



Your reference

Your date

Your designation

Our reference

Fredrik Wallenberg, ,  
Fredrik.Wallenberg@mil.se

Our previous date

Our previous designation

**INVITATION to apply for Civil Military Relations course  
(CMR I) 12-22 June 2017 at SWEDINT/NCGM****Reply before  
17-04-17**

## 1. Course purpose

This course will give participants knowledge and understanding of the need for civilian, military, and police officers to develop terms for co-operation and co-ordination in Peace Support Operations (PSO) led by the UN, the EU, or NATO.

Focus will be on recognizing and comprehending the different roles, priorities, and perspectives of different actors in a PSO, in order to enable participants' to work effectively with other actors engaged in the operation.

**The theme of CMR I will be Civil Military relations and UN Integrated Missions, with focus on restricted access / freedom of movement due to armed non-state actors.**

## 2. Course iterations

Planned courses during 2017 are:

- CMR I 12 June – 22 June
- CMR II 4 September -22 September (Bamako, Mali)
- CMR III 13 November – 24 November

(FW)

Mailing Address  
Livgardet  
SE-196 85 Kungsängen  
SWEDEN

Visiting Address  
Granhammar

Telephone  
+46 8 584 540 00

Fax  
+46 8 584 540 80

E-mail, Internet  
exp-lg@mil.se  
[www.forsvarsmakten.se/livgardet](http://www.forsvarsmakten.se/livgardet)



### 3. Target Audience

Participants are primarily civilian, military, and police personnel of any rank that are (or will be) deployed to a peace support operation. Personnel interested in security policy, cooperation and coordination in complex emergencies are also welcomed. Personal experience from Peace Support Operations is not a requirement.

Students must be in command of English as described in NATO standard agreement (STANAG) 6001<sup>1</sup>: Listening Good (3); Speaking Fair (2); Reading Good (3); Writing Fair (2) No additional training or translation will be provided during the course. In addition, basic computer skills are required for aspects of the course and information management

### 4. Learning objectives

On completion of the course, participants will be able to:

- In the context of a modern peace support operation, analyse the differences and similarities between military, police, and civilian actors.
- Given the knowledge acquired in seminars and syndicates, identify and explain the differences between the political and humanitarian aspects of a peace support operation.
- Explain the meaning of Comprehensive Approach, CIMIC, and CMCoord and analyse their differences and similarities.
- Analyse the role of the host nation and local ownership and explain the consequences for civilian and military actors.
- Demonstrate belief in the need for cooperation and coordination between military, police, and civilian actors

### 5. Method

The course is delivered over two weeks, and combines a range of methods to achieve the learning objectives. Seminars led by selected guest speakers and experts are used first to establish a knowledge base and inspire further discussion. Practical work in study groups forms the most important element of the course, and a Virtual Reality Exercise adds a further practical dimension.

The course takes advantage of the interactive environment produced by participants from the military, police, and civilian organisations. Participants from these different dimensions work together, offering diverse perspectives to form a comprehensive understanding of the mechanisms of a modern peace support operation.

<sup>1</sup> STANAG 6001 can be found at [www.natobilc.org](http://www.natobilc.org). SWEDINT acknowledges that this standard does not apply to non-NATO states. It is however a reasonably good way of describing language skills.



## 6. References

Allied Joint Doctrine for Civil-Military Cooperation (AJP-3.4.9), NSA 2013.  
Civil-Military Relations in Complex Emergencies, IASC, 2004.  
Guidelines on the Use of Military and Civil Defence Assets to Support United Nations Humanitarian Activities in Complex Emergencies, MCDA guidelines, OCHA, Rev.1, 2006.  
Integrated Assessment and Planning Handbook, IAP working group, 2013.  
Inter- Agency Standing Committee (IASC) Non-Binding Guidelines on the use of armed escorts for humanitarian convoys, 2013.  
United Nations Civil-Military Coordination Officer Field Handbook, OCHA, 2008.

## 7. Course evaluation

The course is evaluated through a plenary discussion at the end of the course, and a follow-up questionnaire completed by participants six months after the course ends. This feedback includes information regarding the course content, impact, instructors, and whether the course met the overall objectives. This allows for assessment of both the short and long term impact of the course, as per the Kirkpatrick model of evaluation. Additionally, the course is continuously evaluated through SWEDINT's 'Lessons Learned' and 'Course Experience' processes. Both course participants and instructors are empowered to flag opportunities for improvement, which are then reviewed and implemented. Considerations of course structure, external speakers, and logistical and administrative support are made by the Course Director.

## 8. Students assessment

Participants are assessed individually throughout the course, as a means of ensuring that each student receives the highest quality standard of training. Assessment is conducted by the instructors of the course according to each student's achievement of the learning objectives, as demonstrated through their contribution during plenary and syndicate work. Participants are expected to actively express viewpoints, and form and explain ideas in collaboration with fellow students.

The individual performance will be graded: "Successfully completed" or "Participated".

## 9. Security classification

The content of this course is: UNCLASSIFIED



## 10. SWEDINT policy on personal data

In order to get a seat on a course at SWEDINT you will be asked to provide personal data. In doing so you are also giving your consent to the processing and storing of your personal data for official use at SWEDINT. You will also be expected to clearly state to SWEDINT staff if you have any objections against appearing on course photos or have your data in course address lists etc.

## 11. Administration

### a. Student Application

Student applications should be sent to SWEDINT NLT

- CMR I, 17 April, 2017.
- Nominations received later will however be considered, if space is available. The application form and personal CV will be found at: [www.mil.se/swedint](http://www.mil.se/swedint). *The application form, authorized and signed by the national authority/POC, has to be sent together with the CV to SWEDINT via e-mail, mail or fax.*

### b. Important information to national administrators etc:

It is important that the invitation itself reaches the student intended to participate in the course since it contains information that he/she needs in the application process.

### c. Internet access before the course

Prior to joining the course at SWEDINT students will need access to internet in order to access documents that SWEDINT provides on its web page before the course starts, such as course curriculum, schedule, welcome letter, application form etc.

### d. Point of Contact (POC)

In the application form the student should report a national point of contact (POC). The POC should be the Commander/ Branch that approves the application.

### e. Student selection

If a nation has more students applying than slots available on the course, it is up to the applying nation to prioritize among its nominees. If this is not done, SWEDINT will select the students it deems most qualified.

If the nation is interested in sending a student to the course but do not initially have a name of the officer in question the nation can get a preliminary seat at the course in order to get the selection process started.

**f. Code of Conduct**

SWEDINT places high demands on personal behavior and respect for others regardless of religion, ethnicity, gender or sexual orientation. The SWEDINT Code of Conduct is available for all to read on the students' network at SWEDINT. In case of violations of these simple rules SWEDINT reserves the right to exclude the student from the course leading to immediate repatriation.

**g. Course fees**

The course fee is 12.000 SEK per student. This includes board and lodging, and transfer from and to Arlanda Airport (ARN)/Bromma Airport (BMA) in Stockholm/Sweden.

Information concerning payment and whether your nominee has been admitted to the course or not will be sent to you as soon as the procedure regarding applications is finalized, 4-6 weeks prior to the course start.

Regarding subsidies please see next section.

Swedish Armed Forces students pay according to the normal administrative regulations for domestic courses.

Salaries, allowances and travel costs are to be paid by national authorities of the sending nation in accordance with national regulations.

**h. Subsidies**

Subsidized student slots are available on request by the nominating nations and decided on a case-by-case basis by the Swedish ministry of foreign affairs (MFA). It is important that the student fills in if he/she is applying for a subsidized course seat. If the subsidy box is not checked in the application form SWEDINT will assume that no subsidies are required.

Information whether subsidy is granted or not will be given in the letter of admission that is sent out 4-6 weeks prior to the course start.

**i. Accommodation**

Single room accommodation is arranged for all course participants through SWEDINT at the Life Guards student hotel which is located within the military base. Students may also be accommodated in nearby hotels outside the regiment. In that case transportation will be arranged by SWEDINT.

**j. Dress code**

Students have to bring their best uniform, daily dress, clothes for PT as well as civilian clothes for Swedish spring or summer conditions.

Self-service laundry facilities are available within the student's hotel.

**12.CONTACT AND APPLICATION****a. POC*****Administration***

Course Admin Office

+46 8 584 526 22/23/24/32

***Logistics***

Course Adjutant

+46 8 584 526 33

***Other questions***

Course Director

Mr Fredrik Wallenberg

Phone: +46 8 584 526 38

Mobile: +46 70 81 57 233

E-Mail: [fredrik.wallenberg@mil.se](mailto:fredrik.wallenberg@mil.se)

**b. Application procedure**

The application form can be found on the Internet at [www.mil.se/swedint](http://www.mil.se/swedint).

Click on **Courses at SWEDINT and How to apply** and then look for Application form and CV under Related Documents. When the application form and CV has been filled in, authorized and signed by the national authority/POC, it should be sent to SWEDINT. The course admin office will confirm receipt of the application. This does not mean that the student has been admitted to the course, it only confirms that the admin office has received the application. The POC/Student will be notified at the latest between 4-6 weeks before the course starts whether or not the nominated student is admitted to the course. If admitted to the course, the POC/Student will receive a *Letter of Admission*, indicating further details of the course, and how to retrieve the pre-course info for the specific course on the SWEDINT website. A copy of the Letter of admission will also be sent to the nation's embassy in Sweden as well as to the Swedish Embassy in the applying country.



Application address to be used for Student Applications is as follows:

LG/SWEDINT  
Course Admin office  
SE-196 85 KUNGSÄNGEN  
Sweden

Or using FAX: +46 8 584 526 20

Email: [swedint@mil.se](mailto:swedint@mil.se)

**Fredriksson, Peter**

CO SWEDINT

*Handlingen är fastställd i Försvarmaktens elektroniska dokument- och ärendehanteringssystem.*

## Mailing list

Danish Armed Forces Operational Command, Denmark  
 Danish Defence Personnel Organisation, NATO & INTOPS  
 Branch, Denmark  
 Finnish Defence Command, J7, PO Box 919, FI-00131  
 HELSINKI, Finland  
 Finnish Army Command, G7, PO Box 145, FI-50101,  
 MIKKELI, Finland  
 Finnish Navy Command, M7, PO Box 58, FI-20811, TURKU,  
 Finland  
 Finnish Airforce Command, A7, PO Box 30, FI-41161,  
 TIKKAKOSKI, Finland  
 Finnish National Defence University (FINCENT), PO Box 7,  
 FI-00861, Finland  
 Norwegian Defence Personnel Agency, Norway  
 Norwegian Defence International Centre, NODEFIC, Norway

Embassy of Costa Rica (Norway)  
 Embassy of Côte d'Ivoire (Denmark)  
 Embassy of Croatia (Sweden)  
 Embassy of Cyprus (Sweden)  
 Embassy of the Czech Republic (Sweden)  
 Embassy of Denmark (Sweden)  
 Embassy of the Dominican Republic (Sweden)  
 Embassy of Ecuador (Sweden)  
 Embassy of Egypt (Sweden)  
 Embassy of El Salvador (Sweden)  
 Embassy of Eritrea (Sweden)  
 Embassy of Estonia (Sweden)  
 Embassy of France (Sweden)  
 Embassy of Fiji (UK)  
 Embassy of Finland (Sweden)  
 Embassy of the Gabonese Republic (Germany)  
 Embassy of the Gambia (UK)  
 Embassy of Georgia (Sweden)  
 Embassy of Germany (Sweden)  
 Embassy of Ghana (Denmark)  
 Embassy of Greece (Sweden)  
 Embassy of Guatemala (Sweden)  
 Embassy of Guinea (Germany)  
 Embassy of Honduras (Belgium)  
 Embassy of Hungary (Sweden)  
 Embassy of India (Sweden)  
 Embassy of Indonesia (Sweden)  
 Embassy of Iran (Sweden)  
 Embassy of Iraq (Sweden)  
 Embassy of Ireland (Sweden)  
 Embassy of Israel (Sweden)  
 Embassy of Malta (Denmark)  
 Embassy of Italy (Sweden)  
 Embassy of Jamaica (UK)  
 Embassy of Japan (Sweden)  
 Embassy of Jordan (Germany)  
 Embassy of Kazakhstan (UK)  
 Embassy of Kenya (Sweden)  
 Embassy of the Republic of Korea (Sweden)  
 Embassy of Kuwait (Sweden)  
 Embassy of Kyrgyzstan (Germany)  
 Embassy of Laos (Sweden)  
 Embassy of Latvia (Sweden)  
 Embassy of Lebanon (Sweden)  
 Embassy of Liberia (Germany)  
 Embassy of Libya (Sweden)

Embassy of Afghanistan (Sweden)  
 Embassy of Albania (Sweden)  
 Embassy of Algeria (Sweden)  
 Embassy of Angola (Sweden)  
 Embassy of Argentina (Sweden)  
 Embassy of Armenia (Armenia)  
 Embassy of Australia (Sweden)  
 Embassy of Austria (Sweden)  
 Embassy of Azerbaijan (Sweden)  
 Embassy of Bahrain (UK)  
 Embassy of Bangladesh (Sweden)  
 Embassy of Barbados (UK)  
 Embassy of Belgium (Sweden)  
 Embassy of Benin (Denmark)  
 Embassy of Bhutan (Switzerland)  
 Embassy of Bolivia (Sweden)  
 Embassy of Bosnia and Herzegovina (Sweden)  
 Embassy of Botswana (Sweden)  
 Embassy of Brazil (Sweden)  
 Embassy of Bulgaria (Sweden)  
 Embassy of Burundi (Germany)  
 Embassy of Cambodia (UK)  
 Embassy of Cameroon (UK)  
 Embassy of Canada (Sweden)  
 Embassy of Cape Verde (Austria)  
 Embassy of Central African Republic (Belgium)  
 Embassy of Chile (Sweden)  
 Embassy of China (Sweden)  
 Embassy of Colombia (Sweden)  
 Embassy of the Republic of the Congo (Sweden)

Embassy of Saudi Arabia (Sweden)  
 Embassy of Senegal (The Nederland's)





Embassy of the Democratic Republic of Congo (Sweden)

Embassy of Lithuania (Sweden)

Embassy of the Grand Duchy of Luxembourg (Denmark)

Embassy of Macedonia\* (Sweden)

Embassy of the Republic of Malawi (UK)

Embassy of Malaysia (Sweden)

Embassy of the Republic of Mali (Germany)

Embassy of Malta (Denmark)

Embassy of Mexico (Sweden)

Embassy of the Republic of Moldova (Sweden)

Embassy of Mongolia (Sweden)

Embassy of Montenegro (Montenegro)

Embassy of Morocco (Sweden)

Embassy of Mozambique (Sweden)

Embassy of Namibia (Sweden)

Embassy of Nepal (Denmark)

Embassy of The Nederland's (Norway)

Embassy of Norway (Sweden)

Embassy of New Zealand (Belgium)

Embassy of Nicaragua (Sweden)

Embassy of Niger (Germany)

Embassy of Nigeria (Sweden)

Embassy of the Sultanate of Oman (Germany)

Embassy of Pakistan (Sweden)

Embassy of Paraguay (UK)

Embassy of Peru (Sweden)

Embassy of The Philippines (Norway)

Embassy of Poland (Sweden)

Embassy of Portugal (Sweden)

Embassy of Qatar (The Nederland's)

Embassy of Romania (Sweden)

Embassy of the Republic of Rwanda (UK)

Embassy of Serbia (Sweden)

Embassy of Sierra Leone (UK)

Embassy of Singapore (Singapore)

Embassy of Slovakia (Sweden)

Embassy of Slovenia (Denmark)

Embassy of South Africa (Sweden)

Embassy of Spain (Sweden)

Embassy of Sri Lanka (Sweden)

Embassy of the Republic of the Sudan (Sweden)

Embassy of Swaziland (UK)

Embassy of Switzerland (Sweden)

Embassy of Syria (Sweden)

Embassy of Tajikistan (Tajikistan)

Embassy of Tanzania (Sweden)

Embassy of Thailand (Sweden)

Embassy of Togo (Germany)

Embassy of Trinidad and Tobago (UK)

Embassy of Tunisia (Sweden)

Embassy of Turkey (Sweden)

Embassy of Turkmenistan (Turkmenistan)

Embassy of Uganda (Denmark)

Embassy of Ukraine (Sweden)

Embassy of the United Arab Emirates (Sweden)

Embassy of the United Kingdom (Sweden)

Embassy of the United States (Sweden)

Embassy of Uruguay (Sweden)

Embassy of Venezuela (Sweden)

Embassy of Vietnam (Sweden)

Embassy of Yemen (The Nederland's)

Embassy of Zambia (Sweden)

Permanent Mission of Sweden to the UN, New York,  
USA

\* Former Yugoslav Republic of Macedonia (FYROM)

SWE PLT for distribution to SHAPE and other PLT and NMRs.

Distribution via E-mail to: [jarl.franzen@pims.org](mailto:jarl.franzen@pims.org)

(For courses announced in i ePRIME).

Partner Nation Liaison Representative (PNLR), NATO HQ SACT

Distribution via E-mail: [mikael.johnsson@act.nato.int](mailto:mikael.johnsson@act.nato.int)

Foreign Liaison Officer (FLO), US Joint Chiefs of Staff (JCS) J7

Distribution via E-mail: [hans.granlund@act.nato.int](mailto:hans.granlund@act.nato.int)

## Info

Ministry of Foreign Affairs, Sweden

Ministry of Defence, Sweden

Swedish Armed Forces HQ



Military Academy Karlberg (MHS K)

Norrbottn regiment (I 19)  
Life Regiment Hussars (K 3)  
Skaraborg Regiment (P 4)  
South Skåne Regiment (P 7)  
Artillery Regiment (A 9)  
Air Defence Regiment (Lv 6)  
Göta Engineers (Ing 2)  
Armed Forces Command and Control Regiment (LedR)  
Logistic Regiment (TrängR)  
1st Submarine Flotilla (1. ubflj)  
3<sup>rd</sup> Naval Warfare Flotilla (3. sjöstriflj)  
4<sup>th</sup> Naval Warfare Flotilla (4. sjöstriflj)  
1<sup>st</sup> Marine Regiment (Amf 1)  
Naval Base (Marin B)  
Skaraborg Wing (F 7)  
Blekinge Wing (F 17)  
Norrbottn Wing (F 21)  
Armed Forces Helicopter Wing (Hkpflj)  
Armed Forces Logistic (FMLOG)  
Armed Forces Network and Telecommunications Unit (FMTM)  
Military Academy Karlberg (MHS K)  
Military Academy Halmstad (MHS H)  
Land Warfare Centre (MSS)  
Naval Warfare Centre (SSS)  
Air Combat Training School (LSS)  
The National Home Guard Combat School (HvSS)  
The Armed Forces Technical School (FMTS)  
Swedish EOD and Demining Centre (Swedec)  
National CBRN Defence Centre (SkyddC)  
Armed Forces Intelligence and Security Centre (FMUndSäkC)  
Armed Forces HR-Centre (FMHRC)  
Armed Forces Centre for Defence Medicine (FömedC)

## Internal Life Guards

G 1 Life Guards  
International Training Unit Life Guards

## Internal SWEDINT

- Attn: - Defence Staff  
International Relations Section  
LEDS INRI IR
- Attn: - COS Operations, J1-J9,  
LCC, ACC, MCC
- Attn: - Armed Forces Training &  
Development Staff  
Management Department  
(PROD GEN))
- Attn: - Recruitment, Training & Evaluation  
Department  
(PROD UTB)
- Attn: - Gisela Nilsson FMUE (ePRIME)



CO Nordic Centre for Gender in Military Operations

COS

OIC NED

OIC STALOG

OIC GMO

OIC UNDEP