



NORTH ATLANTIC MILITARY COMMITTEE
COMITE MILITAIRE DE L'ATLANTIQUE NORD



27 July 2012

MC 0392/1(Final)

SECRETARY GENERAL, NORTH ATLANTIC TREATY ORGANISATION

FINAL DECISION ON MC 0392/1

MC DIRECTIVE FOR THE NATIONAL RESERVE FORCES COMMITTEE (NRFC)

1. On 26 Jul 2012 the Military Committee approved MC 0392/1, which is now forwarded for North Atlantic Council notation.
2. This document supersedes MC 0392 (Revised) (Final) and clears IMSWM-0204-2012, 05 Jul 2012 and all SDs thereto.

FOR THE MILITARY COMMITTEE:

A handwritten signature in black ink, appearing to be 'J. Bornemann'.

For J. BORNEMANN
Lieutenant General, DEUAR
Director General
International Military Staff

Marcel DRUART
Major General, FRA AR
Director Operations Division
International Military Staff

NOTE: This Final Decision Sheet shall now be attached to MC 0392/1 as top sheet. Page numbering of the complete document when this decision is attached is as follows:

| | | |
|-------------------|---|----------|
| MC 0392/1 (Final) | - | Page 1 |
| MC 0392/1 | - | 10 pages |

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MC 0392/1

MC DIRECTIVE

FOR

THE NATIONAL RESERVE FORCES COMMITTEE (NRFC)

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THE NATIONAL RESERVE FORCES COMMITTEE (NRFC)

1. GENERAL

The NRFC is an interallied and joint committee founded in 1981 and recognized as a NATO Committee through MC 392 in 1996. This document defines the relationship between the National Reserve Forces Committee (NRFC) and the North Atlantic Treaty Organisation (NATO).

2. NRFC ORGANISATION

The NRFC is composed of the national officials responsible for the Reserve forces of the nations signatory to the North Atlantic Treaty. The NRFC comprises:

- The Chairman and a Secretariat
- National Delegations of NATO members and invited Observers
- Liaison Officers of NATO HQ/International Military Staff (IMS), Allied Command Operations (ACO) and Allied Command Transformation (ACT).

3. NRFC OBJECTIVES

While recognizing that governance of Reserve Forces is a national prerogative, the NRFC promotes and enhances the utility and interests of Reserve Forces and Personnel as a vital component of the Armed Forces of the Alliance Nations and Partners in times of peace, crisis and conflict. The objectives of the NRFC are to:

- a. Provide policy advice on Reserve issues to the MC.
- b. Strengthen the readiness and effectiveness of the Alliance Reserves to support NATO across the full spectrum of operations by providing a forum for exchange of information and sharing of best practice.
- c. Maintain awareness of relevant issues and to identify common activities that may be of interest and advantage to Alliance and Partner Reserves through liaison with organizations and associations that have an interest in reserve affairs.

4. REPORTING

The NRFC Chairman will provide an annual report to the MC on the Committee's work.

5. FINANCE

NATO, through the MC, provides general sponsorship for NRFC meetings and conferences, while the NRFC nations cover all costs of their NRFC activities. The nation holding the Chairmanship and Secretariat cover the related expenses during their two years tenure.

Annex

A. NRFC Terms of Reference (TOR)

NATIONAL RESERVE FORCES COMMITTEE
TERMS OF REFERENCE (TOR)

1. PURPOSE

The purpose of the Terms of Reference is to define the relationship between the National Reserve Forces Committee (NRFC) and the North Atlantic Treaty Organisation (NATO) and to describe the process whereby NRFC will perform its Role.

2. OBJECTIVES

While recognizing that governance of Reserve Forces is a national prerogative, the NRFC promotes and enhances the utility and interests of Reserve Forces and Personnel as a vital component of the armed forces of the Alliance Nations and Partners in times of peace, crisis and conflict through the candid exchange of information. The objectives of the NRFC are to:

- a. Provide policy advice on Reserve issues to the Military Committee (MC).
- b. Strengthen the readiness and effectiveness of the Alliance Reserves by providing a forum for exchange of information and sharing of best practice. Issues for consideration may include:
 - (1) Structure, organisation and administration of Reserve Forces.
 - (2) Education, Training and Exercising of Reservists and Reserve Forces.
 - (3) Force generation, force employment and supporting policies of Reserve Forces.
 - (4) Capability development and Interoperability.
 - (5) Transformation of Reserves in the NATO context.
 - (6) Employer, family and community support for Reservists, legal conditions and the link between the Military and the Society.
 - (7) Welfare, including post-operational reintegration of Reservists.

c. Maintain awareness of relevant issues and to identify common activities that may be of interest and advantage to Alliance and Partner Reserves through liaison with organizations and associations that have an interest in reserve affairs. In particular NRFC will cooperate with the Interallied Confederation of Reserve Officers (CIOR).

The NRFC does not address strategic, operational or tactical issues that are the prerogative of member nations or the NATO Command Structure. However, NRFC activities are aligned with NATO operations and transformation, hence close liaison with both Strategic Commanders is essential.

3. NRFC ORGANISATION

The NRFC is composed of the national officials responsible for the Reserve Forces of the nations signatory to the North Atlantic Treaty. The NRFC comprises:

- The Chairman and a Secretariat
- National Delegations of NATO members and invited Observers
- Liaison Officers of NATO HQ/International Military Staff (IMS), Allied Command Operations (ACO) and Allied Command Transformation (ACT).

a. Chairman and Secretary

The Chairmanship of the NRFC is held for a period of two years by one of the NATO member nations. The Chairman must ensure that there always is a rotation plan for the next three tenures. The Chairman is selected by the responsible nation a minimum of 6 months ahead of the tenure by the nation formally informing the MC and the current NRFC Chairman.

The Chairman organises and conducts the meetings, and coordinates the activities of the committee. He/she is the correspondent between the NRFC and the MC, speaks on behalf of the NRFC and is especially in charge of the tasks and studies asked for by the MC. The Chairman may delegate committee tasks to one of the Heads of Delegation.

The Secretary of the NRFC is of the same nation as, and is appointed by, the Chairman. The Secretary has a Secretariat whose composition is determined by the Chairman. The Secretary is responsible for the administrative and information side of the NRFC.

When possible the NRFC Chairmanship and CIOR Presidency are held by the same nation in order to facilitate good mutual awareness and cooperation between the two, hence a more effective effort in advancing the Reserve cause is achieved.

b. NRFC member nation delegations

Each delegation is composed of:

(1) Head of Delegation (HoD) who is the official responsible for the Reserve Forces of the nation. The HoD is a national Senior, preferably a General/Flag Officer or a civil employee of equivalent rank. He/she should be in a national decision making position, able and authorized to speak for that nation in NRFC deliberations.

(2) A staff officer who follows the NRFC developments and prepares for an effective effort by the Head of Delegation.

(3) National advisors and Subject Matter Experts (SME) may attend the discussion of a particular topic at the invitation of the Heads of Delegation.

c. Observers

NATO partners may be invited to join NRFC as Observers. In view of its longstanding role in NRFC, Australia is accorded Permanent Observer status. The prospective nation will submit its formal application to the MC, who will in turn consult the NRFC before responding formally to the partner nation. Observers join the work of the NRFC, participate in committee deliberations and are vital contributors to the NRFC. However, formal MC taskings may be handled without observer involvement.

d. NATO liaison officers

(1) The International Military Staff appoints an officer, who attends the meetings of the NRFC as a liaison officer between the NATO HQ and the NRFC. He/she participates in all plenary and staff officer meetings, and must remain in close liaison with the NRFC Chairman, the Secretary and with NRFC liaison officers of other NATO organisations. He/she is the conduit for effective cooperation between NRFC and NATO HQ; is responsible for coordination and staffing of NRFC reports within the IMS and with the MC; and acts as the sponsoring official within the IMS to coordinate facilities and support for NRFC meetings.

(2) Allied Command Operations (ACO) and Allied Command Transformation (ACT) each appoint an officer to ensure a good information flow with NRFC on all relevant aspects related to Reserve forces and Reservists. The liaison officers participate in all NRFC plenary and staff officers' meetings.

4. MEETINGS

a. Plenary meetings

(1) Formal meetings

When discussing and formulating recommendations on issues presented to the NRFC by or through the MC, the NRFC meets in formal session as a NATO consultative committee to discuss the issue at hand. The Chairman will call the meeting based on the MC or IMS expectations. These meetings are likely to be conducted with NATO members only, but the Chairman may consult relevant external actors as agreed. As a result of these deliberations the Chairman produces a formal report to the MC forwarding the recommendations and advice of the NRFC.

(2) Informal meetings

When meeting to address other objectives, the NRFC meets in informal session. The agenda of each meeting is developed by the Chairman in consultation with the Committee members. Formal minutes are circulated within 45 days to the members of the NRFC, observers and liaison officers. The Chairman may prepare an executive summary to the MC if deemed beneficial.

Informal meetings are held at least twice yearly with a Winter and Summer Meeting. The Winter Meeting is held at NATO Headquarters in Brussels two years in a row followed by a Winter Meeting at ACT in Norfolk or a subordinate HQ location the third year. The Summer Meeting is held in a selected nation. While the NRFC reserves the right to choose the date and the location of their meetings, when possible, the Winter Meetings in Brussels and the Summer Meetings will be held at the same location and time as the CIOR meetings, thus facilitating cooperation between the two organisations.

(3) Within a single plenary meeting, the NRFC may meet in both formal and informal session.

b. **Plenary Meeting Preparation**

(1) **Staff Officer Meetings**

Each NRFC plenary meeting must be prepared by at least one Staff Officer Meeting (SOM) in order to:

- Finalize the agenda and prepare the issues for the next NRFC plenary meeting.
- Resolve any issue of procedure or protocol that does not require the full committee.

The NRFC Secretary prepares and conducts the staff officers' meeting and records their results. During the meeting, the staff officers shall have the authority to speak for their respective national delegation.

The Secretary alerts the national staff officers to issues and questions brought to the attention of the Chairman prior to the meeting in order to provide the staff officers the opportunity to consult with the appropriate national authorities.

Staff Officer meetings will be held at the NATO headquarters or in a member nation city which facilitates practical travel arrangements.

(2) **Organisational responsibilities**

For meetings held at NATO headquarters, NATO provides meeting facilities and appropriate translation services as for official meetings. The IMS liaison officer is responsible for organising the administration for the meetings to be held at NATO headquarters.

When preparing the two annual plenary meetings, the Chairman:

- Determines an agenda, including which agenda points are formal and informal, and distributes it in time to allow for further developments to be made.
- Organises the meeting in close coordination with the hosting delegation or IMS liaison officer (Room reservations, interpreters, security, etc).
- Conducts the meeting.
- Organises joint meetings with the CIOR President or the CIOR Executive Committee.
- Prepares the minutes of the meeting.
- Ensures that the NRFC Website is maintained.

5. FINANCE

NATO provides general sponsorship for NRFC meetings and conferences, while the NRFC nations cover all costs of their NRFC activities, including Chairmanship/ Secretariat expenses.

6. RULES ON DECISION MAKING

Committee deliberations leading to a formal recommendation to the MC or when providing policy advice must be based on consensus. If consensus is not reached a Chairman's Report will be produced for MC consideration. Observers may be invited to provide their view but formal recommendations and policy advice to the MC is decided by NATO members only.

A NATO member delegation absent during a formal plenary meeting may be represented by another member delegation if the Chairman has been so notified in writing.

Committee deliberations in informal meetings will normally not require a formal decision making process, and if it is required the Chairman will determine the role of Observers in the actual case. If required the Chairman may request the Delegates' view by a show of hands in order to draw the required conclusions. In order to maintain momentum and move the Reserve cause forward, the Committee's informal meetings are not based on consensus decision making.

7. RELATIONSHIP BETWEEN NRFC, INTERALLIED CONFEDERATION OF RESERVE OFFICERS (CIOR) AND OTHER RELEVANT ORGANIZATIONS AND ASSOCIATIONS

In the interest of NATO and the nations, the NRFC should maintain good situational awareness of the activities of CIOR and other relevant organizations and associations in order to facilitate cooperation in areas of mutual interest and benefit.

8. LANGUAGE

English and French are used for the plenary meetings. As a matter of flexibility, the working language for the Staff Officer Meeting is English. Minutes and reports issued by the Secretariat are written only in English unless a committee member request translation of a specific document.

9. CONTRIBUTIONS TO NATO TRAINING

The NRFC actively promotes Reserve professional development. The NRFC may be invited to address and to provide recommendations concerning NATO training courses dealing with reserve matters at the NATO School Oberammergau (NSO), the NATO Defence College or elsewhere. NRFC is Office of Primary Responsibility (OPR) for Reserve courses conducted at NSO in line with agreed coordination procedures. There is a standing requirement for supporting guest speakers and Reserve subject matter experts which will be coordinated by NRFC. The speaker will travel at the expense of the nation selected. NRFC may also support ACT's Advanced Distance Learning (ADL) efforts.