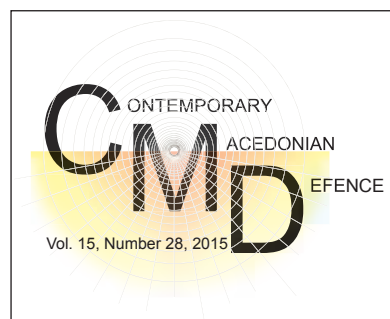


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RESERVE COMPONENTS OF MODERN ARMED FORCES IN ACHIEVING SECURITY OF THE STATES

Metodija DOJCHINOVSKI¹

Ivica DANEVSKI²

Abstract: *The security challenges regarded as necessarily acceptable, are leading to the creation of structures for reaching the required and desired goals. Translated into a process of transformation, they bring closer the divided attitudes and define the necessary standards. The need for a model of reserve components that will be able to respond to the modern challenges with new abilities and standards is more than essential. The dimension of the reserve officers and their function with the implementation of social values and capacities is in function of the state, and through the state, with planned, coordinated and controlled access is providing comprehensive process of full integration of the community. The community integration perceived through the equality of the reserve and active components in their essential existence, is giving a feature of military force expressed through the armed forces structure, where the community load of the defence and security function of the state lies right on the reserve components that offers many opportunities.*

Keywords: *organisation, ability, tasks, functions, defence.*

Introduction

The development of security, upon the end of the Cold War, had an impact on military organizations all around the world. The army reserve components received new tasks, and along with the active components are obligated to: protect the independence, sovereignty and territorial integrity of the country, or wider, of its citizens, international peacekeeping and peace imposition operations, aid in accidents, inner security tasks (helping the civilian authorities in law enforcement for keeping order, if it is disturbed in emergency cases), participation in nation building (societal function).

Despite of the new security challenges and threats, the function of the reserve components is to defend their own or any allied countries from foreign military assaults. That task does not include only the protection of the country, but the protection of the society in general³.

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³ Ibid.

Since the end of the Cold War, alongside the armed assaults, the unarmed assaults (fourth generation warfare), such as terrorism, diversions, sabotages, civil wars, organized crime, cyber attacks, traditional problems, etc., become the threat for national security. These non-military threats forced almost all of the armed forces to a process of reforming with the following goals:

- democratization, characteristic for many post-communist, post-dictatorship and post-conflict countries. The democratization of the armed forces represents bringing them to responsibility of democratically elected political leadership, otherwise the armed forces represent a threat to democracy. Furthermore, the democratization represents balancing of the resources that armed forces need along with other social needs.

- adaptation to the new social surrounding, means adaptation to the size and the budget of the armed forces regarding the new security threats. That implies preparing the armed forces for new missions, such as peacekeeping.

- internationalization, or adjustment to the abilities for international cooperation. Nowadays, armed forces are much less active on their own territories. This international cooperation within the UN peacekeeping operations or long-term and institutional cooperation by membership in NATO, but it can also be bilateral or multilateral. International cooperation positions armed forces in part under the international command and organizational structure. Increasing of the opportunities of the armed forces to work with foreign armed forces in terms of interoperability with systems, equipment, training, language, informing, commanding and control, provides the ability for interoperability. The ability for interoperability is compensated in permanent international units, such as: 1. German-Dutch corps, Baltic battalion, consisted from a part of the armed forces of Lithuania, Estonia and Latvia, Polish-Dutch-German corps, TISA battalion, multinational engineering battalion consisted of forces from Slovakia, Hungary, Romania and Ukraine⁴.

The access to transformation imposes connecting the ultimate goals, ways and means for accomplishing them, within the strategic context of the organization⁵. The process of transformation is connected directly with the people in military organizations; it promotes the development of the culture of innovations and has set goals and results for highly awarded future abilities. That what the defence system makes him adjustable on the targets and politics of the national security is the place, the role and meaning of the reserve components.

The United States of America

Since the end of the Cold War, the size of the active and reserve component of USA was reduced for about a third. As in other countries, the reserve component of USA armed forces is reflected through the national history, satisfying the requests of security and constitutional provisions of the country. The reserve components and The National Guard are the reserve component of the USA armed forces and they are

⁴ The Geneva centre for democratic control of the armed forces, (2003), Parliamentary monitoring of the security sector: principles, mechanisms and practise, Manual for MP no.5, p. 54

⁵ Kem. J. (2006), „Military Transformation: Ends, Ways and Means“, Air & Space Power Journal, USA, p.1-4, available on: <http://www.airpower.maxwell.af.mil/airchronicles.html>, taken on 16.07.2013.

necessary, compulsive part, or necessary component of the armed forces⁶. They are completely integrated in the military forces. The personnel in the Reserve components are primarily citizens that entered into an agreement on certain period, which makes them soldiers, airman, sailors or marines. They represent a vital layer, or key link between the armed forces and American people. Together with the members of the active component they symbolize the readiness expressed through the willingness of the citizens to take the responsibility for national security, i.e. the nation.

About 400.000 members of the guard and the reserve were engaged in the II WW, Korean War, almost 1.000.000 members and in Vietnam with 37.000 members⁷. The reserve component was observed primarily as strategic reserve, or additional force and accumulation of forces required for the main combat operations. Because of such access, the reserve components participated in peacekeeping missions in humble extent. The organizations composition, the implemented training, the degree of equipment and the level of readiness, are indicating their purpose in the defence system, or that the Guard and the Reserve are going to be primarily used as “force in reserve” in case of a “big war”. Such access was based on the assumption that there will be enough time to train and equip the reserve components. Having this in mind, the expectations of the reserves were that they will not take part in long-term operational missions to a significant degree, maybe once in the entire career⁸.

Nowadays, the Reserve Component of the USA continues to represent strategic protection, but it is far more integrated in military operations with membership in highest level in operational missions like never before. In “Desert Storm”, the membership of the reserve component in missions enlarged, which contributed to less use of the active forces. The opinion of the political leadership that the reserve component is capable of performing the tasks that the mission is requiring, contributed to its permanent growth. Between 1992 and 1996 sustainable level of 12-13 million reserve forces for a year, called on duty was reached⁹. Inevitably, as a result of reached operational abilities, during this period, the operational role of the reserve component started to take shape. In the next period the expectation that they can rely on the capa-

⁶ Weitz R. (2007), *The reserve policies of nations: a comparative analysis*, U.S. Government, p.5-6.

⁷ Executive Summary & Main Report (2011), *Comprehensive Review of the Future Role of the Reserve Component*, Volume I, p.15.

⁸ The invasion of Kuwait in 1990, put on complete test the concept of total force during the USA response to it. About 267.000 members of the reserve component were mobilised for the operations “Desert Shield” and “Desert Storm”. The participation and accomplished results of the reserve component during the “Desert Storm” justified the expectations and trust. It has shown that they are a capable force, force in trust which can be certainly considered and can provide backup for the active component. That was an important milestone in shaping the use of the USA reserve component in the next decade.

⁹ Executive Summary & Main Report (2011), *Comprehensive Review of the Future Role of the Reserve Component*, Volume I, p.16.

bilities of the Guard and the Reserve is going to enlarge. They represent almost a half of the total American military personnel¹⁰.

The imposed need for making the reserve component the one who will support the American armed forces in dealing with the challenges of the 21 century was recognized in the need for a process of transformation. The main goal of the process of transformation was definitive construction of flexible and network connected armed forces, capable to defend the territory, population and the interests of USA, and also achieving fast victory over the enemy primarily from position of intimidation, with minimal resistance¹¹. The need for military transformation in USA is recognized from a perspective of four primary imperatives – strategy, technology, threat and risk reducing, defined as drivers of the transformation¹².

The transformation of the armed forces was conducted in that context, but also of the reserve component. For instance, the army reserve identified six imperatives of the transformation process¹³:

- reengineering the process of mobilization,
- transforming the command and control,
- restructuring of units,
- improvement of the human resources,
- constructing of rotary-based forces and
- improving in individual support of military command posts.

Restructuring of the army reserve was contained in implementing of a new structure of forces in which the number of HQs was reduced, the training was consolidated and new command structures were made¹⁴. During 2005 regrouping was performed in bases where the reserve units were a part of the reserve component from at least one other military unit. The length of the training before deployment was reduced, and for raising the degree of collective readiness of the reserve component, the “Strategy of training-mobilization-deployment” was developed, instead of the former “Strategy of mobilization-training-deployment” used during the Cold War¹⁵. All these measures were designed to construct sustained army reserve because of the need for fast force deployment, which is already a characteristic of the American military operations. The basic idea of the transformation is providing training and equipment to the army reserve and acquisition of ability for its implementation in a wide spectrum of operations in one year during a five year period. Appropriate cycle of deploying the

¹⁰ Weitz R. (2007), *The reserve policies of nations: a comparative analysis*, U.S. Government, p.9.

¹¹ *Transformation Planning Guidance*, (April 2003), page 21–26.

¹² *Ibid*, p. 12–16.

¹³ U.S. Army Reserve, *Six Imperatives of Army Reserve Transformation*, available at: <http://www.armyreserve.army.mil/ARWEB/NEWS.htm>. 12.07.2013

¹⁴ Helmly R.J. (2005), *Army Reserve 2005 Posture Statement*, Washington, DC, p. 7.

¹⁵ *Ibid* p. 11-12, 15.

national army is one deployment at every 6 years. This model, according to the army planners is acceptable for the reserve forces, their families and their employers¹⁶.

Despite all taken measures, the ministry of defence in an attempt to make the reserve component more efficient and to improve its capacities and abilities, is seeking the reserve forces to work together with the members of the active component. The attempt is to involve the reserve component in the work of joint HQs through joint involvement¹⁷. In an attempt to make the reserve component more available for fast operations, the time for their mobilization is reduced.

Great Britain

The British reserve force is consisted of two main components: regular reserve and voluntary reserve forces, which are also divided into reserve component with high level of readiness and sponsored reserve component¹⁸. The regular reserve forces are former members of the regular forces that still have the obligation during mandatory mobilization. For example, persons dismissed from the regular army are required to join the regular reserve, but that depends on their age. The regular reserve forces primarily are more passive, than ready reserve force. They get at least 21 days for mobilization. The regular reserve force does not have a level of readiness and they are not a subject of routine training. That is why, the British government does not expect any more to mobilize them, except in case of emergency in national vulnerability (but in 2003, the ministry of defence engaged 420 regular reserve forces in Iraq)¹⁹.

The main components of the regular reserve force are: Army reserves, Royal Air Force Reserve (RAFR) and Royal Fleet Reserve (RFR), which is consisted of former members of the Royal Navy and the Royal Navy First Sea Lord. Each component of the regular reserve has a small contingent, usually former regular soldiers who voluntary want to continue their military career in the reserve forces²⁰.

The military training, such as the mobilization training of the regular reserve forces depends on more factors. Depending on their age, sex, the length of active service they are classified in one of four categories. the CO that have mandatory obligation for training 4-6 years after being dismissed from the regular or reserve forces are in the first category. In the second category are the regular reserve forces that are subject of a mandatory training of 6 years after their dismissing. In the third category are members of the long-term reserve force that have completed the training and served in the reserve component until turning 45 years of age. The military pensioners, former

¹⁶ *Army Reserve 2006 Posture Statement*, p.11.

¹⁷ Zapanta C.A. (2004), *Transforming Reserve Force*, *Joint Force Quarterly*, No.36, p.71.

¹⁸ *Future Reserves 2020* (the Independent Commission to Review the United Kingdom's Reserve Forces, July,2011), p. 6-15, available on: <http://www.army.mod.uk/documents/general/pdf>, 24.05.2013.

¹⁹ Ibid.

²⁰ UK Defence: *Reserves, Defence Professionals in the UK and France*, available on: www.dasasurveys.mod.uk, 23.05.2013.

active personnel, that have achieved pension service, are in the fourth category. They have legal obligation for recall until 60 years of age, without obligation for training²¹. In 2011 the regular reserve counted more than 148.000²².

The ministry, periodically can engage the reserve forces on training in real conditions, to provide real combat support (for example, filling the operative centers, debarkation, or evacuating medical casualties from abroad) so that the regular forces are not burdened. Despite this practice that is providing the reserve forces with real conditions for training, they can be deprived from the possibility to achieve other basic skills²³. The readiness of the voluntary reserve forces is different for each service. In 2006, the voluntary reserve forces counted about 37.000, until 2011, when in the meanwhile the number is enlarged up to 46.500²⁴ and it was consisted of 85% personnel that applied for serving in the reserve component directly from the civil community in the Territorial Army²⁵.

Territorial Army that was made in 1907 united specially organized elements of the army: volunteers, militia, cavalry and was exclusively designed for fatherland defence. Since the end of the recruit obligation in 1960, the relation between the Territorial Army and regular army was significantly changed. While in I, II WW and the Korean War, the Territorial Army consisted of complete divisions, the ministry of defence in 1967 introduces a concept of “one army” that integrates the reserve units into the regular army²⁶. The new concept asked for, after performing a mobilization, providing units up to the rank of battalion intended for supporting the active component. Similar policy has been adopted by the National Guard of the American army after the Vietnam War. The concept of “one army” for the first time established unique chain of command for the regular (active) and the reserve component²⁷.

In the British army there are few categories of reserve components:

- category of the dedicated reserve forces²⁸: full dedication to the service, is a reserve personnel that serves with the active component and it is completely deployable in the country or abroad. This personnel has an agreement for a full-time job with duration from three months up to three years; limited dedication to the service, is a reserve personnel available for deploying up to 35 days in the year, or 21 days at any

²¹ Weitz R. (2007), *The reserve policies of nations: a comparative analysis*, U.S. Government, p.18.

²² National Reserve Forces Status (UK), available on: www.nato.int/nrhc/database/uk.pdf, 24.05.2013.

²³ Weitz R. (2007), *The reserve policies of nations: a comparative analysis*, U.S. Government, p.19.

²⁴ Weitz R. (2007), *The reserve policies of nations: a comparative analysis*, U.S. Government, p.19.

²⁵ National Reserve Forces Status (UK), available on: <http://www.nato.int/nrhc/database/uk.pdf>, 24.05.2013.

²⁶ Sjouke de Jong (1992) ,*NATO's Reserve Forces*, London: Brassey's, p. 92.

²⁷ See for: Viggers P. (2003), “Reserve Forces - The Nation's Insurance Policy: How the Conservatives Should Repair the Damage,” *RUSI Journal*, Vol. 148, No. 1, p. 68-69.

²⁸ Ibid.

period of the year; homelands dedication, is a personnel that cannot be deployed or called without their agreement, except in case of essential need for training.

- category of the sponsored reserve forces²⁹ is an innovation in the British army. This category was imposed by the need for dealing with the enlarged importance of the operation support by the private sector. The civil contractors that have reported for joining in the reserve component have the need for relief in their integration in the British armed forces. In the peacetime conditions they give different favours for the army needs, they maintain complex arms systems; they perform transportation of people and goods through their employers. During conflicts or crises, sponsored reserve forces are obligated to answer the call for mobilization to be deployed for supporting the current military operations. The concept of sponsored reserve force brings benefits for both sides. For the army, it reduces the costs for jobs that the civil contractors are performing, instead of engaging military personnel, which is much more expensive, and for the civil firms the benefit is securing jobs for their employees and additional incomes during the engaging of their employees in the reserve forces.

- category of the highly prepared reserve forces³⁰ is consisted of personnel that have special skills the army needs. It is expected from them to be prepared for usage in emergency cases and crises situations. By signing the contract for registration in the reserve forces, they are obligated to be in the active service in a period from 1 week up to 9 months, depending on the need.

The British government gives an important role to the reserve component in the security of the country. It is expected from the reserve component to provide military support to the country in unpredicted emergency cases, such as big terroristic attacks, natural catastrophes caused by floods, diseases, such as the great epidemic of the FMD (Fibro Muscular Dysplasia) and the mouth-and-foot-disease in the livestock. The support to the civilian authorities is related only to non-industrial emergency cases.

France

At the height of the Cold War, in 1984, France had military reserve that counted over four million people. The transformation of the French reserve component led from "mass reserve" and performing mass mobilization, to "reserve for employment", or deployment according to the merits. The transformation provided a smaller pool of needed abilities with integrated functions from a large workforce, and as such to represent the component of the French army. The legislation set forth two separate components of the reserve force: operational reserve force and reserve of citizens. In both of them the reserve forces must be French citizens, to be in good shape, they

²⁹ Weitz R. Viggers P. (2003), "Reserve Forces - The Nation's Insurance Policy: How the Conservatives Should Repair the Damage," *RUSI Journal*, Vol. 148, No. 1, p. 68-69.

²⁹ Ibid.

(2007), *The reserve policies of nations: a comparative analysis*, U.S. Government, p.25.

³⁰ Ibid, p.26.

must not have any criminal record and to be at least 17 years old. In 2006, the limit of the minimum age is changed to 18 years old. All of the formation places in the reserve forces are available for women. Maximum age for entering in the reserve component for individuals without military experience is 30. For later joining of the reserve forces for former soldiers, the maximum age limit varies depending on their level of preparedness and rank in military hierarchy. The upper age limit for serving in the reserve forces is 40 for soldiers or 50 for COs and NCOs³¹.

In practice, however, the participation of the French reserve forces in missions abroad is limited. Engaged reserve personnel in missions abroad since the beginning of the century is about 3.9%. The main function of the reserve component is to improve the security in France and to replace the active units that are deployed in missions abroad³².

By the end of 2004, 43.614 volunteers were admitted in the operational reserve, almost complete realization of the planned number of 44.270. The projections planned admission of 94.000 volunteers by the end of 2012: 29.000 for the army, 7.700 for the navy, 8.250 for the air force, 40.000 for the police, 8.600 for the medical corps and 500 for the energetics³³. By 2015, the French authorities are hoping to have a reserve of 100.000 reserve forces, half of which would be in the gendarmerie³⁴. Although primarily the French government tried to construct reserve component composed entirely of volunteers, the legislation in 2006 recognized the values of the active reserve military personnel and allowed its engagement in the operational reserve due to its superiority, training and availability³⁵.

Germany

Unlike the other NATO countries, Germany complies with the policy for military recruitment. All male German citizens at the age of 18 are subjected to the mandatory military service in the German armed forces (Bundeswehr) with duration of 9 months. After finishing the mandatory military obligation, recruits can additionally volunteer for 2 up to 13 months. As result of that, Bundeswehr has two career forces, COs, NCOs and specialists from certain areas and soldiers who serve for a limited time before returning to civil life. These soldiers voluntarily prolong the service in the army and are members of the reserve component of the Bundeswehr³⁶. There is a

³¹ "Reserve Opérationnelle: Conditions d'accès," September, 2005, available on: <http://www.reserves.terre.defence.gouv.fr>:16.04.2013.

³² Weitz R. (2007), *The reserve policies of nations: a comparative analysis*, U.S. Government, p.44.

³³ Fulghum A.D. (2003), "French Military Reserve Strength Increases," *Aviation Week & Space Technology*, Vol. 159, No. 18, p.57.

³⁴ Teissier M.G. (2002), "Rapport fait au nom de la commission de la défense nationale et des forces armées sur le projet de loi, n° 187 relatif à la programmation militaire, pour les années 2003 à 2008," p.55, available on: <http://www.assemblee-nationale.com> :14.04.2013.

³⁵ Weitz R. (2007), *The reserve policies of nations: a comparative analysis*, U.S. Government, p.41.

³⁶ Ibid, p.49.

prevailing belief that completing the recruit obligation represents a significant function in sustaining the armed forces, and firmly connects the population; especially after 1990 it helps the integration of the former Eastern German citizens. From that perspective, one of the roles of the reserve forces is to get the army closer to the society. They contribute for sustaining the motivation for military service and helping the people to see the security questions in a wider context³⁷. Perhaps, due to the complex history of Germany, the leaders are constantly emphasizing the reserve component, and the reserve force is also called “citizens in uniform”. The reserve force consists of 144.548 ground forces, 3.304 in the navy and 13.960 in the air forces, or the total number of the reserve component is 161.812 reserve forces³⁸. The defence policy of Germany emphasizes the need for restructuring the Bundeswehr into a more agile one force focused on multilateral prevention of conflicts and crises management, than defence from conventional attacks³⁹. The plans for development the forces were that in 2010 Germany had 252.500 soldiers in active service⁴⁰, 35.000 of whom would be trained for high intensity operations, and 70.000 soldiers would be intended for humanitarian and post conflict missions for reconstruction of the post war society. 147.500 soldiers would be intended for support, 39.000 of whom would be subjected to civil-expert training. For 2010 additional 55.000 recruits and about 80.000 reserve forces integrated with the active component were planned⁴¹.

The training of the reserve forces is limited to 15 days a year, but it depends on the skills that they possess, so they can be called more often, but there is a possibility that they would not be called at all, if such skills and specialties were not required. The system for training the reserve component emphasizes the individual training and participating in combat exercises, especially for the reserve COs and NCOs. The COs are obligated to be at service on call for training for a period of 10 years, NCOs for 7 years, while the rest of the personnel for 4 years. There is a small number of personnel with special skills, which are important for the army, and they can be periodically called upon on a longer period of time.

The budget of the German defence has specific slots (packages for training) intended for financing every recall of personnel. Each slot consists of value for 365 days engagement and training. For example, the budget for 1993 set forth 4.000 slots for training of the reserve forces. That is sufficient assets for the engagement of 4.000

³⁷ Struck P. (2003), *The Bundeswehr Reservist Concept*, Berlin: Bundesministerium der Verteidigung.

³⁸ The International Institute for Strategic Studies, *The Military Balance: 2007*, London: Routledge, 2007, p.116.

³⁹ Weitz R. (2007), *The reserve policies of nations: a comparative analysis*, U.S. Government, p.51.

⁴⁰ Die Bundesregierung, “Die Bundeswehr 2010 nimmt Gestalt an,” и Tom Dyson, “German Military Reform 1998-2004: Leadership и the Triumph of Domestic Constraint over International Opportunity,” *European Security*, Vol.14, No 3, September 2005, p.380.

⁴¹ “Neue Aufgabe, neue Strukturen”, available on: <http://www.bundeswehr.de>. 17.04.2013.

reserve forces in active service every day of the year. If the recall is individual, depending on the needs and for a smaller period of time, the same assets could serve to recall over 100.000 reserve forces in that year. For illustration, in the height of the Cold War in the early 80s, the budget predicted 35.000 slots, while in 2004 the number of slots was 2.200, which assets financed the individual training for 805.200 days including the reserve forces that took part in missions abroad.

The German army has three categories of reserve forces⁴². The reserve force for reinforcement primarily consisted of volunteers and it is designed for general tasks. The reserve of workforce which covers most of the specialists is completely composed of volunteers who take specific formation posts and perform other tasks limited in time. The general reserve force includes all un-deployed reserve forces and they are subject to mobilization for national need in crises situations. They provide a pool of general workforce without previously assigned positions. Certain number of personnel could be deployed on formation posts and in peace, and sustain high level of combat readiness through participating in training and exercises in duration of at least 72 days in a period of three years. This category of reserve personnel has the task to strengthen the active component if necessary, to be involved in homeland defence, and it could participate in missions abroad, and to perform other temporary tasks. The reserve component trained for homeland defence coordinates the training and exercises with the German civil agencies that perform similar tasks. The military reserve force is used for supplementing the active component when it is necessary, and the overall process covers phases from employment to integrating in reserve units. The Bundeswehr does not plan mobilization of all reserve units, except in rare cases⁴³.

Conclusion

Allied forces give particular significance to the participation of the reserve forces in today's modelling of operations for peace maintenance and stability. That imposes the necessity of their participation in the individual and collective training, but also participating in exercises. The successful integration strengthens the opportunities of the overall (total) strength. In peace, the reserve forces can be effective alternative for supplementing and sustaining of the already existing active forces. The role of the reserve forces, which represent a valuable asset in the member states of NATO, is all the more important because of their expertise that can help the establishing close connections between the armed forces and the civil community. Many of the persons in the reserve forces have gained expertise knowledge from different areas that can be very useful. Knowledge and expertise from the area of logistics, law, medicine, construction, information managing, languages, public relations, etc. to a great extent predetermine the mission

⁴² "Beorderungsunabhängige, freiwillige Reservistenarbeit, ResArb," May 9, 2006, available on: <http://www.reservisten.bundeswehr.de>. Taken on: 17.04.2013.

⁴³ Struck P. (2003), *The Bundeswehr Reservist Concept*, Berlin: Bundesministerium der Verteidigung. p.12-14.

success in the period of war, but also building trust in the post-conflict period. With the primary goal of application of experience, NATO developed advisory organizations for supporting the reserve component, such as CIOR⁴⁴ - Interlined Confederation of Reserve Officer, NRFC⁴⁵ - NATO Reserve Forces Committee. NRFC and CIOR share a common interest for providing quality reserve forces in accordance with the national policy for the reserve. The work of each of the organizations, and due to their significant role in supporting NATO, is complementing and leading in the spirit of partnership, especially when their fields of interests are similar⁴⁶. The reserve component of the NATO member states is an important part of their national military power. The reserve forces are consisted of different categories of personnel that can be mobilized, and are not regularly employed with full-time jobs in the military service. The personnel can be consisted of volunteers, former members or conscripts. They can be assigned in organizational units or can serve individually in support of the active units. More and more countries take part with their reserve forces in humanitarian and other operations for peace support. The circumstances under which the operations are conducted provide a priceless experience about the reserve personnel. The experience gained on the battle field is irreplaceable. The persons in the reserve forces have large importance for NATO, especially in the context of its new missions.

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⁴⁴ CIOR – interlined confederation of reserve officers. Aims to give advice for appropriate usage of the reserve forces, continued development of the NATO authorities of member states reserve forces and motivating every member state for development of their reserve forces.

⁴⁵ NRFC – formed in 1981, it formally works advisory on the question in the field of reserve forces and reserve personnel, to the questions that are in common benefit. Gives advice and support for CIOR in their activities for achieving the goals of the alliance in accordance with the current NATO documents for protocol, but without penetration in strategic, operational or tactic questions

⁴⁶ Reserve Forces, available on: <http://www.nato.int/cps/en/SID-41426331-6494A785/natolive/htm>, taken on 15.04 2013.

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