter the room until voting has concluded.

All draft communiqués will be voted on by roll call. This means that every delegate will be called up by their country’s name, at which point the delegate must vote **“yes”**, **“no”**, or **“pass”**. “Pass” can be used if a delegate is unsure of the voting intentions of the body and wishes to see how other delegates will vote before making a final decision. Those who “pass” will be called upon again at the end of the roll call at which point they must vote “yes” or “no”. **Abstentions are not allowed.**

Once voting procedure is concluded, the topic is considered settled, and the body will move on to the next topic on the agenda.

CRISES

When a crisis arises for the committee, delegates must motion to suspend debate and address the current crisis. The committee will then function as though it is in a secondary speaker’s list on any topic and is expected to produce a crisis communiqué.

OTHER MOTIONS

The following are motions that are not specific to a certain point of debate. Please consult the short form rules on the next page to see the specific rules regarding these points and motions.

Point of personal privilege: This addresses a matter of personal comfort. The temperature of the rooms is unsuitable, the text on the screen is too small, you cannot hear, etc.

Point of order: A point of order may be raised if the delegate believes the chair or another delegate has breached procedure or if a delegate has substantially deviated from the topic.

Right of reply: If a delegate feels they have been personally insulted by another delegate, or the delegate has made an attack on their country’s character or integrity, they may issue a right of reply at the chair’s discretion. Right of reply is not an opportunity to debate; it is an opportunity to defend against attacks on a character. The request for a right of reply needs to be submitted to the chair in writing.

Point of information: If a delegate is unsure of procedure or the current business of the committee, they may raise a point of information. A point of information is not to be used to ask for factual information regarding debate or a communiqué – it is a procedural matter.

Adjournment: Delegates may adjourn debate at the end of a committee session.

Short Form Rules

Point or Motion	Purpose	Debateable?	Speakers For/Against	Necessary Vote
<i>Motion to adjourn</i>	<i>Adjourns the session</i>	No	No	Simple Majority
<i>Point of personal privilege</i>	<i>Complaint about personal comfort</i>	No	No	Chair's discretion
<i>Request a right of reply</i>	<i>Response to insult</i>	No	No	Chair's discretion
<i>Point of order</i>	<i>Objection to procedural error</i>	No	No	Chair's discretion
<i>Point of information</i>	<i>Request for procedural information</i>	No	No	Chair's discretion
<i>Motion to enter voting procedure</i>	<i>Ends debate and enters voting procedure</i>	No	No	Simple Majority
<i>Motion to set the agenda</i>	<i>Sets the committee's agenda</i>	Yes	2 for 2 against	Simple Majority
<i>Motion to suspend the matter until...</i>	<i>Postpones consideration of a topic</i>	Yes	No	Simple Majority
<i>Challenge the chair</i>	<i>Challenge a ruling made by the chair</i>	No	Speaker must indicate objection	Supermajority
<i>Motion to divide the question</i>	<i>Divides the question (draft communiqué)</i>	No	No	Simple Majority
<i>Motion to introduce draft communiqué ____</i>	<i>Introduce a draft communiqué</i>	No	No	Automatic
<i>Motion to request a Q&A period</i>	<i>Requests a question and answer period</i>	No	No	Simple Majority

Contact Information

If you have any questions or concerns during the conference, please do not hesitate to contact the Secretariat:

Jazlyn Melnychuk

Secretary General

Contact for: Delegate issues and emergencies
613-894-1936

Aidan Oliver

Director of Operations

Contact for: Embassy Tour Inquiries
647-949-6993

Caelan Midwood

Chair, Military Committee (MC)

Contact for: MC Rules of Procedure Inquiries
778-988-4624

Emmett Mark

Director of Delegate Wellness

Contact for: Optional Senate Tour, Optional Delegate Social, Committee Dinners
604-880-7365

Arad Farhadi-Niaki

Crisis Director

Contact for: Crisis Room Logistics
613-410-8821