**FORTIETH ANNUAL**

**INTERNATIONAL MODEL**

**NATO**

**Washington DC. February 13 - 16, 2025**

**https://internationalmodelnato.org/**

**DELEGATE HANDBOOK**



This event is hosted by Howard University, Washington DC, and co-sponsored by the NATO Public Diplomacy Division.

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# Welcome to the International Model NATO Conference!

Faculty from Howard University, Converse University, Kent State University, the U.S. National Defense University and the University of Birmingham (UK) have been involved for many years in organizing this annual event. As a participant, you will study the role, structure, and activities of the Alliance through an extended simulation of the North Atlantic Council and other NATO committees.

Participation in the Model will increase your awareness of NATO and give you an insight into the challenges of making decisions in multilateral formats. A Model such as this has obvious educational benefits, but it is also meant to be enjoyable and fun. We are confident that the experience of being ‘in role’, articulating the position of your country and meeting with other delegates is one that you will find both challenging and inspiring.

Specifically, Model NATO is designed to:

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

# About this Handbook

In this Handbook, you will be given details of the format of International Model NATO, the Rules of Procedure delegates will need to follow, and other information on who is on hand to help.

This Handbook contains some of the resources that you will need to prepare for the Model. The rules and guidelines contained in this document create a procedural framework within which the Model operates. What makes Model NATO effective is the willingness of delegates to work toward a consensus on collective action. You will seek creative solutions and work toward that end. Treat this Handbook as a resource. Learn the procedures and be prepared to effectively examine the issues and problems the NATO allies may face in dealing with both routine activities and unexpected events.

The Handbook is supplemented by other materials prepared for the Model. You should, in particular, ensure you are familiar with the organization, activities and policies of real NATO. A ‘NATO 101’ guide has been specially prepared and is available at the International Model NATO website: <https://internationalmodelnato.org/> The website also contains some information not included in this document – for instance, an updated directory of participating institutions.

This Handbook has been prepared by Professor Mark Webber (University of Birmingham, UK). If in the course of your preparations you need further advice or information about the format and running of the Model, feel free to contact Mark: M.A.Webber.1@bham.ac.uk

Overall organization of the Model is led by Professor Michael Nwanze at Howard University. If you have queries on issues such as registration and cost, you should address these to Professor Nwanze: mnwanze@howard.edu

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## SECRETARIAT

(Converse University)

**PASHION ISRAEL**
Secretary General

**STEVEN GREER**Deputy Secretary General and Acting Chair, North Atlantic Council

**VIDIT SHAH** (Northeastern University)Deputy Secretary General

**FAITH NANNA**
Chair, Political Affairs
 **S. FESER**
Chair, Military Committee
 **PHILLIP SCHMIDER** (Northeastern University)
Chair, Nuclear Planning Group

**KAYLEE WARNER**Chair, Partnerships and Cooperative Security Committee

**NINEL MARTINEZ-MACEDO**Chair, Committee on Emerging Security Challenges

**DRAVEN WILSON** (Spartanburg Community College)
Chief of Staff

**Directory**

Albania Converse University Joe Dunn

Belgium Université Libre de Bruxelles Robin Ladrière

Bulgaria Georgetown University (MSFS) George Shambaugh

Paul Miller

Canada University of British Columbia Allen Sens

Croatia Virginia Tech Yannis Stivachtis

Czech Republic Université Laval, Quebec Léa Bossert

Denmark University of Birmingham, UK Mark Webber

Estonia Baldwin Wallace University Jason Keiber

Finland Kennesaw State University Stephen McKelvey

France University of Connecticut Alexander Sauer

Germany Université du Québec à Montréal Samir Battiss

Greece Virginia Tech Yannis Stivachtis

Hungary Université Laval, Quebec Léa Bossert

Iceland Howard University Lydia Gebru

Italy Northeastern University Julie Garey

Latvia Simon Fraser University Julia Reinhard

Lithuania Converse University Joe Dunn

Luxembourg

Montenegro

Netherlands Spartanburg Community College Jennifer Washburn

North Macedonia Lakeland Community College Neda Zawahri

Norway Royal Military College of Canada Pierre Lépine

Poland United States Air Force Academy Rudy Novak

Portugal Howard University Lydia Gebru

Romania Syracuse University Michael Williams

Slovakia Kent State University Nicholas Ostrum

Slovenia

Spain Georgetown University (MSFS) George Shambaugh

Paul Miller

Sweden Malmö University, Sweden Scott McIver

Turkey Syracuse University Michael Williams

United Kingdom Queens University of Charlotte Maggie Commins

United States Georgia Institute of Technology Kayin Nolan

**Schedule of Events**

**Thursday, February 13, 2025**

9:30 am - 12:00 noon Delegation Registration Hotel Ballroom Foyer

 Embassy Briefings At country embassy

 4:00pm – 6:00 pm ***PLENARY SESSION***

**AUDITORIUM**

 **HOWARD UNIVERSITY COLLEGE OF MEDICINE**

520 W Street, NW, Washington, DC 20059

 ***Greetings***

 **TBC**

 ***Keynote Address***

 **TBC**

 ***Home Government Briefing***

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

***Envoi***

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

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

 **PASHION ISRAEL** Converse University

6:00 pm **BUS DEPARTS FOR WASHINGTON PLAZA HOTEL**

**Friday, February 14, 2025 WASHINGTON PLAZA HOTEL**

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

9:00am - 6:00pm Home Government State Room

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

 9:15am - 12:30pm **COMMITTEE SESSIONS**

 North Atlantic Council Grand Ballroom- Salon A

 Political Affairs Grand Ballroom- Salon C

 Military Committee Grand Ballroom- Salon B

 Nuclear Planning Group Thomas Circle Suite

 Partnerships & Cooperative Security National Ballroom- Salon B
 Committee

 Committee on Emerging Security National Ballroom- Salon A

 Challenges

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

1:45pm - 2:00pm **BRIEFING UPDATE** (All Delegates) Grand Ballroom- Salon A

2:00pm - 4:15pm **CONTINUATION OF** **COMMITTEE SESSIONS**

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

4:30pm - 6:30pm **CONTINUATION OF COMMITTEE SESSIONS**

**Saturday, February 15. 2025 – WASHINGTON PLAZA HOTEL**

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

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

9:00am - 1:00pm Home Government State Room

9:15am - 1:00pm **COMMITTEE SESSIONS**

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

 **topics to the Secretariat.**

**Sunday, February 16, 2025 - WASHINGTON PLAZA HOTEL**

 8:00am - 9:00am Faculty Breakfast Meeting

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

 To draft a Statement on Ukraine

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

To adopt the Final Communiqué

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

**Agenda**

**NORTH ATLANTIC COUNCIL**

* NATO in a security environment of ‘strategic competition’ (para.4 Washington Summit Declaration refers)
* Updated statement on the transatlantic relations (2018 Brussels Declaration on Transatlantic Security and Solidarity refers)

**POLITICAL COMMITTEE**

* NATO and the Asia-Pacific region (para.30 Washington Summit Declaration refers)
* NATO’s southern neighbourhood (para.32 Washington Summit Declaration refers)

**MILITARY COMMITTEE**

* Political and practical support for Ukraine (paras.15-16 and annex of Washington Summit Declaration refers)
* Delivering critical defense capabilities (para.11-12 Washington Summit Declaration refers)

**NUCLEAR PLANNING GROUP**

* NATO’s nuclear-sharing arrangements
* Maintaining NATO’s nuclear deterrent in a world of two peer competitors

**PARTNERSHIPS AND COOPERATIVE SECURITY COMMITTEE**

* Taking forward cooperation with the European Union (para.29 Washington Summit Declaration refers)
* Strengthening partnerships beyond the Euro-Atlantic area (para.28 Washington Summit Declaration refers)

**COMMITTEE ON EMERGING SECURITY CHALLENGES**

* Maintaining NATO’s technological edge (para.33 Washington Summit Declaration refers)
* Adapting to climate change (para.34 Washington Summit Declaration refers)

# General Model NATO Information

## Delegation Structure

Delegations are free to determine their own structure. The general guideline is that each NATO ally must be represented on the North Atlantic Council (known as the Council or ‘the NAC’) and on each of five related Committees – the Political Committee, Military Committee, Nuclear Planning Group, Partnerships and Cooperative Security Committee, and the Committee on Emerging Security Challenges. Each delegation should, therefore, consist ideally of a minimum of six members. If your delegation has less than six members, you must assign a member to the North Atlantic Council. Other committee assignments can be made as you see fit. In the event there are two delegates in committee, also known as a ‘double delegation,’ the delegation will receive only one national vote (they cannot vote separately if they are representing the same state).

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

## Delegation Responsibilities

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

## Delegation Preparation

#### *Know Your Country*

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

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

Knowing your country also means knowing its defense and foreign policies and the composition and deployment of its armed forces. The best source on the latter is *The Military Balance* published by the International Institute of Strategic Studies in London. You should check if your library takes a subscription. If not, a useful online alternative is [Global Firepower](http://www.globalfirepower.com/). You should also familiarize yourself with [NATO’s official military expenditure data.](https://www.nato.int/cps/en/natohq/topics_49198.htm)

(ii) *Stay in character*
In representing your NATO nation, it is important that you do so authentically. But staying in character is not always easy. You may find yourself having to represent views with which you personally disagree or, you may wish to see a more radical position taken on an issue than your country would ever contemplate. You must put aside your personal predilections and political preferences. Your task is to become the government of the country you represent and to faithfully represent its policies. Preparation is the key to meeting this responsibility.

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

#### *(iv) Divide the Work*

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

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

## Pre-Written Language and Generative AI

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

The utilization of generative artificial intelligence (AI) such as Chat GPT to aid in crafting speeches or drafting clauses is strictly prohibited during committee sessions.

**Consensus**

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

# Model NATO Committees

The following organs will be simulated at the Model:

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

Below are brief descriptions of each of these bodies (highlighting their real-world functions in NATO and how they are meant to work at the Model). The NAC, the MC and the NPG exist in NATO itself. The three remaining committees – the PC, PCSC and CESC – are facsimiles of NATO areas of responsibility.

## The North Atlantic Council (NAC)

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

Highlights:

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

The NAC meets at least every week at the level of permanent representative; it meets twice a year at the level of Ministers of Foreign Affairs and Minister of Defense; and annually at summit level involving Heads of State and Government. Permanent representatives act on instructions from their capitals, informing and explaining the views and the policy decisions of their governments to their colleagues around the table. 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.

Since the North Atlantic Council is the highest-ranking body in the Alliance, it is the ultimate decision-making body. As explained in the Rules of Procedure below, this means that in addition to debating its own agenda, the NAC is responsible for passing a final summit communiqué based on the work done in all committees over the course of the Model.It is also important to remember that the NAC in session is a simulation of a meeting of the Foreign Ministers of the NATO countries. That means that as Foreign Ministers you are afforded some latitude of action. However, from time to time you will need to consult with or act upon instructions from your Home Government.

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

## The Political Committee (PC)

The Political Committee discusses and addresses political and regional developments of interest to the Alliance. It provides advice to the NAC on issues of political importance, including cooperation agreements, enlargement, and NATO’s relationships with international organizations. The Political Committee may also have to attend to internal matters – addressing points of friction and fostering a conducive working relationship among allies. Equally, NATO may be called upon to address issues of wider international significance.

The so-called ‘political dimension’ has been important throughout NATO’s history. It is encapsulated in Article 4 of the North Atlantic Treaty, which allows for consultations among allies on matters of concern (this procedure has been invoked a number of times by Turkey in relation to crises in Syria and Iraq; and by Poland over the Crimea crisis in 2014). At the prompting of the NATO Secretary General, an experts’ report recommended in 2020 that NATO strengthen its political dimension in order to promote shared democratic principles and more effectively respond to international crises.

## The Military Committee (MC)

The Military Committee is the senior military authority in NATO. It is the principal source of military advice to NATO’s civilian decision-making bodies – the NAC and the Nuclear Planning Group. It is also responsible for giving guidance and direction to NATO’s two Strategic Commanders – Supreme Allied Commander Europe (SACEUR) and Supreme Allied Commander Transformation (SACT).

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

In short, the Military Committee represents an essential link between the political decision-making process and the military command structure of NATO and is an integral part of the decision-making process of the Alliance.

## The Nuclear Planning Group (NPG)

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

#### Highlights:

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

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

## The Partnerships and Cooperative Security Committee (PCSC)

At the Model, the PCSC is responsible for all NATO’s activities with non-member countries. It also handles NATO’s relations with other international organizations such as the EU, the UN, the Organization for Security and Cooperation in Europe (OSCE) and the African Union. It provides the North Atlantic Council with comprehensive and integrated advice across the entire spectrum of NATO’s outreach policy.

While the PCSC does not exist as such in NATO, it is incorporated into the Model to reflect the network of structured partnerships the Alliance has developed. Today, NATO pursues dialogue and practical cooperation with over 40 partner countries and engages actively with other international actors and organizations on a wide range of political and security-related issues. These partnerships make a concrete and valued contribution to the success of NATO’s fundamental tasks. Many of NATO’s formal partners as well as other non-member countries offer substantial capabilities and political support for Alliance operations and missions.

#### Highlights:

* NATO works with partners from Central and Eastern Europe, Central Asia, the Caucasus, the Mediterranean rim, the Gulf region and individual partners across the globe. The latter includes the Asia-Pacific four (AP4) – Australia, Japan, New Zealand and South Korea.
* 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 on a broad range of security-related areas and, when taking part in NATO cooperation programs, can participate in over 1,000 activities offered in the Partnership Cooperation Menu.
* Partners often make important contributions to NATO operations and exercises.
* Partners contribute in many ways to shaping discussions and debates in the Alliance.
* NATO enjoys enhanced partnerships with Australia, Georgia, Jordan and Ukraine.
* Following the 2014 Crimea crisis NATO suspended partnership arrangements with Russia. These remain frozen as a consequence of Russia’s invasion of Ukraine in 2022.

With partners, NATO prioritizes cooperation on issues of common interest. This includes efforts to: meet emerging security challenges, prepare eligible nations for NATO membership, promote democratic values and military reforms, enhance support for NATO-led operations and missions, build global confidence in the Alliance, and achieve better mutual understanding of NATO's role and activities through enhanced public diplomacy.

China has recently been the subject of much attention within NATO. It is not formally designated as a partner. Indeed, the 2022 *Strategic Concept* refers to China as a ‘challenge’ to ‘the interests, security and values’ of the allies. However, as that same document noted, NATO remains ‘open to constructive engagement with the PRC.’

## The Committee on Emerging Security Challenges (CESC)

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

#### Highlights:

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

The topics CESC delegates may face are very broad, and so delegates in this committee have great scope for creativity. Consequently, the committee must, in many ways, consider the overall strategic direction of NATO as well as its response to specific issues (cyber attacks, pandemic response, natural disasters, climate change, energy security, the militarization of space etc.). Adapting NATO to the challenges it is likely to face in the future is a critical task and will entail consideration of both traditional roles such as defense and deterrence and more fluid issues involving both state and non-state actors.

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# Support for Delegations

## Home Government

NATO is an alliance of nation states. Each of its member countries (sometimes referred to as ‘the nations’) is sovereign. NATO possesses no supranational powers. Countries, therefore, operate under national instructions and in pursuit of national objectives. This does not mean a NATO-wide interest is missing or that agreement is impossible. In fact, NATO has a long record of agreeing upon significant, shared objectives. That it can agree explains NATO’s longevity and its ability to adapt. Your job as a delegate is to pursue a national purpose with a predisposition toward a common NATO interest. You will seek to promote your country’s interests, but also be open to compromise and trade-offs. You should only withhold consensus on a NATO decision if there is a very obvious and vital national interest at stake. To assist you in navigating these tricky diplomatic waters, advice will be on hand from faculty advisors acting as Home Government, a body that will take up permanent position during the Model.

Home Government is charged with providing political guidance in response to queries received from delegates. When approaching Home Government, delegates must be very specific as to the information they are requesting and the reason(s) for requesting it. Delegates may request facts and figures, intelligence information, and/or guidance. They may also ask their Home Government to confirm or deny information received in Council or Committee.

When necessary, Home Government may request a meeting with the entire delegation of its country or may recall a delegate for consultations. Home Government may direct the delegation to conduct bilateral or multilateral discussions and negotiations with other delegations to advance common positions in order to reach decisions in committees. Delegates may also receive unsolicited messages from Home Government, providing instructions, current intelligence, or current developments in the country, which may influence delegates’ position on the business at hand.

Home Government will give advice on national positions and, when necessary, issue delegates with instructions from their home capitals. The Model allows students as much latitude as possible in decision-making – so only rarely will such instructions be issued, but when they are, they MUST be followed.

## Committee Faculty Advisors

Each of the Model’s committees is supported by Faculty Advisors. These provide advice on the flow and direction of committee deliberations, especially if they stray away from the committee mandates. The Committee Faculty Advisors also provide the ‘eyes and ears’ for Home Government to ensure that updates and assistance are interpreted correctly by delegates, and to advise if and when additional clarity and inputs are required.

## The Secretariat

The sponsoring and participating institutions provide the staff for the Model including the Secretary General, Assistant Secretary General, and the Chairs of each committee. These staff form the Secretariat.

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

## 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 it may be necessary to verbally request briefings on short notice. It must also be understood that complete information is usually difficult to obtain, and decisions must sometimes be made on the basis of limited information.Requests for briefings should be sent to Home Government.

**Rules of Procedure**

## Part 1. Purpose of the Model

1. The Model is a simulation of the actual proceedings of NATO as they take place at its meetings through negotiation and debate.
2. The **Agenda** contained in this Handbook is circulated to delegates prior to the commencement of the Model. The Agenda acts as a basis for discussion and negotiation in committee.
3. The Model is made up of the North Atlantic Council (hereafter, the NAC) and a number of subsidiary committees. The objective of each committee is to reach agreement on its particular agenda topics and to prepare draft text for a consolidated final communiqué to be passed by the NAC at its concluding session.

**Part 2. Representation**

1. Each NATO country delegation is required to be represented on the NAC. Representation on each of the five subsidiary committees is desirable.
2. The NAC shall meet at the level of Foreign Minister; the Nuclear Planning Group at the level of Defense Minister; the Military Committee at the level of Chief of Defense. All other committees meet at the level of Permanent Representative to NATO.
3. Each member nation shall be accorded equal representation on all the committees.
4. In committees, including the NAC, each nation may have up to two participating representatives (a ‘double delegation’). Speaking rights are accorded to both participating representatives, but only one delegate can vote.
5. Each country delegation is overseen by an attending member of academic teaching staff (i.e. Faculty), who will ensure correct conduct is maintained for the duration of the Model.
6. Each delegation acts on behalf of its national policy position and so can be advised and instructed by **Home Government** to act in committee accordingly.

##  Part 3. The Secretariat

1. The sponsoring and participating institutions shall provide the staff for the Model including the Secretary General, Assistant Secretary General, as well as the Chairs for the various committees of the Model. These staff shall form the Secretariat.
2. The Secretary General will be the final arbiter of any disputes arising as a result of interpretation of these Rules of Procedure.
3. The Chair of the NAC shall be the Assistant Secretary General of the Model.

1. Each of the committees will have a Chair from the Secretariat who will have full powers to ensure proper functioning of the committee. Committee Chairs will carry out their responsibilities through interpretation and enforcement of these Rules of Procedure.  The Chair shall declare the opening and closing of each committee session, direct discussion, accord the right to speak, limit debate, oversee voting and announce decisions.  The Chair shall rule on Points of Order and will be the final arbiter of any disputes arising in committee as a result of interpretation of these Rules.
2. Each committee will, at the discretion of the Chair, elect from among its members a Vice Chair, Parliamentarian and Rapporteur. Elections will occur during Committee opening sessions (see Paragraph 19). For each position, the Chair will take nominations. Nominations shall be made on an individual or delegation basis (i.e. if a committee delegation has two representatives, either one person or both persons may be nominated for an officer position). If an individual is nominated, their delegation partner may not vote for any nominee for that position.
3. The Chair will allow each candidate a 30-second speech, and then expel the candidates from the room. The remaining members of the committee will then vote on each candidate, in the order they were nominated, by a simple placard vote. The candidate with the highest number of votes is considered elected. In the event of a tie, the Chair will have the casting vote.
4. The Vice Chair will undertake the duties of the Chair when the latter is absent and perform other duties as the Chair sees fit. The duty of the Parliamentarian is to serve as a resource for the Chair on issues of procedure. The duty of the Rapporteur is to maintain a current and accurate speakers’ list and to help the Chair with administrative tasks.

**Part 4. Conduct of Business**

1. Business commences with a **Roll Call** of delegates. The Chair may declare a meeting open if two-thirds of the delegates in committee are present.  At any time during a committee session, a delegate may make a **Motion to Take Roll Call** in order to request that the Chair confirm the number of delegations that are present. This motion must be seconded and requires a two-thirds majority to pass. Such motions may be ruled dilatory at the Chair’s discretion.
2. At the discretion of the Committee Chair, the first standing item is receive **opening statements** from all delegates present. These will be limited to 30 seconds per delegate.
3. The second standing item is the **election of Officers** (see Paragraph 14)
4. The tabled **Agenda** is the third standing item. At this point, items may be added; items may also be merged. A **Motion to Add** or to **Merge an Item** requires a proposer and seconder and is passed by a majority of two thirds of delegates present and voting. The Chair has the right to limit debate on the composition of the Agenda and the acceptance of additional items. Additions or mergers may occur at any subsequent point during NAC deliberations.
5. Business proceeds through a consideration of the items on the Agenda in the order the items are listed. A change to that order as well as the time allocated to individual items is at the discretion of the Chair.
6. Consideration of each agenda item consists of a General Debate and Debate on Text.
7. The **General Debate** considers the issues relevant to the Agenda item. The time allocated to General Debate is at the discretion of the Chair. During General Debate motions on Unmoderated Caucuses and other suspensions of the rules (see Paragraphs 33-34) are not permitted. General Debate within the committee is prompted and moderated by the Chair. That prompt is typically via the invitation ‘all those wishing to speak.’ Delegates respond with raised hands. The choice of speaker is at the discretion of the Chair. Speaker’s time is set by the Chair. There is no vote in General Debate.
8. **Debate on Text** (otherwise known as draft language) commences at the conclusion of General Debate.
9. Each Agenda item is intended to give rise to agreed text. Agreed text is recorded by the Vice-Chair and forms part of the final communiqué which is subject to approval by the NAC (see Part 8).
10. For Debate on Text, a **Speakers’ List** is compiled for each Agenda item. That List indicates those delegates who have requested speaking time to introduce **Draft Text**. Once the committee enters into Debate on Text, the first order of business is to compile a Speakers List. Text is introduced and debated according to the order of the Speakers’ List.
11. Draft Text must be submitted in the correct format to the Chair (see Handbook section on Writing for the Model below). For Draft Text to be in order it must have a Sponsor, a Seconder and at least six listed Signatories (note: collecting a Second and Signatories may require consultation among delegates via an Unmoderated Caucus – see Paragraph 33 below).
12. Debate commences with the relevant text being introduced by its sponsoring delegate. Other delegates may speak in favor or against Draft Text at the invitation of the Chair. Time spent debating each piece of Draft Text is limited by the Chair. If no formal Amendments are tabled, debate on Draft Text is resolved by vote (see Parts 5 and 8).
13. **Amendments** add, delete, or alter part of the Draft Text. For an Amendment to be in order it must have a Sponsor, a Seconder and at least two listed Signatories. Amendments must be submitted in the correct format to the Chair (see Handbook section on Writing for the Model below). Amendments are considered by the relevant committee in the order they are received.
14. When moving to consideration of an Amendment, its sponsor must indicate if the Amendment is **Friendly** or **Unfriendly**. If Friendly – and deemed so by all other delegates - it is automatically adopted into the Draft Text. If the Amendment is deemed Unfriendly by any of the delegates (including its sponsor), then it is open to debate. Debate on Unfriendly Amendments is resolved by vote. Debate on Draft Text containing accepted Amendments is also resolved by vote (see Parts 5 and 8).
15. The Chair may limit the number of Amendments or request that delegates combine similar amendments. Amendments are considered in the order in which they are received.
16. Draft Text or Amendments may be withdrawn by their sponsor at any time prior to voting.
17. During Debate on Text, a delegate may, with the support of a seconder, move a **Motion for an Unmoderated Caucus**. Should the Chair entertain it, that Motion is immediately put to a vote. To pass, such a Motion requires a two-thirds majority of the delegates present. If passed, the NAC moves into an Unmoderated Caucus. During this time, delegates are permitted to converse and negotiate with each other without any formal rules or limitations. Delegates are permitted no more than 20 minutes of Unmoderated Caucus time for every hour of debate. Delegates are encouraged not to spend more time in Unmoderated Caucus than is necessary (they are most useful for the writing of Draft Text and amendments, and for the lobbying of preferences among delegates). A Motion when presented must specify the time duration of the proposed Unmoderated Caucus.
18. In addition to an Unmoderated Caucus, other options exist for a **Suspension of the Rules.**

Motions for Suspension require a sponsor, a seconder, and a two-thirds majority of delegates present and voting. Any such Motion should refer to one of the following:

1. **Moderated Caucus:**  in which thesponsoring delegatespecifies a topic, speaking time and total time for the caucus and calls upon other delegates to speak through the raising of hands. The sponsoring delegate is allowed the option of being the first or final speaker of the caucus.
2. **A Popcorn Debate:** here too thesponsoring delegatespecifies a topic, speaking time and total time for debate. The sponsor speaks first and then selects any other delegation to speak next. That delegation then speaks and, in turn, selects the next speaker. The process continues until the agreed time is exhausted.
3. **A Round Robin:** thesponsoring delegatespecifies a topic and delegate speaking time. Every delegate speaks for that time (delegates may not pass on or exceed the speaking time) starting with the sponsoring delegate. From there, delegates speak in country alphabetical order until all delegates have participated.
4. **Question and Answer (Q&A)** **Period**:used to direct questions at the sponsor of Draft Text or a tabled Amendment. The sponsor of the Q&A must specify a length of time for the Q&A (calculated as a total period embracing both questions and responses) and the issue upon which questions are to be raised. If the Motion passes, the Chair will ask delegates wishing to ask a question to raise their hands.
5. **Straw Poll:** this is used to quickly gauge a committee’ssupport for a question, topic, idea, draft etc. When making the Motion, its sponsor should specify what question is to be addressed by the committee. If the Motion passes, the Chair will then present that question and offer the delegates the chance to respond yes, no, or abstain by a simple raising of hands. Responses to a straw poll are non-binding.
6. Debate on Draft Text pertaining to an Agenda item is closed at the discretion of the Chair (for example, when the Speakers’ List is concluded).
7. A delegate with the support of a seconder, may move for **Closure of Debate** on the Agenda item under discussion, whether or not any other delegate has signified his/her desire to speak. To pass, this motion requires a two-thirds majority of those present. If delegates vote to close debate, they immediately enter into voting procedure on outstanding Draft Text and Amendments.

**Part 5. Voting Procedure**

1. Votes on Motions, otherwise known as **Procedural Votes** (see Paragraphs 17, 20, 33, 34, 36, 43, 44, and 46), are normally conducted by a simple placard vote and are passed by a two-thirds majority of those present.
2. Votes on Draft Text and Amendments thereto are known as **Substantive Votes.** These are subject to a separate procedure (see Paragraph 42).
3. The Chair has the right to enter into **Voting Procedure** **on Draft Text or an Amendment** at any time, should the circumstances require it.
4. Immediately prior to such a vote, the Chair shall describe to the delegates the item to be voted on and shall explain the consequences of the vote. Voting shall begin upon the Chair’s declaration ‘we are in voting procedure’ and end when the results of the vote are announced.
5. After the Chair has announced the beginning of voting, delegates may not communicate with each other.
6. Draft Text and Amendments thereto shall be adopted by **Consensus**. A delegate is assumed to be in agreement unless they state otherwise. The Chair will bang the gavel three times, saying ‘without objection’ before each strike. If any delegate has an objection to the text passing, they must make known that objection through a raised placard before the third strike. If without objection, the Draft Text is adopted. If an objection is made, the vote has failedand debate on the Draft Text in question is automatically reopened for further amendment(s). At this point, those delegates that objected to the passage of the Draft Text **must**submit immediately one or more Amendments (either orally or in writing) to be debated in the usual manner. If the Chair is satisfied that an Amendment is not forthcoming from an objecting delegate or delegates, their objection is voided. If all objections have been voided in this manner, the Draft Text is considered to have passed in the vote.
7. If the draft text is irretrievably controversial (i.e. it fails to generate consensus even with amendments), the Chair may abandon it or suggest a **Motion to Defer** (by which the contested language is pended for later consideration in light of a **Motion to Reintroduce**). A **Motion to Transfer** may also be entertained at this point (this allows for draft language to be passed on to the NAC for subsequent consideration). These Motions require a two-thirds majority of those present and voting. Any of these motions may be introduced by the Chair or from the floor by a proposer and seconder.
8. During voting procedures, a delegate with the support of a seconder, may move to **Divide the Question**, so that parts of Draft Text or an Amendment can be voted on separately. The delegate making this motion must specify which pieces are to be voted upon separately, with each piece being at least one full clause. The Motion to Divide is carried by a two-thirds majority of those present and voting. If carried, then the appropriate parts of the Draft Text are put to a vote with consensus required for passage.
9. Delegates who are absent from committee when a vote is taken lose their right to record a vote. Absentees do not count toward the calculation of a majority.

**Part 6. Tasking**

1. The NAC may **Task** another committee to consider any issue that may assist it in its work. A **Motion to Task Another Committee** must be accompanied by a written request supported by a Sponsor, a Seconder and at least six listed Signatories. The Motion must specify the issue that requires attention, the committee to which the request is being sent, and a deadline for return receipt of information. Any such Motion must be approved by a two-thirds majority of those present and voting in the NAC. If passed, the request is relayed to the relevant committee. That request then takes precedence over anything the committee may have been debating at that point. The tasked committee can only close on the new topic once it has passed agreed text for passage back to the NAC. That text is considered advisory (it is not policy) and so does not require consensus. To pass, any such text requires a two-thirds majority of delegates present and voting in the relevant committee. Reservations articulated by those not voting in favor can be appended to the text transferred to the NAC.

**Part 7. Points of Order**

1. The conduct of business is subject to the following **Points of Order**:
2. Point of Information
3. Point of Inquiry
4. Right of Reply
5. Point of Personal Privilege

Requests to the Chair for Points of Order are communicated by raised hands. All requests are subject to the discretion of the Chair. An argument for or against items in debate shall not be recognized as a valid point of order.  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.

1. A **Point of Information** is raised to the Chair if a delegate wishes to obtain a clarification of procedure or further information on the matter before a committee.  Delegates may not interrupt a speaker on a Point of Information.
2. A **Point of Inquiry** may be used to question a speaker on a matter of fact. Such a Point may not be used to interrupt a speaker. A questioner will address the Point of Inquiry to the Chair, who will then ask the speaker if they wish to offer clarification.
3. The Chair may accord a **Right of Reply** if a specific country delegation is mentioned in the

intervention of another delegate. If granted, the delegate is permitted speaking time to articulate his/her position.

1. A **Point of Personal Privilege** may be raised if a delegatecannot see or hear a speaker or if some other similar obstacle is hindering their participation in the work of the committee.

**Part 8. Conclusion of Business**

50. Business is suspended or concluded either when the relevant committee times out,

 reaches agreement on a draft statement, or takes a series of policy decisions that

 address all the Agenda items at hand. The conclusion of business is announced by the

 Chair.

51. Final committee statements including both agreed and transferred text (see

 Paragraph 43) comprise in combination the NAC ‘packet’. That document provides the

 basis of the final communiqué which is considered in the Model’s concluding session.

 52. In its final session, the NAC will give priority to matters yet to be resolved or Draft Text

 that has been deferred pending agreement. The voting procedures covered in these

 Rules continue to apply in relation to Draft Text and Amendments. **Roll-Call Votes** are

 also permitted in this final session. Such a procedure involves consideration of the whole

draft communiqué in a single vote. **A Roll-Call Vote** can be introduced by the Chair or by a delegate with the support of a seconder. Under a Roll-Call Vote, the Chair will call

 upon each delegation in alphabetical order. Each delegation has the option to vote yes,

 no, yes with reservations, or to pass. Yes with reservations is used when a delegation

 supports the draft but has concerns about it that they believe merit further discussion or

note. A delegate that passes is returned to at the end of the roll call, loses the privilege of raising reservations, and must vote yes or no. Delegates recording reservations

 will be given 30 seconds to speak if the final communiqué passes. Those reservations

 will be recorded in an annex to the final communiqué but do not constitute a

 withholding of consensus.

**Part 9. General**

53. The official language of Model NATO is English.

54. Delegates shall dress in business attire for the duration of committee meetings.

## Writing for the Model

Model NATO culminates in a vote on a final communiqué. That communiqué is the product of multiple votes on draft text and amendments to that text. Writing text and amendments, therefore, is an essential aspect of your participation and knowing how to articulate the ‘language’ of the Model is the key to your success.

The structure of the final communiqué will be determined, in part, by the headings of the Model Agenda. In preparing draft text, you should do so with the Agenda themes in mind. Draft text against each Agenda item should be concise and direct. Bear in mind that any text – if it is to be adopted – requires consensus support. Drafts should, therefore, marry national priorities with an Alliance-wide perspective. Any articulation of draft text should steer toward putting the collective first even if a national interest lurks underneath. Such balanced articulation might mean individual sentences, even individual words, matter greatly. Bear in mind also, that your Draft may be a joint product – worked up with other allies through discussions outside of the main debate (in unmoderated caucus, for instance). Even prior to debate, in other words, it might have benefitted from a degree of compromise and consensus seeking.

Take a look at real NATO declarations to see how clear articulation is achieved. Good examples include:

* The 2024 Washington Summit Declaration
<https://www.nato.int/cps/en/natohq/official_texts_227678.htm>
* The 2023 Vilnius Summit Communiqué
<https://www.nato.int/cps/en/natohq/official_texts_217320.htm>
* The 2022 Madrid Summit Declaration: <https://www.nato.int/cps/en/natohq/official_texts_196951.htm>
* The 2022 NATO Strategic Concept:

<https://www.nato.int/nato_static_fl2014/assets/pdf/2022/6/pdf/290622-strategic-concept.pdf>

* The 2019 London Declaration:

<https://www.nato.int/cps/en/natohq/official_texts_171584.htm>

* The 2018 Brussels Declaration on Transatlantic Security and Solidarity:
<https://www.nato.int/cps/en/natohq/official_texts_156620.htm>
* The 2014 Wales Declaration on the Transatlantic Bond:
<https://www.nato.int/cps/en/natohq/official_texts_112985.htm>

## To submit draft text (or ‘language’) at the Model, the format below should be used. The number of perambulatory and operative clauses is discretionary.

## PROPOSED DRAFT TEXT

COMMITTEE:

TOPIC:

PRINCIPAL SPONSOR: (e.g. name of NATO ally)

SECONDER: (e.g. name of NATO ally that is the second supporter)

SIGNATORIES: (e.g. names of six supporting allies)

*Perambulatory* clause,

*Perambulatory* clause, and

*Perambulatory* clause,

**Be it hereby resolved that NATO:**

**1.** **Operative** clause;

**2.** **Operative** clause;

**3.** **Operative** clause,

a. Subclause,

b. Subclause, and

c. Subclause;

**4.** **Operative** clause,

a. Subclause,

b. Subclause, and

c. Subclause; and

**5.** **Operative** clause.

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Putting forward **Amendments** is a somewhat different exercise. Here you are already working off existing draft text (rather than creating it). The purpose of an amendment is to seek clarity, strike out what is regarded as an objectionable phrase or an unworkable proposal, and improve upon suggestions already tabled. In drafting an Amendment you need to make clear whether your suggestion is ‘friendly’ or ‘unfriendly’. An amendment which is friendly is one which agrees with the broad thrust of draft text but aims to improve upon it in matters of detail and implementation. An Amendment which is unfriendly, by contrast, raises objections to the purpose or substance of the draft text itself. For how this distinction is handled in committee, see Rules of Procedure Paragraph 30.

## PROPOSED DRAFT AMENDMENT

COMMITTEE:

TOPIC:

AMENDMENT TO DRAFT TEXT # (e.g. **NAC 1/A**)

PRINCIPAL SPONSOR: (e.g. name of NATO ally)

SECONDER: (e.g. name of NATO ally that is the second supporter)

SIGNATORIES: (e.g. names of two supporting allies)

DRAFT: Indicate which of the following:

Addition

Deletion

Substitution

Provide text of amendment here:

Once submitted, the proposed Amendment will be allocated an identifier number to be referred to in debate.

**Awards and Recognition**

For the 2025 Model, the following awards will be given:

* Mark Rubin Memorial Outstanding Chair Award
* Delegation in Committee Awards
* Committee Leadership Award
* Overall Delegation Awards

The **Mark Rubin Memorial Outstanding Chair Award** is awarded to the top committee Chair, as determined by a vote of the faculty advisors and other supporting faculty. The award honors the late Professor Mark Rubin, Kent State University, one of the founding faculty of the International Model NATO Conference.

The **Delegation in Committee Awards** are presented for each committee**.** Three such awards will be given: **Outstanding Delegation in Committee**, **Distinguished Delegation in Committee** and **Superior Delegation in Committee**. The delegates shall vote for the Delegation in Committee Awards. Each delegation votes for six delegations in the order that they believe contributed most to the accomplishments of the committee. A first-place vote is worth six points, a second-place vote is worth five points, a third-place vote is worth four points, a fourth-place vote is worth three points, a fifth-place vote is worth two points, and a sixth-place vote is worth one point.

Delegates should decide their votes based on delegates’ performance, effectiveness of advocacy, knowledge and use of policy, interpersonal skills, and overall contribution to debate. Students whose institution represents more than one country are not permitted to vote for other delegations represented by that institution. Delegates must place six countries on their ballot.

The **Committee Leadership Award** will also be given in each committee. Recipients of these awards will be chosen by faculty. *This award will not count toward the overall delegation awards*. Students who receive Delegation in Committee Awards will also be eligible for the Committee Leadership Award. The criteria for the **Committee Leadership Award** include:

* Demonstrates necessary academic, professional, and intrapersonal skills to progress debate, and produce substantive resolutions to advance the interests of the allies;
* Supports fellow delegates in meaningful ways, including encouraging participation in debate, co-authorship, and other forms of engagement;
* Exceeds expectations for unifying delegations, committee around resolutions; and
* Seeks compromise in resolving disputes.

The three delegations receiving the most points will normally receive an **Overall Outstanding Delegation Award**. The three delegations receiving the next most points will normally receive an **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.

Ballots will be distributed by the Awards Committee near the conclusion of Model NATO business (pending the schedule). In order to ensure all ballots are counted, voting will be limited to 10 minutes per committee.

When casting ballots for awards, students vote as delegations not as individuals (a double delegation, therefore, has a single vote). Delegations are expected to vote objectively with no consideration towards the nation being represented, institution attended, or other non-relevant criteria. Ballots with fewer than six delegations, ballots listing institutions or delegations not present, ballots wherein the delegates voted for other delegations from their home institution, or ballots which do not clearly state the delegation that has cast the ballot will be disqualified and not included in the tally.

The Awards Committee will consist of a Chair, responsible for directing the process and ensuring the integrity of its outcome, and selected faculty members.

Academic faculty who incorporate the Model NATO simulation into a credit-bearing course are discouraged from employing measures such as number of amendments 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.

Awards will be announced at the conclusion of the Model. All awards will also be made available on the website.

All delegates will receive a Certificate of Participation.