

**Kallelse**

Date  
2026-05-18

Designation  
FM2026-14096:2 Page 1 (14)

Security classification

Your reference

Your date

Your designation

Our reference

Mura-Hänninen, Goar,  
Goar.mura-hanninen@mil.se

Our previous date

Our previous designation

**INVITATION to apply for the Commanding Officer  
Seminar (COMSEM) at the Nordic Centre for Gender in  
Military Operations (NCGM)**

**Reply before  
2026-09-11**

## 1. Seminar dates & total number of seats

The Commanding Officer Seminar will be conducted on 17-19 November 2026 at NCGM in Kungsängen at the Guards Regiment approximately 35 km northwest of Stockholm.

Following registration and lunch the seminar will begin at 12.00hrs (CET) on Tuesday 17 November and will end at 15.00hrs (CET) on Thursday 19 November. There are 20 seats available for this seminar.

## 2. Seminar purpose

The Commanding Officers Seminar focuses on how Commanding Officers, Chiefs of Staff and Branch Heads can integrate gender perspective into military operations at the operational and tactical levels.

The seminar provides the participants with a background of framework and guidelines regulating gender in military operations. The seminar also provides practical examples of how a gender advisor and gender focal point functions can assist the Commander. The seminar highlights how integrating a gender perspective can contribute to operational effect, enhancing military capability and to fulfilling mission objectives.

## 3. Seminar iterations

2026: 17-19 November  
2027: 06-08 APR  
07-09 DEC

## 4. Target Audience

Rank: OF4-OF6 or civilian equivalent.

## 5. Learning objectives

The aim of the seminar is to increase Commanding Officers' knowledge of how a gender perspective can be integrated into the daily work at the operational and tactical levels in accordance with the *UN Security Council Resolutions on Women, Peace and Security* and with the *NATO Bi Strategic Command Directive 40-1 on Integrating UNSCR 1325 and Gender Perspective into the NATO Command Structure*. The seminar will

provide practical examples how gender functions can assist commanders and staff.

After completing the seminar, the participants will be able to integrate gender perspective into military operations on operational and tactical level in the position as a Commanding Officer, Chief of Staff or Branch Head (at J level) in area of operations by utilizing the gender advisor and/or gender focal points.

## 6. Method

The seminar will consist of lectures, round table and panel discussions, facilitated discussions in a seminar format, case studies in syndicates and individual tasks.

It will be conducted in an interactive way and every participant is requested to take part in the discussions and to share expectations and experiences.

## 7. References

A Military Guide to the United Nations Security Council Resolutions on Women, Peace and Security

NATO Bi-Strategic Command Directive 40-1 on Integrating UNSCR 1325 and Gender Perspective into the NATO Command Structure

## 8. Participant assessment

Each participant must successfully achieve all Performance Objectives (POs) to pass the seminar. The participants will receive the grade “Successfully completed” or “Participated” pending individual performance. A seminar certificate will be given at the end of the course. Both formative assessment and summative assessment will be used.

## 9. Language proficiency

Participants must be in command of English as described in NATO standardization agreement (STANAG) 6001<sup>1</sup>:

Listening: Professional (3)

Speaking: Functional (2)

Reading: Professional (3)

Writing: Functional (2)

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

Language testing is a national responsibility.  
No additional training or translation will be provided.

## 10. Computer skills

Basic computer skills are necessary. NCGM training and information management relies heavily on our computer information system

## 11. Security classification

The content of this course is: UNCLASSIFIED

## 12. Administration

### a. Participants Application

Applications should be sent to SWEDINT *NLT 11 SEPTEMBER 2026*. Nominations received later will however be considered, if space is available. The application 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 to SWEDINT via e-mail, mail or fax.*

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

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

### c. Internet access before the course

Prior to joining the seminar at NCGM participants will need access to internet in order to access documents that NCGM provides on its web page or through an online learning platform before the course begins, such as course curriculum, schedule, welcome letter, read ahead packages etc.

### d. Point of Contact (POC)

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

### e. Participant selection

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

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

#### **f. Seminar fees**

The seminar fee is SEK 3000 (plus 25% VAT). The fee includes accommodation, all meals and transfer from and to Arlanda Airport in Stockholm/Sweden.

The course fee is a set price. Participants making their own accommodation/meal arrangements are not subject to a reduced course fee.

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, 5-6 weeks prior to the course start.

Regarding subsidies, please see next section.

NORDEFECO participants pay according to each nation's administrative regulations and according to the NORDEFECO agreement.

Swedish Armed Forces participants 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.

#### **g. Subsidies**

Subsidized participant slots are available on request by the nominating nations and decided on a case-by-case basis. It is important that the participants fills in if he/she is applying for a subsidized seminar seat. If the subsidy box is not checked in the application form NCGM will assume that no subsidies are required.

Information about whether subsidy is granted or not will be given in the letter of admission that is sent out 5-6 weeks prior to the course start.

#### **h. Accommodation**

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

### **i. Dress code**

*Seminar Day-time:*

Military participants: Battle dress uniform

Civilian participants: Business casual

*Seminar Dinner:*

Military participants: Business casual

Civilian participants: Business casual

## **13. CONTACT AND APPLICATION**

### **a. POC**

*Administration and Logistics*

Course Admin Office

+46 10 82 526 21/22/23/25/27

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

*Seminar Director*

Mr Goar Mura-Hänninen

Phone: +46721566912

Email: [goar.mura-hanninen@mil.se](mailto:goar.mura-hanninen@mil.se)

### **b. Application procedure**

The application form can be found on the Internet at [www.mil.se/ncgm](http://www.mil.se/ncgm). Click on “**Our Courses**” and then look for the application form under “Documents”. When the application form has been filled in, authorized and signed by the national authority/POC, it should be sent to [swedint@mil.se](mailto:swedint@mil.se) (SWEDINT handles the administration of applications for both SWEDINT and NCGM courses and seminars).

The course admin office will confirm receipt of the application. This does not mean that the applicants have been admitted to the course, it only confirms that the admin office has received the application.

The POC/applicant will be notified at the latest between 5-6 weeks before the seminar begins whether or not the nominated participant is admitted to the course. If admitted to the course, the POC/Applicant will receive a *Letter of Admission*, indicating further details and pre-course info needed. A copy of the Letter of admission will also be sent to the nation’s embassy in Sweden.

### **c. Application address**

SWEDINT handles the administration of applications for both SWEDINT and NCGM courses and seminars. Send the signed application to:

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

LG/SWEDINT  
Course Admin office  
196 85 Kungsängen  
SWEDEN

Or using FAX: +46 10 82 526 20

**Kesselmark, Olov**

Comdt NCGM

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

## Distribution list

Distribution list  
NCGM Member Nations

Denmark fko-od-ds103@mil.dk;  
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FKO@mil.dk

Finland  
SME WG REP inka.venho-kortelainen@mil.fi

Finnish Defence Command, J7, PO Box 919, FI-00131 HELSINKI, Finland  
kirjaamo.pe@mil.fi

Finnish Army Command, G7, PO Box 145, FI-50101, MIKKELI, Finland  
kirjaamo.maave@mil.fi

Finnish Navy Command, M7, PO Box 58, FI-20811, TURKU, Finland  
kirjaamo.merive@mil.fi

Finnish Airforce Command, A7, PO Box 30, FI-41161, TIKKAKOSKI, Finland  
kirjaamo.ilmave@mil.fi, ilmavoimat@mil.fi

Finnish National Defence University (FINCENT), PO Box 7, FI-00861, Finland  
fincen@mil.fi

Norway  
SME WG REP linnjohansen@mil.no  
Norwegian Defence International Centre, NODEFIC, Norway post.fhs@mil.no

Norwegian Defence Forces, Norwegian Defence Forces, postmottak@mil.no

Norwegian Defence Personnel Agency, Norway postmottak@mil.no

Sweden  
GENAD STRA charlotte.isaksson@mil.se  
GENAD OPL kirke.kyander@mil.se  
SWAF HQ, FST GEN UTB  
SWAF HQ, FST STRA FP

Canada  
SME WG REP SHANNON.LEWIS-SIMPSON@forces.gc.ca

Netherlands

SME WG REP CW.Burger.01@mindef.nl  
Australia  
SME WG REP melissa.page@defence.gov.au

ADF GPS Crystal.mclaughlin@defence.gov.au  
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JWC Lead GFP

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JALLC Lead GFP Ignacio.Fonseca@jallc.nato.int

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GENAD POC JSEC jsecgenad@jsec.nato.int

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SWE PNMR to ACO nnnswedenshapepnmr@nato.int

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Embassy of Sri Lanka (Sweden)  
Embassy of the Republic of the Sudan (Sweden)

Embassy of Switzerland (Sweden)  
Embassy of Syria (Sweden)  
Embassy of Tajikistan (Tajikistan)

Swedish Armed Forces  
Arméstaben (AST)  
Marinstaben (MS)  
Flygstaben (FS)  
Military Academy Karlberg (MHS K)  
Military Academy Halmstad (MHS H)  
Militärregion Mitt  
Militärregion Norr  
Militärregion Syd  
Militärregion Väst

Internal Guard's regiment  
LG Regstab G1  
LG SWEDINT

**Kallelse**

Date  
2026-05-18

Designation  
FM2026-14096:2 Page 14 (14)

Security classification

Others

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