

# Committee Guide

North Atlantic Council



**Strengthening NATO's  
Response Against Hybrid  
Warfare Including Cyber  
Attacks and Drones**



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## 1. Introduction

### 1.1. About the Chairs

Dear Delegates,

I am delighted to be able to welcome you to this year's OLMUN conference in the North Atlantic Council!

My name is Tim and I will be one half of your presidency for the NAC. I am 20 years old and studying International Business in the 4th semester at Bremen City University of Applied Sciences, although I am currently completing a practical semester in procurement at EWE in Oldenburg. Starting in September, I will continue the rest of my bachelor's in Valencia, Spain.

Thus, this OLMUN will be my 5th and last. I have been a delegate three times at OLMUN and also chaired last year. At another conference I have also been a delegate in the North Atlantic Council, which is why I am very excited to be able to experience this special and interesting committee from another perspective.

I am very much looking forward to meeting you all, spending an exciting week, and seeing you all perform in June!

Yours,  
Tim

A warm welcome from me as well, the other half of your presidency this OLMUN!

I am Kinan, 19 years old and currently studying medicine in my 2nd semester in Düsseldorf. I had the pleasure of being a delegate in OLMUN twice before. The first time in 2023 in the Special conference and the last time last year in the GA 2nd. This year will be my first time chairing and I am super excited to lead your conference with Tim.

I cannot wait to see all of you in person and experience a wonderful OLMUN with you all. See you then, Kinan

## 1.2. About the Guide

This committee guide is put together by your chairs to give you a general overview of the committee, the topic, and OLMUN as a whole. We will look into the characteristics and specialties of the North Atlantic Council as our committee and we will try to provide all of you with a basic understanding of our issue “Strengthening NATO’s Response Against Hybrid Warfare Including Cyber Attacks and Drones”. After reading the committee guide, you are expected to continue your own research into the issue, especially into your country’s specific position on it. For this, you can use the sources we provide you with, but please also go further and search on your own. Please feel absolutely free to use all sources we link or refer to in the committee guide. Should you encounter any problems, please do not hesitate to reach out to us! Finally, all of you must prepare and hand in a draft resolution and a policy statement detailing your country’s position and how your country wants to tackle the issue. We will provide you with ample information on how to write these two documents at the end of the committee guide. This guide also contains a lot of necessary information on the OLMUN as a whole, but as some things change frequently, please make sure to read your e-mails and the WhatsApp-Group.

During your research, it is perfectly fine to use AI, but please be aware that chatbots can hallucinate and make up information. Whenever possible, try to double check information and find sources other than your chatbot of choice

The use of Artificial Intelligence in your documents is handled differently. As we want to give you honest feedback for your future MUN careers, we do not much enjoy reading through 30 draft resolutions created by AI. This is why we will check all of your documents with online AI-checking systems and should we find high AI scores for your documents in several of these online systems, we will ask you to rewrite your documents.

As a final point on this: In the end, we can not really prevent you from using AI. But we hope all of you are as excited to be a part of this OLMUN as we are and are very keen to contribute to our debate, which is only really possible if you made yourself familiar with our issue.

## 1.3. About the Committee

As you might have figured out already, the North Atlantic Council is not a United Nations committee but belongs to NATO.

NATO is short for the North Atlantic Treaty Organization, established in 1949. It is the largest military alliance in the world, consisting of a large number of European and western countries. The North Atlantic Council (NAC), which we will be representing this OLMUN, is the

primary political decision-making body of NATO. NATO has several layers of organization, divided between political and military. In this structure, the NAC is the absolute highest committee and is also the only NATO committee directly established inside NATO's founding treaty, the 1949 North Atlantic Treaty.

As NAC is not a UN committee, it is subject to some other Rules of Procedure, which we have adapted for practical use at OLMUN. The most important change from normal Rules of Procedure is that due to its character as a military alliance, all decisions **must** be made unanimously. This means that **every** member state has a veto right. So, in a vote, you can vote in favour, abstain, or veto. You cannot vote against without vetoing at the same time. This presents you with a very different dynamic to other committees, as you do not only need a simple majority to pass something, but will also need to make sure no member states want to vote against and agree to at least abstaining from the vote.

The other important change is that the NAC is an ad-hoc committee. At OLMUN, this means that you will prepare draft resolutions during lobbying on Wednesday, but during debate on Thursday and Friday we will debate each resolution clause by clause, and will entertain amendments to add new clauses after that.

We are aware that especially for first-time delegates this structure can be quite complex, which is why we will explain how we conduct our debate again in person during the week. Nonetheless, please familiarise yourself with our official [Rules of Procedure](#) again and put special focus on the section about the North Atlantic Council.

## 2. Topic Overview

### 2.1. Definition (Key Terms) - What is Hybrid Warfare?

Sadly, we must first say that there is no universally accepted legal definition of Hybrid Warfare. International organizations and legal frameworks often struggle to categorize it because it is specifically designed to blur the lines between war and peace, and between military and civilian life. But to put it in a nutshell, hybrid warfare is a strategy that blends conventional military force with non-military tactics like cyber-attacks, drones, and “fake news” to weaken an enemy from within. If you want to strengthen your understanding of the definition you may click [here](#) or [here](#) .

## **Methods and Tactics of Hybrid Warfare**

Conventional hybrid methods, such as propaganda, deception, sabotage, and other non-military tactics have long been used to destabilize enemies. However, the attacks seen in recent years experienced a fundamental shift. What is new is their unrelenting speed, scale, and intensity, fueled by rapid technological change and our global digital interconnectivity. While hybrid warfare frequently involves non-state actors (such as terrorist groups or private military companies like the Wagner Group), our debate in the North Atlantic Council (NAC) will primarily focus on states utilizing new, non-conventional weapons. This arsenal includes, but is not limited to:

- Drones and other aerial incursions: Exploiting low-cost surveillance and “kamikaze” strikes
- Cyber-Attacks: Targeted hacking of national infrastructure and government systems
- Cognitive Warfare: Strategic spread of “fake news” and the manipulation of democratic elections to undermine public trust in the government

If you want to read about more possible usage of hybrid warfare click [here](#) .

## **The “Grey Zone” Strategy**

By operating in the so-called “Grey Zone” they seek to achieve strategic victories without ever crossing the line into a conventional war that would trigger a traditional military response under Article 5. To put it simply, (since this term also lacks a strict legal definition—sorry delegates! (> ~ <)), the „Grey Zone“ is a state of “neither peace nor war.” It is an operational space where actors engage in aggressive competition that remains intentionally below the threshold of traditional armed conflict. The goal is to inflict maximum harm while avoiding the risk of a formal war declaration.

## **2.2. Current Situation & Recent Developments**

While the beginnings of hybrid warfare in a broad term can be traced back to antiquity, hybrid warfare in the understanding we are working with in this committee has been subject to a surge in activity in recent years. One of the first modern examples of hybrid warfare can be seen as applied by the United States and the Soviet Union by supporting non-military groups in order to reach military objectives. Another prominent example is the 2006 armed conflict between Israel and the Hezbollah militia, since the militia is a non-state actor with its

own objectives and strategies.

While these are interesting examples, the focus of our debate should lie on hybrid warfare in the form of the use of new and unconventional tactics by state actors, like drone and cyber attacks, or cognitive warfare like propaganda or interference in foreign elections. In recent years, especially China and Russia deployed these kind of tactics.

Large-scale hybrid warfare by Russia has its starting point in the Russian annexation of the Crimean Peninsula starting in 2014, with unmarked soldiers carrying out the operation. Examples for cognitive warfare can be found in suspected Russian interference in the 2016 Brexit referendum and US presidential election. While the existence of Russian interference in form of influence campaigns with the objective of changing the outcome to their liking during the Brexit referendum is highly controversial<sup>1</sup>, evidence for interference during the 2016 US presidential election is much more concrete<sup>2</sup>.

After Russia launched the full-scale invasion of Ukraine on 24 February 2022, we have seen a surge of hybrid warfare tactics being attributed to Russia, although for a lot of them, there is no certainty that Russia really was behind them. Some of these actions include the 2022 targeted detonation of the Nord Stream 2 gas pipeline, 2024 GPS disturbances in the Baltic, 2024 damage of underwater data cables in the Baltic Sea, and a large number of drone appearances over commercial airports, military vessels, and other critical infrastructure over all parts of Europe.

Further information on this and a good starting point for your research about hybrid warfare attacks launched by Russia can be found [here](#). A map of suspected Russian airspace incursions can be found [here](#).

Apart from these physical attacks and incursions, there has also been a large variety of cyber attacks suspected to be carried out by Russian state hackers, including numerous data leaks and DDoS-attacks, aiming at taking down a service. Further information can be found [here](#) and [here](#).

## 2.3. Potential Solutions

The current approach relies on member states handling hybrid threats individually. This could be a significant problem for the Allies that are technically and/or financially unequipped

<sup>1</sup> <https://www.bbc.com/news/53488252>

<sup>2</sup> <https://www.ebsco.com/research-starters/diplomacy-and-international-relations/russian-interference-2016-united-states>

to face attacks alone. A potential solution here would be to debate whether increasing help and cooperation between the nations should be addressed.

While NATO was founded as a purely defensive organ as a core, there is still the question lingering if active counter-attacks should be part of its procedure. You as the delegates could debate whether NATO needs a formal organ for countering aggressors or fighting adversaries' drone control systems at their source. Defining the specific "Rules of Engagement" for such actions is essential to avoid accidental escalation into full-scale war.

Maintaining a technological edge is a must to fight hybrid warfare. The Alliance could prioritize joint research, specifically in the field of Drones. Standardizing drone detection and neutralization technology across the Alliance would ensure that all members possess the same level of protection against modern aerial and maritime threats.

Modern hybrid defense is impossible without the cooperation of global tech giants. However, this creates a dangerous level of dependence on the private sector and could result in lobbying and damage the core principles of our democratic values. The Council must consider whether relying on private corporations for satellite communication or cyber-defense undermines the strategic autonomy of sovereign member states, especially when corporate interests do not align with NATO's security goals.

### 3. Sources and Tips for Research

Here, you can find some further sources that you can consult for your research. Please, feel free to use any of them, and also look into the links we provided you with in the text above. But, of course, please also conduct your own research apart from the sources we provide you with.

-<https://www.nato.int/en/what-we-do/deterrence-and-defence/countering-hybrid-threats>

-<https://natolibguides.info/hybridwarfare>

-<https://www.hybridcoe.fi/>

-[https://www.jstor.org/stable/pdf/10.13169/jglobfaul.5.1-2.0058.pdf?refreqid=fastly-default%3A0865153cc3eb37375dbe10380c858c8f&ab\\_segments=&initiator=&acceptTC=1](https://www.jstor.org/stable/pdf/10.13169/jglobfaul.5.1-2.0058.pdf?refreqid=fastly-default%3A0865153cc3eb37375dbe10380c858c8f&ab_segments=&initiator=&acceptTC=1)

-[https://en.wikipedia.org/wiki/Russian\\_hybrid\\_warfare](https://en.wikipedia.org/wiki/Russian_hybrid_warfare)

[-https://assembly.coe.int/nw/xml/XRef/Xref-XML2HTML-en.asp?fileid=24547&lang=en](https://assembly.coe.int/nw/xml/XRef/Xref-XML2HTML-en.asp?fileid=24547&lang=en)

[-https://cepa.org/article/using-natos-article-5-against-hybrid-attacks/](https://cepa.org/article/using-natos-article-5-against-hybrid-attacks/)

## 4. What's next

After all this informational input and your own research, we require you to write both a Policy Statement and a Draft Resolution from the perspective of your delegation.

Further information on what these documents are and on how to write them can be found in the [Handbook](#) or here for the [Policy Statement](#) (external link to wisemee.com) and for the [Draft Resolution](#) (external link to wisemee.com). You can also look at old passed resolutions on the [OLMUN-website](#) (olmun.org > Downloads > Scroll down to Archive) to further get an idea what a draft resolution is supposed to look like.

Please have **at least four preambulatory and at least 6 operative clauses**. Your Policy Statement should be **between half a page and no longer than one A4-page**. Each delegate who wishes to read out their policy statement as an introductory statement will get the opportunity to do so before lobbying, which is why they should be kept short.

**Please hand in both your Policy Statement and Draft Resolution by Friday, 05.06.2026 to: [nac@olmun.org](mailto:nac@olmun.org).**

We will then read your documents and give you feedback. In case you are not able to stick to this deadline, please let us know why. In all other cases, **late submission or no submission at all will result in a punishment** during Committee Session. Should you have any questions concerning these documents, please do not hesitate to contact us.

You also have the opportunity to give an Opening Speech at the Opening Ceremony on Tuesday with a maximum length of 45 seconds. More information on this can also be found in the Handbook. Should you wish to do so, **please inform the President of the General Assembly and send her the final version of your speech ([president@olmun.org](mailto:president@olmun.org)) by 31.05.2026.**

Please inform yourself about the Rules of Procedure in advance. You can find them [here](#). Please put special focus on the section on the North Atlantic Council (page XX), as our Rules of Procedure in the committee might differ from committees you have been part of before..

We would also like you to make extra sure that you comply with the dress code as all delegates are required to wear formal clothes. More information can be found in the [Handbook](#). **Failure to comply with the dress code will be punished during Committee Session.**

# What's next

If you have any questions, please feel free to contact us.

We will set up a WhatsApp group so that you can also contact us via mobile.

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