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**CIOR SUMMER CONGRESS 2017
YROW REPORT
(PRAGUE-CZECH REPUBLIC)**



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Acknowledgements

As the YROW 2017 delegates, our special thanks to RFCJOA for the wonderful opportunity they awarded us. We are determined to further develop ourselves and impart the knowledge we acquired to other fellow junior officers. We are keen to further participate in future JOA workshops and RFCJOA projects.

Contents

Introduction 4

 Preparation for YROW 4

 Uniform 4

 Departure and Arrivals 4

 Accommodation Arrangements (and Challenges)..... 4

Lessons and Activities 5

 Saturday 29 July..... 5

 Pre-YROW 5

 Sunday 30 July 5

 Opening Ceremony 6

 Monday 31 July 8

 CIMIC Brief 8

 Korean War Lecture 9

 Cross-Culture Competency and Leadership 9

 Tuesday 01 August 10

 Introduction to NATO 10

 NATO Simulation I 10

 How to be Effective in Meetings 10

 Elevator Pitch..... 11

 NATO Simulation II 11

 Wednesday 02 August 13

 Symposium 13

 The National Evening 13

 Thursday 03 August 14

 Leadership 14

 LOAC 14

 Friday 04 August 14

 Staff Exercise..... 14

 Saturday 05 August..... 17

Recommendations 17

 The Proposed Selection Criteria Moving Forward..... 17

 Points to Note: Bridging the Gap Between Reserves and Their Employers..... 17

 Continuation of involvement in the CIOR 18

 Room for Improvement i.e. RFCJOA Regarding YROW Prep..... 18

Conclusion 19

Introduction

Preparation for YROW

The CIOR YROW 2017 was held in Czech Republic, city of Prague. We, the South African YROW representatives, met on the 25 July 2017 for preparation prior our departure to Czech Republic. On the 26 July 2017, during our preparation meeting, we had the privilege to be addressed by Brig Gen Alexandre (retired) on leadership, military security and general conduct on an international platform.

Uniform

Most of the members did not have uniforms i.e. mess dress and step-outs. Arrangements were made for members to go to the stores to collect uniforms on the 26 July 2017. This was essentially a very time consuming exercise as half of the business hours were spent on uniform collection rather than further preparation for the Young Reserve Officers (YRO's).

Departure and Arrivals

Three (3) YROW participants travelled from various places within Gauteng and one (1) member from Cape Town. We all met in Simunye Ngothando guest house in Midrand for a pre-deployment meeting. On the 27 July we then departed OR Tambo international Airport (JHB) on Thursday and flew to Dubai (DBX), an 8 hour flight with a 3 hour layover. We then flew from Dubai to Václav Havel Airport, Prague (PRG), a further 6 hour flight.

Accommodation Arrangements (and Challenges)

We communicated with the YROW Chairman (Christoff Merki) and arranged with him to meet us at the Airport and travel with us to the hotel. The rendezvous was successful. As there was no transport provided we then bought tickets for public transport and began to make our way to the hotel (via bus, subway and tram).

Upon arrival at the Hotel International in Prague we were told that there was no booking for us, apparently we were meant to arrive on 30 July, not the 28 July. Luckily the hotel had accommodation for us and we were able to make the necessary arrangements to be able to stay the extra days. The RFC was very quick to help rectify this problem.

Lessons and Activities

What was Taught and Learnt

Saturday 29 July

Pre-YROW

This was quite an experience to be grouped together with delegates from other countries and find out more about each other's countries in more detail. It was also an opportunity to network and make new friends in a relaxed and informal environment before the actual YROW started. (Switzerland, South Africa, Germany, United States of America and Denmark).



South African and the Swiss delegation after day one of pre-YROW

Sunday 30 July

Country Briefs

The following countries attended the YROW:

- Belgium
- Germany
- United Kingdom
- United States of America
- Denmark
- Switzerland
- Canada
- Finland
- Sweden
- France
- South Africa
- Netherlands

Each country was expected to prepare a country brief showcasing the country's cultures, interesting facts and of course their military (size, equipment, Reserve/Permanent etc). The countries each presented their briefs and then had a question and answer session at the end.



Canada busy with their country brief

Opening Ceremony

The opening ceremony was held at the National Monument in Vitkov which is the site of the biggest iron horse statue in the Northern Hemisphere, as well as the second biggest in the world. The site also contains a tomb of an unknown soldier, there to remember all those who have fallen in war. The Secretary General and the President of the CIOR welcomed all the guests to the parade and announced that the 70th CIOR conference was officially opened.



Photo taken by a drone of the opening ceremony at Vitkov

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YROW participants before the opening ceremony



2Lt V.O. Ngema along with Sub-Lt Marie-Helene Dion laying a wreath in commemoration of the fallen soldiers

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Maj Gen K. Mokoape with South African delegates

Monday 31 July

CIMIC Brief

Presented by Danish Army Captain Preben Hebsgaard. A lecture on CIMIC was presented to all the YROW participants. This entailed what CIMIC actually is and how it is actually implemented in the field. The illustrations of CIMIC teams in Iraq and Afghanistan were used.

Things we learnt:

- CIMIC soldiers are soldiers first, then they do their CIMIC job once it is clear to do so
- CIMIC soldiers need to be trained to expect the unexpected
- CIMIC soldiers need to be extremely fit (they need to be able to handle the battle first and then go straight into CIMIC operations)
- There needs to be a common civil-military goal
- They must never assume that because people are poor, or come from a poorer run down country, that they are stupid and can't do anything

Guidelines the follow for CIMIC activities:

- Requirement
- Assessment
- Execution
- Monitoring
- Completion
- Follow-up



YROW participants YROW receiving a detailed Civil Military Cooperation lecture from Danish Army Captain Preben Hebsgaard

Korean War Lecture

This lecture was given by Maj. Phillip Leo from the Swiss Army, who talked about his experiences while being posted in South Korea.

Cross-Culture Competency and Leadership

This was presented by Kate Smith (Training Doctrine Command). We were instructed to split into groups of no more than 7 and to try have a diverse group of countries within the group. We were then briefed on a leadership challenge we would need to complete. The challenge was a mini “Amazing Race”. We were required to solve clues and take various pictures around Old Town Prague and the winning team would be the team with the most points at the end of the race.

We learnt that:

- There is strength in diversity provided that communication is maintained
- Cross country/culture relationships are always great to have
- Asking more questions initially before just running off is a good idea
- Delegation i.e. assigning responsibilities to members is the best way to solve complex and challenging problems and it encourages participation
- **If you have an opinion share it to avoid resentment towards the group leader or members**
- Appreciate your culture and celebrate it for its uniqueness

Tuesday 01 August

Introduction to NATO

Presented by Lt Col Gert Dijk and Lt Col Arthur Bolder. We were briefed on how and why NATO started and the different tasks and roles that NATO actually performs.

We learnt:

- NATO strives to reach consensus prior acting on any matter
- NATO was formed in 1945 after WWI
- NATO is committed to maintaining international peace and security
- NATO will not get involved with conflicts within a single state (there must be between two or more states)
- USA, France, China, Russia and the UK are permanent member states
- 10 member states are rotated on a 2 year basis
- NATO still forges partnerships with non member states, however these states that come to partnership with NATO do not enjoy the same privileges as member states e.g. Article 5 is not invoked in partnerships

NATO Simulation I

An introduction workshop on how NATO works was conducted. We learned how NATO gets consensus on various ideas and topics.

Things we learnt:

- Strategic listening is vital to your success
- State your opinion, but also listen
- Deals are made during coffee breaks
- Know your rules of engagement (e.g. military customs, chain of command, formal / informal)
- Networking is critical to success
- Networking leads to confidence and building trust
- Use business relationships to achieve your goals

How to be Effective in Meetings

This was presented by Maj Jonkers. A workshop was held on how to be effective in meetings. The workshop was not necessarily only for military meetings but was designed to be useful in civilian meetings as well. The formula $E = K * A$ was used to describe how to be effective in a meeting. The E = Effective, K = Knowledge and the A = Acceptance. You need to have the right knowledge and you need to be accepting of others and their views / ideas to be able to have be effective and therefore have an effective meeting.

Things we learnt:

- Don't have long meetings
- Don't stray off topic
- Don't have a meeting if it isn't necessary
- Be goal driven during a meeting
- Don't have any distractions during the meeting

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- Be polite, but not too polite (unprofessional)
- Do your research on the topic and on the people attending the meeting
- Use time to repair relationships if needed
- Respect the language barrier
- Make the most of the time available
- Look smart
- Be confident
- Be good in Diplomacy
- Respect cultural differences

Elevator Pitch

A lesson was presented to us on an elevator pitch. The aim of the elevator pitch is to be able to explain who you are and what you do within a small space of time (ideally the time it takes to ride to the top of a building in an elevator). The pitch must be short, interesting, to the point and must be understandable to everyone. We practiced this in groups and refined our pitches and gave each other notes on how we did and what we could do to improve.

What we learnt:

- Be friendly yet firm
- Articulate well
- Get your point across
- Make your points easy to understand
- Manage your time
- Make what you are saying interesting

NATO Simulation II

This workshop was an actual simulation of what happens in a NATO meeting. There was a chairman and scribe to document what happened as each of the YROW participants represented a country. The document was to be drafted and ratified by each of the member states and consensus had to be reached on each one of the many points. The workshop lasted about two hours and not one point had been ratified completely.

Things we learnt:

- Consensus is not easy to obtain
- Deals are made in the coffee breaks
- It is important to network
- NATO meetings take a really long time

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Country Briefs

There were more country briefs presented:

	Speaker	Nation	Speaker Profile
Welcome address	Lt Col Arnost Libezny	Czech Republic	Host Nation Authority and CIOR President
Military contribution to counter terrorism and role of reservists	Dr Guillaume Lasconjarias	France	Advisor in the Research Division of the NATO Defence College in Rome. He is also a reserve officer
Sustainable Security	Dr Richard Reeve	United Kingdom	Director of the Sustainable Security Program at Oxford Research Group. He has extensive experience of African conflict prevention warning and management systems having worked with ECOWAS, the African Union, the Arab League and many local organisations
Counter Terrorism and intelligence and role of reservist	Lt General Gan Pampols	Spain	Former head of CIFAS (Intelligence Centre of Spanish Army) and now commander of the Headquarters NATO Rapid Deployable Corps Spain
CBRN and role of reservist	Francois Xavier Chauviac	France	Is a biology advisor for public health emergency preparedness at the French ministry of Health. He also serves as a reserve officer in the French Military Health Service
Ability of paramilitary groups, such as ISIS, to inflict physical damage on the scale of a terrorist cyber-attack	Maj Philipp Leo	Switzerland	Philip Leo is a cybersecurity expert with banking and media industry background. In his role as a reserve officer of the Swiss Armed Forces he serves as an intelligence Officer and was deployed in South Korea for two years in the capacity as a Neutral Nations Supervisory Commission delegate

Wednesday 02 August

Symposium

The symposium brought the CIOR, CIOMR, CIMEX and YROW together to have a discussion about the utilisation of the Reserve Forces for the fight against terror. The day was split into two parts. In the first part there were 4 speakers discussing the roles that the Reserve Forces can play in combatting terrorism, at the end of each session the floor was opened for any questions that could be addressed by the speakers.

The experts discussed the following topics:

- Sustainable security and challenges 2018
- Intelligence and counter terrorism
- CBRN threats and its evolution
- Cyber security conflagrations and its repercussions



2Lt Moses Skosana (pictured left) converses with CIOR Symposium guest speaker Dr Richard Reeve of the Oxford Research Group, and 2Lt Oscar Ngema (pictured right) with 1Lt Alex Zhang of the United States Army

The National Evening

After attending the symposium, we refreshed ourselves at the hotel and then attended the National Evening where everyone mingles with other teams i.e. CIOR, CIOMR, CIMEX and MilCom. We enjoyed the Prague musical performances and dances put on for our benefit.



The National Evening

Thursday 03 August

Leadership

In this session we had resolve a conflict between Vineland (USA) and Norway as best we could. NATO was the neutral party. We were divided into groups, each group was either representing NATO or Vineland or Norway. We had to incorporate all that we had learnt throughout the leadership discussion that includes negotiation, leadership and communication styles.

LOAC

All YROW participants had to take a test in LOAC. We all passed the module and certificates were awarded for successful completion of the course.

Friday 04 August

Staff Exercise

Presented by Maj Chris Merki. We were presented with a scenario and within our group we had to select a non-native English speaker to take the role of a Staff Officer. Through the exercise we had to help the Staff Officer to best solve the challenge at hand. Each member was assigned a role.



2Lt N.G. Khoza with her team



2Lt V.O. Ngema delivering a destabilisation mission plan

Closing Ceremony



2Lt D. Osterloh and 2Lt V.O. Ngema at the CIOR Summer Congress Closing Ceremony

Formal Dinner



UK and South African delegates during formal dinner

Saturday 05 August

Checkout

We checked out of the at the hotel at 10:00 am and made our way to the airport.

Recommendations

The Proposed Selection Criteria Moving Forward

The work sessions which took place at the YROW CIOR were:

1. NATO simulation exercise
2. De-brief exercise (deployment orders)
3. Given problem

The three above mentioned activities are the main YROW exercises. It is proposed that for all YROW selections to be conducted these above mentioned tasks are to be used as a selection criteria at Provincial and National selections.

The current criterion that is being utilised is the submission of a written staff paper and an unprepared speech. This criterion does not fully prepare YROW participants, as the CIOR participants are not expected to deliver speeches that are prepared or unprepared.

The main objective of CIOR YROW is to prepare Junior Reserve officers to understand how NATO works, how it adopts resolutions and the sort of issues it deals with. The selection criteria used in South Africa to select candidates who will participate in CIOR YROW should therefore consist or focus primarily on the NATO simulation exercise, de-brief exercise. In order to do this, previous NATO simulation exercises can be used. At regional levels, training may be conducted to prepare the candidates before the regional selections are held. It is imperative for South African YROW candidates to be trained in accordance to how NATO operates because the other countries that participate at CIOR YROW are either NATO member States or come from NATO regions and by that virtue they are exposed to the process of NATO.

Points to Note: Bridging the Gap Between Reserves and Their Employers

We had discussions and networked with a number of delegates from various countries and asked questions regarding the structures of their Defence Forces. The one interesting factor that stood out was that the United States of America has Legislation in place which regulates the relationship between Reserve Force members and their civilian employers. The act compels employers to release military members whenever they are called up for military service, it goes further to also protect Reserves should they be treated unfairly because of their participation in the military. The act is called USERA and South Africa could perhaps have an interest at looking into creating legislation that will seek to bridge this gap between employer and employer.

It remains a challenge in South Africa to have employers that will recognise a valued role that is played by the Reserves in maintaining peace. Supportive employers are needed and in order to win their hearts various campaigns can be started which will highlight the vital role of the Reserves. This it can also be done by making reference to countries that are doing great in teams of their economies which have a lot of their work-force being Reserve force members.

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Other methods that can be used in order to get companies to support Reserve force members and release them when they are called up for military duties are as follows:

- Reduce the companies taxes
- Give the company a better BBE score
- Give a company procurement points, etc

The government has to be seen also giving the companies something in return, recognising the deed being done by the company. There are also key Reserve Force members that can be utilised in order to prove to employers that one can be a Reserve Force member and still have a civilian role he or she plays. An exemplary member who can spear-head this campaign is Major General Roy Andersen who is a successful businessman and the Chief of Reserves. He is also the former President of the Johannesburg Stock Exchange (JSE) and the business world respects him, he is a formidable force.

Continuation of involvement in the CIOR

South Africa is the only African country that is taking part in the CIOR; this is viewed as a great decision by the junior officers who attended the YROW. This is in view of the fact that, there is a lot of exposure and an opportunity to learn what the other countries are doing differently. We believe that as a developing country in Africa we can learn a lot from the developed super power countries that are part of the CIOR.

It is also vital for developing the leadership of junior officers, as the officers get exposed to vital work sessions that are taken from real life situations. The sharing of ideas is beneficial and the opportunity to measure ourselves against international standards is a privilege.

Room for Improvement i.e. RFCJOA Regarding YROW Prep

Administration

A list needs to be provided to each YROW participant stating what is expected of them and what administration needs to take place e.g. You will need to complete the following before you leave:

- Obtain official passport (use letter from RFC to apply at home affairs)
- You will need to apply for a VISA (download forms from the web)
- You will need to research the following topics to get a better background (NATO, CIOR and LOAC)

Check List

A checklist should be provided to all YROW participants in advanced before leaving so that they have time to get everything together. We received a checklist only after requesting one and it arrived a day or two before our departure.

Confirm All Bookings

All bookings should be confirmed at least a week before the delegation departs so that there is no confusion when the delegation arrives and leaves.

Uniform Maintenance

A list of the required uniforms should be released to the YROW participants so that they can do personal inspections to make sure that they have the correct uniforms. The YROW

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participants should then communicate with the RFC about any uniform that needs to be drawn and / or changed.

When authority is issued and signed by the CSANDF there should be a paragraph on the exact uniforms that need to be drawn. This will make a big difference when needing to actually draw uniforms like the mess dress.

How To Wear a Uniform

The JOA should have workshops and / or compile documentation on how each of the uniforms are meant to be worn, i.e. where the name tag goes, different badge spacing, which arm for the lanyard, etc. This will help with any confusion when it comes to a YROW participant needing to wear a uniform he / she has not worn before.

More Information on Current/Passed Wars and Conflicts

The JOA should host more workshops on current and recent wars and conflicts so the YROW participants have a better knowledge of these.

Send Out All Reports to Candidates

These debrief reports should be sent out to the new YRO's so that they can read through them to better understand what they will be doing, what is expected from them and how to better prepare themselves for the trip.

Country Brief Template

A skeleton country brief template should be created with important information and pictures to help the candidates understand what is expected from them. The candidates can then change the presentation as they wish but keep the important information as well as add in their own.

Conclusion

- Great experience overall
- Grown as an officer and professional
- Great to experience the world beyond our borders
- Every officer, regardless of their country is the same
- Brotherhood of international officers
- We built quality friendships for life