



North Atlantic Military Committee
Comité Militaire de l'Atlantique Nord

Brussels - Belgium



11 October 2024

MC 0441/3 FINAL

SEE DISTRIBUTION

FINAL DECISION ON MC 0441/3

NATO POLICY ON RESERVES

1. On 10 Oct 24 the Military Committee (MC) approved MC 0441/3, which is now forwarded to the North Atlantic Council for notation.
2. With the approval of this Policy, the MC has agreed that the National Reserve Forces Committee (NRFC) will be renamed the NATO Committee on Reserves (NCR), effective immediately.
3. This document supersedes MC 0441/2 (Final), 13 Mar 12; MC 0392/1 (Final), 27 Jul 12; and MC 0248/2 (Final), 27 Jul 12, and clears IMSWM-0360-2024 and all SDs thereto.

FOR THE MILITARY COMMITTEE:

11 October 2024 at 13:43

Janusz Adamczak

Lieutenant General, Polish Army

Director General

International Military Staff

NOTE. This Final Decision Sheet shall now be attached to MC 0441/3 as the top sheet. Page numbering of the complete document when this decision is attached is as follows:

MC 0441/3 FINAL	- Page 1
MC 0441/3	- 10 pages
Annex A to MC 0441/3	- 8 pages
Annex B to MC 0441/3	- 1 page

Distribution: IMS SDL NW.



NATO UNCLASSIFIED

MC 0441/3

NATO POLICY ON RESERVES

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INTRODUCTION

1. In the face of a rapidly evolving strategic environment and the implementation of revised NATO concepts, strategies and plans, the utilisation of Reserves is gaining an increasingly prominent position to enhance the Alliance's and Allies' ability to deter and defend, while strengthening individual and collective resilience and technological edge.
2. Reserves consist of various categories of personnel not normally employed on full-time military service¹, who may be activated and placed under military command. They may be assigned to organized Reserve Forces (Units) or serve as individuals within or supporting Regular Units.
3. Reserves are a national responsibility and prerogative. Nations have different approaches to the structuring of their Armed Forces and on how to utilise Reserves. The availability of Reserves, whether for Collective Defence, NATO operations, missions and activities, national commitments or for their periodic training, depends heavily upon national policy, legislation and socio-economic factors. The Alliance supports the development of Reserves through a whole-of-society perspective by emphasizing their societal, operational and transformative value.

AIM

4. The aim of this Policy is to promote the utilisation of Reserves in contributing to NATO's core tasks², operations, missions and activities with the focus on the Collective Defence of the Alliance.

SCOPE

5. The Policy defines and describes how the Alliance and Allies can enhance the utilisation of Reserves in meeting an increasing demand for military workforce. The Policy advocates for a collective vision and provides policy recommendations. The Policy will also apply to NATO's and Allies' ongoing and enduring cooperation with Partner Nations.
6. Reserve Forces are formed units that are entirely or predominantly staffed by Reservists. Reservists are individuals who have undergone military training and can be called into active service for a set period of time in peace, crisis or conflict. Reservists may join with a background as an ex-regular, an ex-conscript or volunteer. Reservists can be individual augmentees who fill national workforce requirements at unit or headquarters level. Additionally, Reservists may hold specialist skills or qualifications not readily available to Regular Forces.

1. Also defined as Regular service.

2. Deterrence and Defence; Crisis Prevention and Management; Cooperative Security, as defined in Reference A.

7. The Policy is reflective of and aligned with the NATO 2022 Strategic Concept, NATO Military Strategy and key concepts such as the Alliance Concept on Deterrence and Defence of the Euro-Atlantic Area (DDA), NATO Warfighting Capstone Concept (NWCC), and the Alliance Concept for Multi-Domain Operations (MDO).

8. The Policy outlines the cooperation and relationship between the Military Committee (MC), the International Military Staff (IMS), Allied Command Operations (ACO), Allied Command Transformation (ACT), NATO Committee on Reserves (NCR)³, and the three Advocacy Reserve Organisations (ARO), which consist of the Interallied Confederation of Reserve Officers (CIOR), the Interallied Confederation of Medical Reserve Officers (CIOMR), and the Interallied Confederation of Reserve Non-Commissioned Officers (CISOR).

STRATEGIC ENVIRONMENT

9. The Russian Federation and terrorism are the Alliance's two main threats, while increasing strategic competition, pervasive instability and recurrent shocks, define the broader security environment. The Alliance is also challenged as potential adversaries are competing across multiple domains, both covertly and overtly, to shape the operating environment to their own advantage⁴.

10. The changes within the security environment have highlighted the need for strengthening NATO's Collective Defence posture, enhancing resilience and the ability to defend against a near-peer large-scale conventional attack, including malign hybrid tactics and malicious activities in cyberspace and space. The Russian war of aggression in Ukraine has demonstrated, inter alia, the emphasis on large-scale protracted attritional warfare and the increasing requirement for mass.

11. To address these threats, the Allies have adopted the DDA with its Family of Plans (FoP). An essential part of the DDA is to contribute forces to the full range of NATO operations, missions and activities. This requires the Allies to deliver a larger pool of in-place, multi-domain, combat-ready and sustainable forces with robust command and control. The potential lack of suitably trained and readily available military workforce poses one of the most significant challenges to the implementation of the DDA FoP, one that Reserves can help mitigate.

12. Reserves can act as an important resource to foster innovation, enhance partnerships, attract and retain specialized talent and improve decision-making. Allies and the Alliance may, with the increased utilisation of Reserves, be able to mitigate shortfalls and bridge strategic and qualitative requirements such as capability gaps, navigating normally lengthy development and procurement processes, allowing for faster adaptation and thus maintaining a competitive edge. In addition, Reserves contribute to a whole-of-society approach by strengthening the civilian – military links and enhancing societal resilience.

13. The increasingly complex and multi-domain operating environment highlights the requirement for a diverse array of defence capabilities and combat-ready forces.

3. Formerly the National Reserve Forces Committee (NRFC).

4. Reference A.

Modern and skilled Reserves provide opportunities for effective support or augmentation of Regular Forces providing an increased pool of correctly postured, fully-trained and equipped forces and individuals. Rapidly generated and activated Reserves support the Alliance's ability to deliver sufficient mass for sustained collective defence.

NATO VISION FOR RESERVES

NATO VISION: Suitably trained and qualified Reserves that enhance Allies' and the Alliance's ability to deliver the three core tasks through contributing to the workforce requirements of a Multi-Domain enabled Alliance.

14. The Vision consists of five principles (see Figure 1) that set out the benefits that the utilisation of Reserves offers to the Alliance in terms of military capabilities and civilian skillset in a whole-of-society approach. The Vision underscores Reserves as an important component and enabler in NATO's ability to deter aggression, defend Allies and promote stability and security in the Euro-Atlantic region and beyond. NATO does not distinguish between Regular Forces/Personnel and Reserve Forces/Reservists as it is a national responsibility to provide capable and ready forces and individuals. NATO has mechanisms in place to facilitate cooperation and coordination among the Reserves of Allies and Partner Nations, which includes sharing⁵ best practices, conducting training and exercises, and developing interoperability standards. The Vision supports the utilisation of Reserves to augment operational planning and execution as well as the transformational effort of the Alliance and Allies.

15. Nations are encouraged to build and maintain national reserve systems based on this vision.

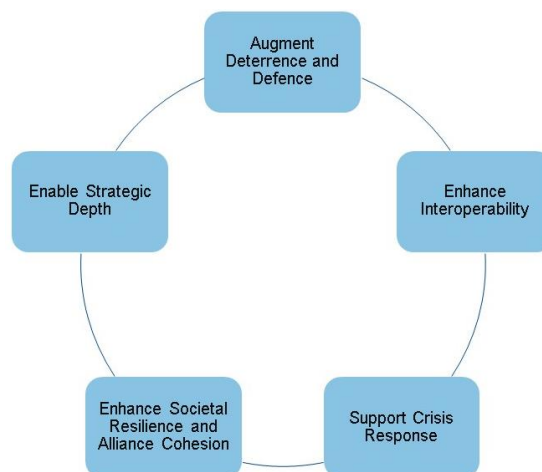


Figure 1: NATO Vision for Reserves

5. Information sharing between NATO, Non-NATO Entities and Partner Nations, within the scope of this Policy, will be done in accordance with relevant NATO policies and procedures in accordance with References B and C, as well as security agreements in accordance with Reference D as appropriate.

AUGMENT DETERRENCE AND DEFENCE

16. Reserves are intended to bolster NATO's collective defence posture by providing additional essential workforce and capabilities to support deterrence against potential adversaries and to respond and defend effectively against security threats. In addition, reserve forces can contribute to a more resilient and integrated Multi-Domain Command Structure, increase alignment/complementarity of national and NATO defence plans, and strengthen the NATO Force Structure.

17. National policies should reflect the possibility to augment Armed Forces with Reserves in the transition from peacetime to crisis to conflict. In addition, Allies are encouraged to consider the expansion of reserve elements in order to increase the pool of correctly postured, fully-trained and equipped forces and individuals to meet the demand signal for modernized collective defence. Allies might also decide to offer Reserves for the Peacetime Establishment (PE) and the Crisis Establishment (CE) of the NATO Command Structure (NCS).

18. The NATO Defence Planning Process (NDPP) focuses on timely identification, deployment and delivery of forces and capabilities needed to undertake Alliance activities. Allies are expected to make a proportionate contribution to the NATO pool of deployable, interoperable forces. The apportionment of requirements and setting of targets is the primary means by which the NDPP can influence national defence planning efforts directly, in order to fulfil NATO's agreed Level of Ambition. Capability Targets can include qualitative personnel requirements, but do not determine how these are delivered. Designating the role of the Reserves in fulfilling the Allies commitments to the NATO defence planning is a national responsibility.

19. Allies are encouraged to consider the readiness states and posture of their Reserves to ensure timely and relevant response, and create the proper link to national defence capabilities in accordance with NATO Defence planning requirements.

ENHANCE INTEROPERABILITY

20. NATO encourages Allies and Partner Nations to ensure that their Reserves are educated, trained, exercised, equipped and prepared to NATO standards, facilitating seamless integration and cooperation with Allied forces during NATO operations, missions and activities and common exercises.

21. Reserves will only reinforce or replace Regular Units and/or Personnel, when they are able to achieve the required readiness states. Training programmes for individuals, and collective training that enable the Reserves to meet those readiness states remain purely a national responsibility. The readiness of Reserves to perform tasks in assigned positions must be at the same level as declared for the entire unit. For Reserves to be rapidly generated, pre-mobilisation, integration and post-mobilisation training should occur.

22. NATO education and training is aimed at improving the skills of regular military personnel, should also be accessible to Reserves, subject to the agreement of the Officer of Primary Responsibility (OPR)/Course defining authority. Nations are

encouraged to adopt similar arrangements for national programs. Relevant NATO and national courses could be amended to include information on the topic of utilisation of Reserves. If Allies send Reserves to NATO Education and Training Facilities (NETFs) and NATO accredited Centres of Excellence (COE), the NETFs and COEs must treat them no differently than Regulars and accept them onto the training programmes. Allies should encourage participation of Reserves in NATO exercises in order to support force integration and force posture.

23. Allies contribute to warfare development through various mechanisms such as the NDPP, NWCC, aspects of the Common Funded Capability Delivery Governance Model, participation in workshops and committees and by fostering partnerships with industry and academia. Often, reserve forces enjoy a broad range of skillsets gained from careers outside the military and may have expertise in non-traditional military areas such as the two new operational domains (Cyberspace and Space) and Emerging Disruptive Technologies. They often have connections with industry and academic partners, which can provide a unique perspective on civil-military interactions. Allies are encouraged to make the most of these cross-cutting aspects of their own human capital within their Reserves.

24. As NATO drives towards becoming a Multi-Domain enabled Alliance with new capabilities and doctrines including closer synchronization with non-military actors, it will be necessary for Allies to train their Reserves to operate in this new environment, which may be different from their initial military training and experience. Allies are encouraged to exchange information on the availability of relevant education, training and exercise opportunities.

ENABLE STRATEGIC DEPTH

25. Reserves contribute to NATO's ability to withstand protracted attritional warfare providing additional capabilities and workforce that can be mobilized and deployed as needed, especially within enabling functions ensuring operational continuity.

26. Furthermore, Reserves can enhance the capabilities of the Alliance and Allies by providing niche capabilities with specialized skills and expertise from their civilian professions, not traditionally available to regular forces. Allies can exploit Reserves civilian occupations, specializations and competencies such as engineering, medical support, legal, accounting, information technology, logistics and especially within the two new military domains thus aiding NATO transition to a Multi-Domain enabled Alliance.

27. Reserves can, in times of crisis and conflict, augment and provide operational support and enablement for the Armed Forces. Reserves that have prior military experience can provide valuable leadership, mentorship and training to junior regular personnel or newly recruited personnel ensuring a smooth transfer of knowledge, while maintaining operational effectiveness.

SUPPORT CRISIS RESPONSE

28. Reserves can contribute to the Alliance and Allies' response to crises and emergencies, including humanitarian assistance, disaster relief and stabilization

operations. Effective crisis response requires collaboration between the military, civilian agencies, Non-Governmental Organisations and the public.

29. Reserves are a valuable asset in crisis response when leveraged within a whole-of-society approach. Their training, diverse skillsets and ability to bridge the gap between military and civilian sectors make them beneficial for effective and efficient response efforts.

30. Limitations and differences in using Reserves to respond to crisis nationally versus abroad should be considered. The preparedness requirements of Reserves to support crisis response tasks in a foreign environment with different cultural, societal and natural conditions might be completely different from their basic training.

ENHANCE SOCIETAL RESILIENCE AND ALLIANCE COHESION

31. The Security of the Euro-Atlantic area is based on strong societies and the will to defend their values and sovereignty. National and collective resilience is an essential basis for the effective fulfilment of the Alliance's core tasks where civilian and military capabilities are being utilised in peacetime – crisis – conflict regardless of their origin.

32. Based on a whole-of-society approach, Reserves contribute to collective defence with appropriate military capabilities across the entire spectrum of Deterrence and Defence. Generally, strong Reserves are a key component of NATO's military capability and overall cohesion.

33. A whole-of-society approach leveraging military and civilian experience in a more comprehensive way, can increase efficiency by reducing duplication of efforts and optimizing resource allocation. In this perspective Reserves can enhance military and societal resilience in strengthening the Nation's ability to prepare for, respond to, and recover from crisis.

34. Nations are encouraged to balance the use of Reserves when they hold civilian positions critical to enabling military activity, such as roles in logistics, transportation, manufacturing, medical, or other supply and support services.

35. Societal awareness regarding defence significantly affects public support for the Armed Forces, and is influenced by informed citizens, and the public visibility of the military. Ability to gain and maintain public support is a prerequisite to generating Reserves and efforts in this regard should be enhanced. The Reserves serve as a bridge between the civil and military realms.

36. NATO cohesion is a critical element in ensuring the continued success based on agreed and shared principles and goals supporting the three core tasks. Promoting cooperation and interoperability among Reserves, NATO aims to strengthen unity and cohesion within the Alliance and with Partner Nations, ensuring a collective and effective response to common security challenges. Investing in training and maintaining ties with Reserves, NATO ensures it has a ready and capable force to address any security challenges.

PARTNERSHIPS

37. Political dialogue and practical cooperation with Partner Nations, based on mutual respect and benefit, contribute to stability and enhance Allies' security in the Euro-Atlantic Area and beyond, increase operational efficiency and support NATO's three core tasks. Partnerships are crucial to protect the global commons, enhance the Alliance's and Allies' resilience and uphold the rules-based international order. Reserves can contribute to NATO's Partnership efforts in the following ways:

- a. Allies' Reserves providing support to NATO's Partnership efforts such as contributing to Mobile Training Teams (MTT) and other Capacity Building efforts.
- b. Partner Nations' Reserves contributing to NATO's three core tasks in accordance with standing NATO Partnership implementation policies and procedures including the involvement in NATO operations, missions and activities or by supporting NATO crisis prevention and response efforts.

38. Through the Individually Tailored Partnership Programme⁶, NATO can also support Partner Nations in developing their Reserves as part of their defence reform and transformation efforts by building on NATO's principles, standards and best practices as well as participating in NATO's education, training activities and exercises. This is done by offering Partner Nations training, where Reserves could play an important role by augmenting NATO's ability to advise and provide capacity building support, including through MTTs or other partnership-related tools within the NCS.

39. Through cooperation on Reserves, NATO can benefit from Partner Nations' models and approaches by promoting the sharing of best practices on different Reserve matters e.g. Reserve roles, models, constraints, training cycles, incentives and legislation.

LEGAL ASPECTS

40. As Reserves are a national prerogative, only national authorities can authorize the utilisation of Reserves in a NATO context. To ensure that any legal matters are addressed prior to activities involving Reserves, legal advice should be sought at the earliest possible stage.

41. Within NATO, Reserves when activated do not constitute a separate category of personnel with a special status. This means that, next to their national legislation and regulations and their nation's obligations under international law, all NATO's internal regulations and procedures also apply in full to Reserves in NATO operations,

6. ITPP defines individual Partnership Goals with the Partner Nation, measures and contributes to capability development and capacity building through a step-by-step process of training, guidance and progress reviews.

missions and activities. Special attention should be paid to NATO's Code of Conduct⁷. Since Reserves often have a civilian employer in addition to their military commitment, there may be an enhanced risk of conflict of interest that should be mitigated before employing Reserves in a NATO post.

GENDER ASPECTS

42. National and international legislation and regulations relating to equal opportunities and diversity need to be upheld, as national caveats may apply relevant to employability. The complementary skillset of a diverse workforce is essential for the effectiveness of NATO operations, missions and activities. To ensure that the gender perspective is properly considered in the recruitment and deployment of Reserves, advice from the Gender Advisor should be sought at the earliest stage.

STRATEGIC COMMUNICATIONS

43. Existence of effective Reserves solutions in itself builds communication and narrative potentials within the framework of deterrence messaging and posture management. Public messaging should go in line with the overall Strategic Communications (StratCom) effort and promote effective solutions taking into consideration national and local sensitivities. Close coordination between NATO and Allies is needed to allow for a proper reaction to hostile information activities or any other potential crisis communication situation.

44. Allies are encouraged to undertake StratCom measures to raise awareness about the necessity of the military capabilities' utilisation in a whole-of-society context, including the necessity for increased workforce that potentially can be met with an increasing intake of Reserves.

45. NATO's and Allies' ability to foster public support of the Armed Forces increases transparency, trust and the bond with civil societies. The increased utilisation of Reserves can be an essential element in this, as well as enhancing closer cooperation with the private sector and the use of civil services that Armed Forces can benefit from in peacetime, crisis and conflict.

SUPPORTING THE RESERVES

46. The availability of Reserves depends heavily upon individual motivation to serve which is directly influenced by national policy, legislation and socio-economic factors, such as the encouragement and assistance of the family; the community and the employer. Nations are encouraged to develop employer management programmes ensuring Reserves are available to perform their military service alongside their full-time employment. Public recognition of employer management can prove a powerful incentive for employers to support Reserves. Nations are also

7. Service in NATO entails promoting the highest levels of trust and confidence in our integrity, impartiality, loyalty, accountability, and professionalism.

encouraged to consider family commitments of, and support to Reserves when tailoring training and exercises or designing them to NATO or national tasks to ensure maximum possible participation and commitment to their military service. Nations should seek not only to clarify issues regarding Reserves status and obligations, rights, social and military benefits, but also to cover family support and civilian employment protection.

GOVERNANCE

47. IMS Policy and Capabilities Division (IMS P&C) is the lead IMS division on Reserve related topics. Considerations on conceptual matters concerning Reserves are addressed within the Military Committee Working Group Strategic Policy & Concepts (MCWG SP&C).

48. The MC is supported and advised by the NCR as its standing advisory body on Reserves. The NCR is comprised of national officials who are assigned to represent their Nation on Reserve issues. The NCR is the primary point of contact on Reserve issues for the IMS as it provides the official position of Allies. The ARO represent the interests and views of individual Reservist communities.

49. The NCR can be tasked by the MC in accordance with established procedures. At the determination of the MC, the NCR will collaborate with the ARO as required, as the MC recognizes the value of the ARO in sustaining a high level of Reservist commitment to the Alliance, and is committed to support ARO activities where possible.

50. The MC will receive a yearly report from the NCR and the ARO. The MC will receive ad-hoc reports and briefings on Reserves issues by the NCR as requested and following a formal tasking. The MC may request ad-hoc briefings by the ARO on relevant Reservist issues.

51. IMS P&C, ACO and ACT will collaborate through assigned Points of Contact (POC) for the NCR and the ARO as their activities will support and align with NATO operations, missions and activities. The POC will participate in plenary and staff meetings where possible and should remain in contact as a prerequisite for effective collaboration.

52. Allies are strongly encouraged to participate in NCR and ARO activities. Partner Nation membership of the NCR and ARO offer a mechanism for advising on Reserve systems and as such Partner Nations should be encouraged to join. The NCR and the ARO should strive to have a strong cooperative relationship to provide the MC with complete and comprehensive advice regarding Reserves. Annex A provides further information on NATO's relationship with NCR and ARO.

Annexes:

- A. NATO Committee on Reserves (NCR) and Advocacy Reserve Organisations (ARO).
- B. References.

NATO UNCLASSIFIED

NATO COMMITTEE ON RESERVES (NCR)¹ AND ADVOCACY RESERVE ORGANISATIONS (ARO)

1. This Annex outlines the cooperation and relationship between the MC, the IMS, ACO, ACT, NCR and the ARO:
 - a. The Interallied Confederation of Reserve Officers (CIOR).
 - b. The Interallied Confederation of Medical Reserve Officers (CIOMR).
 - c. The Interallied Confederation of Reserve Non-Commissioned Officers (CISOR).
2. The NCR and the ARO are strongly encouraged to cooperate in support of NATO's Vision for Reserves with a view to:
 - a. Improve NATO's understanding of, and support for Reserves including the NCR and the ARO capabilities.
 - b. Share best practise and lessons identified from Allies and Observers.
 - c. Inform a collective understanding of how Reserves are defined, educated, trained, exercised, equipped, employed, and utilized in NATO member countries.
 - d. Promote Reserves and facilitate Allies efforts in building national Reserves.
 - e. Facilitate and encourage participation by Reservists in NATO activities.
3. IMS, ACO and ACT will collaborate with assigned POC for the NCR and the ARO and will agree detailed ways of working.
4. As Reserves are a national prerogative, only national authorities can authorize the utilisation of Reserves in a NATO context.

THE NATO COMMITTEE ON RESERVES (NCR)

GENERAL

5. The NCR is an interallied and joint committee founded in 1981 and recognized as a NATO Committee in 1996.

1. Formerly the National Reserve Forces Committee (NRFC).

PURPOSE AND OBJECTIVES

6. While recognizing that governance of Reserves is a national prerogative² promoting and enhancing the utilization and interests of Reserves as a vital component of the Armed Forces of Nations and Partner Nations, NCR objectives are to:

- a. Provide policy advice to the MC as tasked, and report on progress.
- b. Assist in strengthening the readiness and effectiveness of Reserves by providing policy focused strategic forums for exchange of information and sharing of best practice. Issues for consideration may include:
 - (1) Structure, organisation and administration of Reserves.
 - (2) Education, training and exercising of Reserves.
 - (3) Force generation, force employment and supporting policies of Reserves.
 - (4) Capability development and interoperability.
 - (5) Transformation of Reserves.
 - (6) Employer management and community support for Reserves, legal conditions and the link between the military and the society.
 - (7) Welfare, including post-engagement reintegration.
- c. Maintain awareness of relevant issues and identify common activities that may be of interest and advantage to Alliance and Partner Nations.
- d. Officer of Primary Responsibility (OPR) for Reserve courses conducted at NATO School Oberammergau in line with agreed coordination procedures.

PRODUCTS/DELIVERABLES

- 7. Policy advice as requested by the MC, and report on progress.
- 8. Through IMS P&C provide an annual report (September) to the MC.
- 9. Provide bi-annual briefings (September and February) to the MC in permanent session with Partner Nations present, if and as required.

ORGANISATION

- 10. The NCR is comprised of National officials, who are assigned to represent their Nation on Reserve issues. The organisation and structure comprise:

2. The NCR does not address strategic, operational or tactical issues that are the prerogative of Allies or the NATO Command Structure.

- a. The Chair, a Director and a Secretariat (two years tenure).
- b. National Delegations of members and invited Observers.

11. The Chair is an elected position agreed by member nations. The Chair cannot represent a national delegation. The responsibilities of the Chair are:

- a. To represent and speak on behalf of the NCR.
- b. To ensure a rotation plan for the next three tenures including informing the MC on next incoming Chair minimum six months ahead of the tenure.
- c. To coordinate, organise and conduct activities. In order to do this, the Director NCR is appointed as the head of the Secretariat and deputy to the Chair responsible for the administrative and informative side of the NCR. This work will include but is not limited to:
 - (1) Defining the agenda, including which items are formal and informal and distributes it in time to allow for further developments to be made. Agendas to be circulated no later than (NLT) four weeks prior, and minutes four weeks after a meeting.
 - (2) Organises the meeting in close coordination with the hosting delegation or POC IMS/ACO/ACT.
 - (3) Organises joint meetings with the ARO, as required. Their Winter Meetings are usually co-located and are partly joint.
 - (4) Ensures that the ACT NCR Website is up to date.

12. The national Delegations are intended to be composed of a Head of Delegation (HoD), who is assigned to represent their nation on Reserve issues.

13. NATO Partner Nations may be invited to join as Observers. The prospective Partner Nation will submit its formal application to the MC, who in turn will consult the NCR before responding formally to the Partner Nation. Observers join the work, participate in deliberations and are vital contributors, however, MC taskings may be addressed without Observer involvement.

14. The NCR will strive to conduct four meetings a year: two decision-making Plenary Meetings and two preparatory Staff Officer Meetings. In order to facilitate the MC decision-making process, the NCR may be required to facilitate a faster decision-making cycle with ad-hoc Plenary Meetings, most likely online.

15. The Plenary Meetings are held in the Winter and the Summer. The Winter Meeting is held at NATO Headquarters (NHQ) followed by a Winter Meeting at ACT or a subordinate location. The Summer Meeting is held by a selected Ally or a Partner Nation followed by a Summer Meeting at SHAPE in Mons, or a subordinate location. The Winter Meetings at NHQ will - in principle - be held at the same time as the meeting of the ARO. ARO and NCR strive to have, at least partly, a joint program. The agenda for the Plenary Meeting will be forwarded to Allies, Observers and POCs NLT four weeks prior to the meeting.

16. The Staff Officer Meetings will be chaired by the Director NCR. Focus of the meetings will be to prepare for the Plenary meetings. MC taskings will be discussed and products prepared for HoD decision. In addition, the detailed agenda for the Plenary meetings will be negotiated, including procedure and/or protocol. The agenda for the Staff Officer Meeting will be forwarded to Allies, Observers and POCs NLT four weeks prior to the meeting.
17. Meetings can be conducted in formal and informal format:
- a. Formal format: When discussing and formulating advice to the MC, decisions are based on consensus. An absent NCR member during a formal Plenary Meeting may be represented by another NCR member, if the Chair is notified in writing prior to the meeting. The Chair produces a formal report to the MC forwarding advice. If consensus is not reached, a Chair's report will be forwarded for MC consideration. Observers may be invited to provide their view but formal advice is decided by Allies only.
 - b. Informal format: When meeting to address other agenda items; consensus-based decision-making is not required. The Chair may request the Delegates' view by a show of hands in order to draw the required conclusions. The Chair may prepare an executive summary to the MC if deemed beneficial. The participation and role of Observers is to be decided on a case by case basis.
 - c. Within a single Plenary Meeting, both formal and informal formats can be utilized.
 - d. For meetings held at NATO facilities, the dedicated IMS, ACO and ACT POC assist the Secretariat with associated administrative arrangement such as translation services where available.
18. The NCR members cover all costs of their activities. The Nation(s)³ holding the Chair and Secretariat cover the related expenses during their two years tenure.

THE ADVOCACY RESERVE ORGANISATIONS (ARO)

19. The ARO have the authority to establish their own status, role and procedures. From a NATO position and due to their independent status the ARO cannot represent the official point of view of Allies, but do offer years of experience working with Reservist related matters, reflecting the views and attitudes of serving Reservists and providing an enduring link to civil society.

THE INTERALLIED CONFEDERATIONS OF RESERVE OFFICERS (CIOR)

GENERAL

20. The CIOR is a confederation in its own right, founded in 1948. The CIOR was recognized by NATO in 1976.

3. The Chair and Secretariat can be unilateral, but can also be multilateral.

PURPOSE AND OBJECTIVES

21. The CIOR represents the views and interests of Reserve Officers of its members in supporting NATO in achieving its Vision for Reserves. The CIOR is the coordinating body of the ARO.
22. CIOR has the following objectives in its relationship with NATO:
 - a. Provide recommendations ideally in collaboration with the NCR and promote the value and potential of its members in support of NATO's core tasks, operations, missions and activities with a focus on national and collective defence and Nations' societal resilience.
 - b. Promote the visibility and profile of Reserve Officers in order to foster public support.
 - c. Share best practices to support the development of national reserve systems based on the NATO Vision for Reserves.
 - d. Contribute to the readiness and interoperability of its members by providing education and training opportunities to develop niche capabilities and amplify the interoperability amongst Reservists.
 - e. Facilitate the provision of speakers and instructors to national and NATO education and training programmes to enhance common understanding of its members.

PRODUCTS AND DELIVERABLES

23. The CIOR will provide an annual report based on annually updated surveys among member associations representing the perspective of Reservists to the MC.
24. Through annual meetings and events, establish and develop contacts between Reserve Officers in order to share best practice, enhance mutual understanding, and facilitate cooperation and coordination.
25. Bolster the training and education provided to Reserve Officers by conducting table-top exercises, learning opportunities in NATO working languages, and basic military skills enhancement.
26. Deliver professional development programmes for Junior Reserve Officers to enhance their skills and provide multinational training experience to prepare them to participate in NATO operations, missions and exercises.
27. Support NATO's Partnership through MTT's, by facilitating instructors and lecturers.

ORGANISATION

28. The CIOR membership is open to all NATO Nations and Partner Nation reserve associations. Candidate associations must obtain approval from their national authorities affirming them as the recognized representative body of all Reserve Officers or Reservists in that country.

29. The Presidency led by the elected President and Secretary General rotates on a two-year basis. The Executive Council is composed of one Vice-President from each Nation. CIOR collaborates with NCR, CIOMR and CISOR. The CIOR will strive to conduct four meetings a year: two decision meetings such as a Mid-Winter Meeting, a Summer Congress, and two Staff-level In-Between Meetings. A Mid-Winter Meeting at NHQ will be held at the same time as the NCR, thus facilitating cooperation.

THE INTERALLIED CONFEDERATION OF MEDICAL RESERVE OFFICERS (CIOMR)

GENERAL

30. The CIOMR is a confederation in its own right, founded in 1947, and was recognised by NATO in 1976.

PURPOSE AND OBJECTIVES

31. The CIOMR represents the views and interests of Reservist Healthcare Professionals of its members in supporting NATO in achieving its Vision for Reserves.

32. The objectives of CIOMR are to:

- a. Promote best practice, share military medical expertise and further the development of military healthcare, Reservist Healthcare Professionals and military medical services within the Alliance, and investing in the next generation of medical reservist.
- b. To contribute positively to the organisation and readiness of the military medical services, thereby enhancing their effective function both nationally and internationally.
- c. Further, to promote in every possible way the standardisation and interoperability of military medical services during peace-crisis-conflict, primarily through The Committee of the Chiefs of Military Medical Services in NATO (COMEDS).
- d. To bring to the attention of the appropriate NATO authorities, recommendations, and suggestions which, in the opinion of CIOMR, will improve the effectiveness of military medical services provided by and for the forces assigned to NATO, through COMEDS and NCR.
- e. To maintain a close liaison with National and International medical organisations.
- f. To highlight the value of Reserve service to civilian employers.

PRODUCTS AND DELIVERABLES

33. Through symposia, workshops, and courses deliver medical reserve related activities that are retention positive, interoperable, and enhance opportunities for training exchanges, and provides pre-staff course exposure to NATO.

34. Arrange workshops at the Mid-Winter Meeting and Summer Congresses jointly with NCR, CIOR and CISOR.
35. Support the Nations' own medical reserve national activity in order to offer opportunities for other ranks as well as officers, highlights exemplary best practices, and affords exposure to Civil-Military Cooperation (CIMIC)/ Civil-Military Exercises (CIMEX) programmes and global health engagement.
36. Provide a platform for the International Medical Reservists to have a voice within NATO and affords International Medical Reserves engagement both in defence and society. This is further facilitated by the representation of Medical Reservists at COMEDS working groups.
37. Ideally, align activities and projects to CIOR and CISOR, and partner organisations (e.g. COMEDS, Multinational Medical Coordination Centre - Europe (MMCC-E) and Military Medicine Centre of Excellence (MILMED COE).
38. CIOMR contributes to the annual joint ARO Report to the MC.

ORGANISATION

39. The CIOMR membership is open to reserve associations of all Allies and Partner Nations. Candidate associations must obtain approval from their national authorities affirming them as the recognized representative body of all Reservist Healthcare Professionals in that country.
40. The CIOMR is led by a Presidency and Secretariat (Board). The CIOMR's Governing Body is its Executive Council (EC). The EC consists of the heads of the national delegations.
41. CIOMR, as an official observer organisation in COMEDS, supports both COMEDS and IMS-L&R in the development of policies, doctrines, concepts and initiatives related to medical reservists and reserve forces. The CIOMR works closely with the MMCE – E and MILMED COE. CIOMR maintains a strong relationship with the NCR and both CIOR and CISOR.
42. The CIOMR will conduct four meetings a year aligned with the CIOR battle rhythm.

THE INTERALLIED CONFEDERATIONS OF RESERVE NON-COMMISSIONED OFFICERS (CISOR)

GENERAL

43. The CISOR is a confederation in its own right, founded in 1963. CISOR is associated with CIOR.

PURPOSE AND OBJECTIVES

44. The CISOR represents the views and interests of reserve non-commissioned officers (NCOs) of its members in supporting NATO in achieving its Vision for Reserves.
45. The Objectives of CISOR include:

- a. Provide reserve NCOs opportunities to share best practise and cultures to enhance their professional development and exercise their military skills in an international environment.
- b. Strengthening reserve NCO associations of its member states by giving them a higher international visibility and attractiveness.
- c. Contribute to the readiness and capability of the armed forces of the member states through increased knowledge, cooperation and participation in military exercises, and raising the profile and motivation of reserve NCOs.

PRODUCT AND DELIVERABLES

46. Conducts an annual Junior Non-Commissioned Officers (JNCO) Leadership course which develops and evaluates junior leaders and encourages interoperability.
47. Delivers an annual Military Skills Competition for reserve NCOs to promote readiness and capability and enhance their professional development and exercise their military skills.
48. CISOR contributes to the annual joint ARO Report to the MC.

ORGANISATION

49. The CISOR membership is open to all Allies' and Partner Nations' reserve associations. Candidate associations must obtain approval from their national authorities affirming them as the recognized representative body of all Reserve NCOs in that country.
50. The CISOR comprises of the Presidency, led by the elected President, Vice President and Secretary General (each serving a two-year term); the Central Committee, composed of one National Vice President/Head of Delegation from each member nation and key committees.
51. The CISOR will conduct four meetings a year aligned with the CIOR battle rhythm.

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- A. PO(2022)0200-FINAL, NATO Strategic Concept, 28 Jun 22.
- B. C-M(2002)49-REV1, Security Within the North Atlantic Treaty Organization (NATO) - Revision 1 to C-M(2002)49 dated 17 June 2002, 20 Nov 20.
- C. C-M(2002)60, The Management of Non-classified NATO Information, 11 Jul 02.
- D. AC/35-N(2013)0011-REV2-COR1, Security Agreements – Dates of Signatures
Corrigendum 1 to AC/35-N(2013)0011-REV2, dated 19 June 2020, 22 Jun 20.