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## INDEX

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	Page
Foreword	1
History	2
Mission	4
Organisational Chart	5
Standard Operating Procedures for Conferences / Meetings and Sub-Committees	6
Terms of References (MC249/1) for the Committee on Women in the NATO Forces (CWINF)	7
Sub-Committee Working Topics	10
Delegates contribution	11
National Report Format	12
Election Procedures	14

### **ANNEXES**

A. Addresses	15
1. OWINF	15
2. Executive Committee	16
3. Delegates & CWINF Web page	16
C. Chronological List of Meetings/Conferences	
17	
D. Minimum Host Nation Requirements & Financial Responsibilities	
18	

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## FOREWORD

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Dear Delegates,

The Handbook of the Committee on Women in the NATO Forces is produced for the benefit of everyone designated as a Delegate to this Committee.

I expect my Executive Committee, the OWINF and all Delegates and Observers of this Committee to enforce these standards.

When it becomes apparent that the procedures described herein do not reflect the way we should conduct business, I would like the Delegates to bring this to the attention of the Office on Women in the NATO Forces, in order that the concerns may be considered and the handbook amended if required.

It is my hope that this handbook will not only prove helpful in the near term, but will also be passed to your successors.

All best wishes.

Sincerely,

*Bergmans*

A. BERGMANS  
LtCol, BELAR  
Chair, Committee on Women  
in the NATO Forces

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## HISTORY

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In 1961 the first NATO Conference of Senior Women Officers of the Alliance took place in Copenhagen with delegates from Denmark, the Netherlands, Norway, the United Kingdom and the United States. It was organised by the Danish Atlantic Association and focused on issues concerning the status, organisation, conditions of employment and career possibilities of women in the military forces of the Alliance.

The Delegates completed the Copenhagen Conference by adopting a resolution agreeing to the desirability of holding future conferences at regular intervals. They unanimously expressed the hope that NATO and national authorities would consider employing women more widely within their military services for the greater interests of the Alliance.

In 1965, a study visit to NATO Headquarters (HQ), the Supreme Headquarters Allied Powers Europe (SHAPE) and the NATO Defence College provided an opportunity to renew contacts. This led to a Director's Conference of Senior Women Officers convened by the NATO Information Service in 1966 with seven NATO countries attending.

An ad hoc Committee on Women in the NATO Forces was formed during the NATO Conference of Senior Women Officers held in Brussels from 10 –14 November 1973 and each delegation nominated a national representative. Sponsored by the NATO Information Service, nine countries, and, for the first time representatives from the nursing services, were present. The Delegates, representing 28 women's services, which comprised over 100,000 service women, adopted a resolution agreeing that women should have the opportunity to serve in all job specialities with the exception of combat where their employment should be determined by national policy.

At the London Conference in 1975, representatives from Belgium briefed the Delegates, as Belgium was beginning to recruit women into their Armed Services. Representatives from the Federal Republic of Germany also gave briefings, as Germany was preparing to introduce specialist women medical officers into the Bundeswehr.

The Military Committee (MC) endorsed formal recognition of the Committee on Women in the NATO Forces (CWINF) on 19 July 1976 in Document MC 249.

At the 1977 NATO HQ Conference, Belgium and the Federal Republic of Germany became full members.

In 1979 the Committee first saw representation from Greece and an observer from Italy at the Hague Conference. Additionally, the Terms of Reference (TOR) for the Committee were revised to take account of the Committee's official military status.

At the 1985 NATO HQ Conference, 57 representatives attended from 13 NATO countries including first time participants from Spain. The Committee completed a much-needed revision of its TOR and modified a resolution on the employment of women in the NATO Forces.

In 1996 the Chairperson of the Committee, in co-operation with the Director of International Military Staff (DIMS) advocated for a full-time secretariat position for the Committee. At the time, only temporary administrative support was provided resulting in a lack of continuity for the Committee's goals and objectives.

In March 1997 the MC approved the establishment of an advisory Office on Women in the NATO Forces within the International Military Staff (IMS). The intention was to run the Office on a trial basis for up to three years to ascertain whether or not there was a requirement for such an Office. The Office on Women in the NATO Forces (OWINF) became a reality in January 1998. The United States volunteered to send two United States Air Force members to initially staff the Office. It provided liaison with the Military Representatives and their staffs and provided the much-needed continuity of the Committee's goals and objectives.

In December 2000, the MC adopted a resolution and confirmed the permanence of the OWINF within the IMS structure. The intention is that nation representatives staff the two office positions on a rotation basis.

In May 2001 the Committee celebrated its 25<sup>th</sup> Anniversary at a Meeting in Rome. Even though the Netherlands chaired the Committee the Meeting took place in Rome, because Italy had recently opened its military for servicewomen.

Since 2002 there has been active co-operation between the Committee and the 27 "Partnership for Peace" (PfP) nations. They were invited for the first time to the Annual Conference in Brussels held in May.

One year later, in May 2003, the 27-year-old Document MC 249 was superseded by the updated version MC 249/1.

In the same year, for the first time, the seven countries from the Mediterranean Dialogue were invited to attend the Annual Meeting in Ottawa held in June.

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## **MISSION**

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The Committee's principal mission is to advise NATO's military leadership and member nations on critical issues and policies affecting service women in the NATO Forces. It is a consultative body that aims at promoting the most effective utilization of the capability of service women in the Armed Forces throughout the Alliance. Furthermore, it supports the Alliance nation's information requirements on gender integration, giving informed guidance on gender-related issues, specifically operations-related, based on national lessons learned from service women.

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## ORGANISATIONAL CHART

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The Committee comprises the Chairperson, a Deputy Chairperson for each Sub-Committee, one of whom is the Chairperson elect, and national delegates. Each NATO member nation having a representative in the Military Committee is eligible to provide one delegate. Iceland is not represented in the CWINF, as it has no military of its own.

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## **STANDARD OPERATING PROCEDURES FOR CONFERENCES / MEETINGS AND SUB-COMMITTEES**

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The Delegate is the only person to address issues and points for the nation to the CWINF in the Plenary.

If the workload requires to split the CWINF into the 3 subcommittees, Delegates are assigned permanently to one of the 3 Sub-Committees, in order to split the CWINF in equal parts.

Accompanying Officers are non-voting Observers and have to participate in the other Sub-Committees working groups. They may discuss issues and convey their nation's input, but not vote as a member of the Sub-Committee. If they disagree with the Sub-Committee's recommendations or rationales, they must contact their Delegate and discuss this issue. The Delegate in turn will contact the Deputy Chair for the Sub-Committee and attempt to reach a consensus.

If consensus is reached, the Sub-Committees will vote and prepare its recommendations for the plenary session.

If consensus cannot be reached, the Delegate will be invited to participate in resolving the issue within the Sub-Committee. Once the issue is resolved, the permanent Sub-Committee members will vote and prepare the presentation of the issues to the plenary. The bottom line is to have all issues resolved and everyone in agreement before the plenary session.

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**COMMITTEE ON WOMEN IN THE NATO FORCES  
TERMS OF REFERENCE (TOR)**

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Final as of 10 March 1998

1. Establishment. An ad hoc committee on Women in the NATO Forces was formed during the NATO Conference of Senior Women Officers held in Brussels between 10 and 14 November 1973. The Committee was granted formal recognition by the Military Committee on 19 July 1976 under reference of MC 249 (Final).
2. Mission Statement. The Committee on Women in the NATO Forces advises NATO leadership and member nations on critical issues affecting women in the NATO Forces.
3. Purpose and Responsibility.
  - a. Purpose. The Committee:
    - (1) Is a consultative body concerned with policies for women in the Armed Forces of the Alliance.
    - (2) Promotes the most effective utilisation of the capabilities and development of women in the Armed Forces.
    - (3) Provides advice to the Military Committee and member nations.
  - b. Responsibilities. The Committee's responsibilities are:
    - (1) To facilitate the exchange of information between NATO member nations relating to women serving in the Armed Forces of the Alliance.
    - (2) To disseminate information to all NATO and requesting national authorities on issues impacting the professional performance of women.
    - (3) To facilitate informal networking between members of the military services.
    - (4) To prepare and participate in meetings and conferences.
    - (5) To advise the Military Committee and member nations on issues relating to women serving in the Armed Forces of the Alliance.

4. Participation.

- a. Each NATO member nation having a representative in the Military Committee is eligible to provide one delegate to the Committee on Women in the NATO Forces.
- b. NATO member nations may send non-voting observers to Committee meetings and conferences. At meetings the number is restricted to one per Sub-Committee, including the delegate. At conferences, a maximum of five non-voting observers may attend in addition to the delegate. Requests by nations for numbers greater than this must be agreed by the Chairperson in conjunction with the host nation.
- c. Non-NATO nations may be invited to send one non-voting observer to attend Committee meetings and non-voting observers to attend Committee conferences. Such invitations must be cleared through the Military Committee.

5. Organisation of the Committee.

- a. The Committee comprises the Chairperson, a Deputy Chairperson for each Sub-Committee, one of whom is the Chairperson elect, and national delegates. The Chairperson and Deputy Chairpersons must be active duty women officers. Delegates are designated nationally and must be officers, normally women who are of senior rank and on active duty. Deputy delegates should be appointed by nations to attend in the absence of the designated delegate.
- b. The Chairperson and Deputy Chairpersons are non-voting members of the Committee and form the Executive Committee. They are elected for a two-year period and are normally in addition to the nation's designated delegate.
- c. Every two years (from 1999) delegates will vote to elect a successor Chairperson, who will serve as one of the Deputy Chairpersons, and then vote for each remaining Deputy Chair position. Prior to voting, nations may decline Chair and/or Deputy Chair positions. In the event of a tie, delegates will vote again until consensus is reached.
- d. A representative of the International Military Staff (IMS) is appointed to the Committee and acts as a non-voting Secretary.

6. Frequency of Meetings, Venue and Scheduling.

- a. Frequency. The Committee is to meet once a year.

b. Committee Conferences. Every second year, the Committee meeting is to take the form of a conference.

To maintain and reinforce links with the Military Committee, conferences should normally be held at NATO Headquarters. The conference and the Committee meetings may be held concurrently.

c. Committee Meetings. In alternate years, meetings may be held in any NATO country but will normally be held in the nation of the Chairperson.

d. Executive Committee Meetings. The Executive Committee will meet at least once a year to plan the agenda for conferences and meetings. Meetings will normally take place at NATO Headquarters.

e. Scheduling. Conferences and Committee meetings will be held in June. The duration of the conference/meeting will be determined by the agenda, with a maximum length of five working days. The Executive Committee will convene no later than March of each year.

7. Minimum Host Nation Requirements. In view of the logistical, financial, and other responsibilities of hosting a meeting and a conference, hosting nations are required to co-ordinate the following for attendees:

- lodging
- meeting facilities
- get acquainted cocktail hour
- tour event of military or civilian interest
- one dinner

Note: expenses for lodging, meals and social events are the financial responsibility of each participating nation.

8. Channels of Communication.

a. Annually, the Chairperson will formally brief the Military Committee on the results of the conference and/or meeting.

b. The Secretary of the Committee co-ordinates resolutions, recommendations and reports, and circulates them to national authorities prior to forwarding them to the Director IMS, for approval by the Military Committee.

c. The Secretary, on behalf of the Chairperson, may communicate directly with national delegates on matters of routine business.

d. Any communication to national authorities, IMS members, and the Military Committee should be accomplished via the Secretary.

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## SUB-COMMITTEE WORKING TOPICS

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Sub-Committee Working topics may change every year and are decided by the Executive committee.

If required the CWINF will split up into three sub-committees, each lead by a Deputy Chairperson. For example: past sub-committees have been organised as outlined below. The nations Delegates` distribution to the sub-committees and operating procedures can be found on the organizational chart. (Page 5)

### Sub-committee I:

a. **Training and Development :**

To ensure that military service women have the same personal and professional development possibilities in all aspects of their careers as their male counterparts.

b. **Operational Planning and Operations:**

Provide recommendations to NATO for the integration of the gender perspective into operational planning and operations.

### Sub-committee II:

a. **Recruitment and Employment:**

Improve and enhance the services` ability to recruit, retain, employ and advance women in NATO`s overall armed forces.

b. **Education and Training**

Provide recommendations to NATO for the integration of the gender perspective into education, instruction and training.

### Sub-committee III:

a. **Quality of Life:**

Ensure women in uniform are provided steps for full acceptance, professional satisfaction, encouragement and facilities to develop both personally, and to safeguard equal treatment.

b. **Evaluation:**

Provide recommendations to NATO for the integration of the gender perspective into the NATO evaluation process.

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## DELEGATES CONTRIBUTION

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1. New nominated delegates, have to **contact the** OWINF by an official e-mail address. In case of change or duty handover, the OWINF is also to be informed accordingly by e-mail [dims.win@hq.nato .int](mailto:dims.win@hq.nato.int)
2. The Delegate is meant to be the focal point between the nation and NATO concerning gender integration issues, but can also give an official point of contact.
3. Information about NATO`s structure and strategic concept can be found via the NATO website [www.nato.int](http://www.nato.int).
4. In general, the invitation to the annual Conference/ Meeting is send out in the last quarter of the year. Conferences are usually held at NATO HQ in Brussels. Meetings may be held in the nation of the Chairperson.
5. In order to smoothen the work flow during the Sub-committee sessions, it is recommended to arrange a meeting with all members of the delegation prior to the Conference/ Meeting to reach a consensus about the nations standpoint, as well as to decide prior to the Conference/ Meeting, which observing Officer is to attend which Sub-committee working group.
6. The Executive Committee via the OWINF will request Delegates to provide information concerning specific issues every year. These documents have to be sent to the OWINF digitally not later than the third Friday in April. The Office must not send a special reminder. In case the Office does not receive these inputs in time, the Chief of the OWINF may contact the Military Representative at NATO HQ. If deadlines can not be kept, the OWINF has to be informed asap by e-mail.
7. The amount of the meeting fee is used to provide:  
Coffee breaks, one dinner, one cocktail hour/ welcome reception, one Social event/Tour event and the CWINF`s statue.

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## THE NATIONAL REPORT

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The National Report is a vital source of information for the CWINF, as well as researchers and journalists from military and non-military organisations; therefore links to other relevant military websites should be included. They should be produced in a security level, which is releasable on the internet.

The National report is limited to the below mentioned issues:

- For preparing Documents, please use Font: Arial 12, single space

Give information about:

**Policies (policy changes/new policy affecting women in uniform)**

- Policy changes or pending initiatives, to include legislation passed, and service regulations concerning employment of women in the military (political, social, personnel management)
- New policy or initiatives concerning implementation of gender mainstreaming in Armed Forces
- Any initiatives, programmes implemented or pending on base of "CWINF Guidance for NATO Gender Mainstreaming"

**Organisation (information provided in chart format is encouraged)**

(The following example helps the OWINF to prepare the yearly statistical comparison table.)

**Current PERCENTAGES (DATA from 2007) of total force by service, for example:**

	Total % of Female soldiers	% of female flag officers	% of female senior officers	% of female junior officers	% of female NCO	% female of soldiers lower rank than NCO	% of female soldiers participating in military operations
<b>Army</b>							
<b>Air Force</b>							
<b>Navy</b>							
<b>Others*</b>							
<b>TOTAL</b>							

\* **others**, includes any other categories not mentioned above (ie. Marines, full or part-time reserve forces (please specify)

**Recruitment**

- Entrance criteria to Military Academies, Colleges
- New initiatives, if any (e.g. actions to attract more female candidates)
- Retention programs (if applicable)
- Areas forbidden for female soldiers
- Areas now opened to female soldiers lately, which have been closed / forbidden for women in the past,
- The most popular programs or disciplines chosen by female applicants in military academies
- Excluded programs or disciplines for women, if they are

### **Training**

- New policies/programs, initiatives or standards, etc specific to female soldiers.
- Physical fitness; job (career) qualification standards for female soldiers

### **Deployments (i.e. peacebuilding operations, peacekeeping operations etc.)**

- References; Decisive factors determining deployment of women (e.g. conditions are to be fulfilled, others not related to specified requirements etc. )
- Factors determining deployment according to national regulations (obligatory, voluntary basis etc.)
- Lessons learned, areas/posts specifically occupied by female soldiers

### **Career Development**

- Mentoring programmes
- Education and awareness programs available
- Leadership programs (limitations established for female officers, if any; conditions to be fulfilled )
- Obstacles in career advancement, if exist

### **Special Interest Items/Events (Recent and Projected Developments)**

- Concerns and successes regarding gender initiatives
- Maternity/Paternity leave ( short description of rules)
- Initiatives to improve the work-life balance (day care for children, flexible hours, part-time work etc.)
- New facts

### **Conclusion**

- Trends

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## ELECTION PROCEDURES

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Every two years, at a Meeting, **three new Deputies** are elected with **one** of them being the **Chair-Elect**.

- a. The process begins with the OWINF requesting nominations from the member nations several months prior to the Meeting.
- b. This gives each Delegate an opportunity to discuss with their Ministry of Defence the additional workload required of a deputy and the additional financial considerations. See also Annex C.
- c. Interested Nations, contact the OWINF, who consolidates all nominations for the CWINF.
- d. The issue will be brought before the CWINF, who will first vote for the Chair-elect, and then for the remaining deputies.
- e. **Votes are given for a nation, not a person!**

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## ANNEX A

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### ADDRESSES

#### Office of the Committee on Women in the NATO Forces (OWINF)

Chief - Office on Women in the NATO Forces:

Commander **CZAJA**, Liliana (POLNA)

NATO HQ/IMS

Boulevard Leopold III

B-1110 Brussels

Tel: +32-2-707-5761

Fax: 32-2-707-5988

Email: [dims.win@hq.nato.int](mailto:dims.win@hq.nato.int)

Administrative Assistant to the Chief - Office on Women in the NATO Forces:

Staff Sergeant **KREUZ**, Sabine (DEUAR)

NATO HQ/IMS

Boulevard Leopold III

B-1110 BRUSSELS

Tel: 32-2-707-5762

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Email: [dims.win@hq.nato.int](mailto:dims.win@hq.nato.int)

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##### Chair Elect

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Deputy Chair

Lt Col **DIMITRIOU**, Penny (GRCAF)  
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Hellenic National General Staff  
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ATHENS  
GREECE  
Tel: 0030 210 6574 152  
Fax: 0030 210 6425 195  
e-mail: [prime@hndgs.mil.gr](mailto:prime@hndgs.mil.gr)

**Delegate's addresses:**

The e-mail addresses of Delegates or Point of Contacts are published on the CWINF web site:

[http://www.nato.int/issues/women\\_nato/index.html](http://www.nato.int/issues/women_nato/index.html)

## ANNEX B

### CHRONOLOGICAL LIST OF MEETINGS/ CONFERENCES

YEAR	TYPE	LOCATION	CHAIR	CHAIR ELECT	DEPUTY CHAIR
1961	1. Conference	Copenhagen	Denmark		
1965	Study Visit	Paris	Denmark		
1966	2. Conference	Paris	Denmark		
1973	3. Conference	Brussels	Denmark		
1974	1. Meeting	Brussels	Denmark		
1975	4. Conference	Brussels	Denmark		
1976	2. Meeting	Brussels	United Kingdom		
1977	5. Conference	Brussels	United Kingdom		
1978	3. Meeting	Copenhagen	United Kingdom		
1979	6. Conference	The Hague	United Kingdom		
1980	4. Meeting	Brussels	United States	NLD	
1981	7. Conference	Brussels	United States	NLD	
1982	5. Meeting	Oslo	Canada	NOR	
1983	8. Conference	Brussels	Canada	NOR	
1984	6. Meeting	Williamsburg Virginia	United States	GBR	
1985	9. Conference	Brussels	United States	GBR	
1986	7. Meeting	The Hague	United Kingdom	NLD	
1987	10. Conference	Brussels	United Kingdom	NLD	
1988	8. Meeting	Ottawa	Canada	NOR	
1989	11. Conference	Brussels	Canada	NOR	
1990	9. Meeting	Copenhagen	United States	DNK	
1991	12. Conference	Brussels	United States	DNK	
1992	10. Meeting	London	United Kingdom	BEL	
1993	13. Conference	Brussels	United Kingdom	BEL	
1994	11. Meeting	Ottawa	Canada	NLD/ TUR	
1995	14. Conference	Brussels	Canada	NLD/ TUR	
1996	15. Conference	San Antonio	USA	NOR	TUR, DEU
1997	12. Meeting	Istanbul	USA	NOR	TUR, DEU
1998	16. Conference	Brussels	Norway	NLD	BEL, GRC
1999	13. Meeting	Bergen,	Norway	NLD	BEL, GRC
2000	17. Conference	Brussels	The Netherlands	CAN	CZE, BEL
2001	14. Meeting	Rome	The Netherlands	CAN	CEZ, BEL
2002	18. Conference	Brussels	Canada	NOR	GRC, BEL
2003	15. Meeting	Ottawa	Canada	NOR	GRC, BEL
2004	19. Conference	Brussels	Norway	DEU	GBR, CAN
2005	16. Meeting	Oslo	Norway	DEU	GBR, CAN
2006	20. Conference	Brussels	Germany	BEL	DNK, PRT
2007	17. Meeting	Berlin	Germany	BEL	DNK, PRT
2008	21. Conference	Brussels	BELGIUM	ITA	CAN, GRC

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## ANNEX C

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### MINIMUM HOST NATION REQUIREMENTS & FINANCIAL RESPONSIBILITIES

Nominating Nations should take into account the minimum Host Nation Requirements (TOR's) in view of financial, logistical and other responsibilities of hosting meetings or conferences in their country.

**The Hosting Nation is to coordinates/ organize the following items:**

- Lodging
- Meeting facilities (e. g.: Meeting Rooms, Laptops, Screens, Microphones, Interpreters, Equipment)
- Tour event/ Social event
- One dinner
- Cocktail hour (for example: Welcome Reception)

**The attendee`s/participating nation has financial responsibility for:**

- Lodging/ Hotel (to be paid directly to the hotel)
- Meals (dinner + cocktail hour, collected with the fee)
- Social event/ Tour event (collected with the fee)

**The Hosting Nation has financial responsibility for:**

- Meeting facilities (e. g.: Meeting Rooms, Laptops, Screens, Microphones, Interpreters, Equipment)

**Note: In case the hosting nation desires additional items, which are not mentioned in the TOR`s (as listed above), they will have to take the financial responsibility.** For example:

- Civilian Speakers (Travel costs, Accommodation, Meals)
- Gifts, Token
- Transport (Busses, Drivers)
- Shipping costs for material
- Tourist package (maps)
- Photographer