



2010 CIOR SUMMER CONGRESS SYMPOSIUM – GENERAL INFORMATION

11 AUGUST 2010, STAVANGER NORWAY

"NATO'S COMPREHENSIVE APPROACH – THE ROLE OF RESERVISTS"

INTRODUCTION

The CIOR Summer Congress Symposium will be held on 11 August 2010 in Stavanger Norway, on the topic and theme of "NATO's Comprehensive Approach and the Role of Reservists". This information package provides a backgrounder on the theme, and overview of CIOR, and the goals of the Symposium. Details on Symposium agenda, timings etc can be found on the Summer Congress website: www.cior2010.no.

AN OVERVIEW OF CIOR

The Interallied Confederation of Reserve Officers, commonly referred to by its French acronym CIOR, represents the interests of over 1.3 million reservists across 36 participating nations within and beyond NATO, making it the world's largest military reserve officer organization.

Founded in 1948 by the reserve officer associations of Belgium, France and the Netherlands, CIOR is a NATO-affiliated, non-political and non-profit umbrella organization of member nations' national reserve officer associations.

The CIOR meets twice a year – in the summer and winter – and they work through committees that examine issues and provide analysis relating to reserve forces. Typical issues of interest include the contribution of reserve forces to international operations, the re-integration of reservists within their respective communities following deployment abroad, the law of armed conflict, the impact of NATO expansion on the Reserves, and employer support to reservists.

In addition to their roles as reserve officers, many individual delegates of CIOR are highly accomplished business and industrial leaders, public servants and academics. They are therefore in a unique position to contribute to a better understanding of security and defence issues in the population as a whole, as well as bringing civilian expertise and experience to the tasks and challenges facing reserve forces in NATO.

ABOUT THE SUMMER CONGRESS SYMPOSIUM AND THIS YEAR'S THEME

The CIOR Summer Congress Symposium is a prominent event which annually attracts influential military and civilian authorities from a range of areas of expertise, in a one-day focus on a theme of particular relevance to military reservists from across CIOR's many member countries. Attendance is generally in

the order of 200-300. In addition to a lively exchange of ideas and perspectives, you will have the opportunity to meet with a diverse and interesting range of military, governmental, industry, and NGO representatives both during the day as well as at one or more dynamic social events affiliated with the summer congress.

ABOUT THE THEME: "NATO'S COMPREHENSIVE APPROACH"

Annex A provides a detailed overview of the 2010 Theme "A Comprehensive Approach", as discussed at NATO's Bucharest Summit in April 2008. The Summit recognized the importance of the *increasingly civilian-military character of successful military operations* facing NATO countries now and in the future. It also recognized that the development of a Comprehensive Approach will be a long-term effort, and that its proposals for improvements will focus on five key areas of work:

1. Planning and conduct of operations
2. Lessons learned, training, education and exercises
3. Enhancing cooperation with external actors
4. Public messaging
5. Stabilization and reconstruction

The goal of the 2010 Summer Congress Symposium is to address the following questions:

- From NATO's perspective, what are the deficiencies that "A Comprehensive Approach" seeks to address, and how will it accomplish its goal of better external engagement in each of the five key areas of work? In general, given the footing that reservists have in the civilian world, does the "civilian-military" nature of this NATO doctrine suggest a strong role for reservists in most if not all five of the key areas of work? (Plenary-Military)?
- From an NGO perspective, is more or better engagement with the military in operational settings (such as Afghanistan, the Balkans, or Haiti) even desirable – or does engagement run the risk of "taking sides", and thus undermining the goals of the NGO? If so, why? If better engagement is desirable, how can this be achieved in general terms (Plenary – NGO)?
- In the planning and conduct of operations, is there a "common purpose" towards which operations planning staff and external actors (such as NGO's) can cooperate? How can this be achieved without compromising either operational security, or NGO's required impartiality? Might reservists serve as effective liaisons to "bridge the gap" between military and civilian players in an operational planning environment (topic 1)?
- In an attempt to engage external actors in "lessons learned" process such as joint civilian/military training and exercises, would this achieve the intended goal of building trust, or does it run the risk of creating a perception that the NGO's should "follow the orders" of military commanders? If another goal is better coordination in the theatre of operations, how much is "too much" coordination, before an external actor comes to be perceived as an arm of the military (topic 2)?
- In the building of cooperation with external actors, how can this effectively be done in a way that truly respects the autonomy of each organization? For those external actors that do not

wish to cooperate, are they getting a "free ride" from those that do? Do reservists have a particular strength in the building cooperation with external actors, and if so, how can this be effectively leveraged? (topic 3)?

- In terms of public messaging, what are examples of "conflicting messages" that sometimes occur? Is this ultimately avoidable, or are conflicting messages inherent in the divergent goals that military and external actors are working towards? What can the military do to improve its messaging, without "taking credit" for the accomplishments of external actors? Do reservists have a particular role to play in public messaging, given their "foot in the civilian world (topic 4)?
- Given the strong role that CIMIC operators currently play in Stabilization and Reconstruction efforts, what does the NATO doctrine hope to improve? Will future military forces play a lesser role in direct S&R, instead focusing more on protection of those external actors engaged in S&R? Or, is there a continued role in direct military involvement in S&R? If so, is that really in the interests of eventual self-sufficiency (topic 5)?
- Given the inherent civilian-military nature of NATO's emerging "Comprehensive Approach" to operations, what are the unique strengths that reserve forces can contribute in each of the key areas of work?

SYMPOSIUM FORMAT

To achieve our above-stated goal, the 2010 Symposium will focus on the broad theme in our morning plenary session, and each of the key sub-topics, to be addressed in five break-out panel sessions. Invited guests will have the opportunity to give a presentation (15-20 minutes), and then to participate in a free-ranging, moderated panel discussion with other session guests. For the break-out sessions, this will be followed by a 30 minute "open mic" session, involving questions and perspectives from the audience members.

REGISTRATION FOR THE SYMPOSIUM

We hope that this package has provided you with the information needed for you to consider attending our Summer Congress Symposium in Stavanger Norway. For more information and to register, visit www.cior2010.no.

Sincerely,



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Annex A: NATO'S Comprehensive Approach

(Taken from http://www.nato.int/cps/en/natolive/topics_51633.htm)

Meeting today's security challenges requires a wide spectrum of civil and military instruments. This calls for regular coordination, consultation and interaction among all actors involved. NATO has developed a set of pragmatic proposals aimed at promoting such a Comprehensive Approach to crisis management by the International Community.

At the Bucharest Summit in April 2008, Allied leaders endorsed an Action Plan for the development and implementation of NATO's contribution to a Comprehensive Approach.

Since then, NATO has been seeking to improve its own crisis-management instruments and to strengthen its ability to work with partner countries, international organizations, non-governmental organizations and local authorities.

Experience in Afghanistan and the Balkans has demonstrated the importance of contributing to the International Community's Comprehensive Approach for the success of operations, which are increasingly of an integrated civilian-military character. NATO is therefore trying to build closer partnerships with other international organizations that have experience and skills in areas such as institution building, development, governance, judiciary and police.

Increasingly, NATO's partner countries and other troop-contributing nations help share the burden of NATO-led operations. In recognition of the valuable resources and skills that these non-NATO countries contribute, NATO is involving them more in the planning and conduct of operations.

The need to promote a Comprehensive Approach applies not only to operations but more broadly to many of NATO's efforts to deal with 21st century security challenges, such as fighting terrorism, improving energy security, preventing proliferation of weapons and dangerous materials, protecting against cyber attacks and confronting the threat of piracy.

Five key areas of work

The development and implementation of NATO's contribution to a Comprehensive Approach will be a long-term effort, which will be kept under review. As work progresses, the Alliance intends to improve its ability to work and coordinate more closely with its partners and other international actors in crisis management.

NATO is developing pragmatic proposals which seek to make improvements in five key areas of work:

Planning and conduct of operations

NATO takes full account of all military and non-military aspects of a NATO engagement, and is working to improve practical cooperation at all levels with all relevant organizations and actors in the planning and conduct of operations. NATO's ongoing work in the area of Operations

Planning promotes a sense of common purpose and resolve, the clear definition of strategies and objectives before launching an operation, as well as enhanced planning to support nations' contributions to operations. Effects on the local population and on reconstruction and development are being factored into military planning.

Lessons learned, training, education and exercises

Proposals have been developed to make greater use of NATO training, education and exercise opportunities by offering joint training of civilian and military personnel. This promotes the sharing of lessons learned and also helps build trust and confidence between NATO, its partners and other international and local actors, which has encouraged better coordination.

Enhancing cooperation with external actors

Achieving lasting mutual understanding, trust, confidence and respect among the relevant organizations and actors will make their respective efforts more effective. Therefore, NATO is actively pursuing extensive civil-military interaction with other relevant organizations and actors on a regular basis, as appropriate, while respecting the autonomy of decision-making of each organization.

Public messaging

To be effective, a Comprehensive Approach must be complemented by sustained and coherent public messages. NATO's information campaigns should be substantiated by systematic and updated information, documenting progress in relevant areas. It is important to ensure that the information strategies of the main actors should complement and not contradict each other, which could be facilitated by direct contacts between those responsible for public information.

Stabilization and reconstruction

NATO is seeking to improve its military support to stabilization and reconstruction in all phases of a conflict. This will involve exploiting the full range of existing and planned Alliance capabilities relevant to this broad activity. It will also require better coordination of NATO's military efforts in this field with those of its partners and other international and non-governmental organizations, which are the primary providers of essential civilian means to stabilization and reconstruction.