We inspire, we train, we challenge!

General Annual Report on ESDC Activities

2021-22

PROMOTING THE COMMON SECURITY AND DEFENCE CULTURE

EUROPEAN SECURITY AND DEFENCE COLLEGE

COLLÈGE EUROPÉEN DE SÉCURITÉ ET DE DÉFENSE

ESDC

CESD

Introduction by the Head of the European Security and Defence College

Appointed by the High Representative of the Union for Foreign Affairs and Security Policy and having taken up my duties as of September 01, 2022, I feel more than honoured and privileged that I can use this opportunity of the Annual Report to outline my perspectives and visions for the upcoming years for the European Security and Defence College.

The geopolitical reality has changed and is changing fundamentally. The role and responsibility of the ESDC is to continue its best practices, as a uniquely placed network of training institutes in Europe and worldwide. At the same time, the ESDC is entering a new phase of

a) **strategic prioritisation**, in particular with regards to its training offer to ensure that the courses continue to fully respond to the needs of the EU Member States, EU institutions and missions and operations;

b) **consolidation**, so as to promote the best added value of all the members of the ESDC network;

c) **increased cooperation and coordination** with all relevant stakeholders, as a way to further strengthen the integrated approach.

a. Why are training and education for CSDP relevant?

In a dramatically changing world, with "Europe in danger", the contribution of the CSDP to protecting and strengthening the security of the EU and its citizens is crucial. **Training and education** for CSDP are essential for the **effectiveness** of CSDP and its missions and operations and integral part of civilian and military capability development. They are not only of paramount importance for the **security and safety of all deployed staff members** and thus directly linked to the **duty of care**. They are key to the **delivery of CSDP mission mandates** and thus to the accountability and credibility of the EU's external action.

Moreover, proper training, formal and informal exchanges, coordination and cooperation between EU MS and EU Institutions on CSDP help to create **a common strategic security culture among civilians, police, military staff, experts, and diplomats**, promote resilience and the values of **human rights, gender equality and diversity, the rule of law and democracy.** Ultimately, training and education for CSDP strengthen the EU's **values and ideals.**

b. What are the objectives for and the results to be achieved by the ESDC in the next five to ten years?

Currently, the ESDC is well placed to fulfil its tasks: a strong and large network of training institutes of EU MS and cooperation with third countries and organisations have allowed the ESDC to provide valuable training on CSDP. The Steering Committee and the Executive Academic Board have provided actionable and values-oriented guidance on the work of the ESDC in all its different aspects through their decisions and the review process, and have thus put the ESDC in a position to address current and future challenges. Close cooperation with the EEAS, in particular the crisis management structures, has been beneficial to delivering on the mandate of the ESDC.

Important opportunities for the work of the ESDC arise first and foremost from ongoing, massive challenges to the security in Europe and the global order. The recently adopted Strategic Compass – a clear commitment by all EU Member States and the EU regarding the priorities for Europe's security and defence – and the exchanges on the next Civilian Compact provide actionable guidance to address these challenges. For example, **the different toolboxes (e.g. "hybrid", "cyber diplomacy", "foreign information manipulation and interference") in the Strategic Compass provide opportunities for priority-setting for the ESDC.** Thus, it is without a doubt possible to ensure that the ESDC continues to function as a uniquely placed network of training institutes in the EU MS in the field

of CSDP. It can work with the other relevant parties within the CSDP training architecture in a spirit of complete confidence, and could take a key role in operationalizing the goals of the Compass (and other policy documents) in the field of education and training. Therefore, within the next five to ten years, **the ESDC's ultimate objective should be to continue to contribute to maintaining a values-based and rules-based international order by supporting the external action of EU MS and EU institutions through top-level courses with a clear focus on CSDP, within a broader security and defence agenda, promoting the EU's wide array of tools.** When looking back in five to ten years, we should see that the course design has been based on thorough training needs assessments and that, for each course, there have been clearly identified learning outcomes and results. The training syllabi and curricula have been regularly adapted to evolving training needs in a world where the challenges to our security continue to be manifold and changing, and where the internal/external security nexus needs to be fully understood by all actors.

In the next five to ten years, through the training courses provided under the auspices of the ESDC, **the EU and its Member States will cultivate the knowledge, skills and attitudes of their personnel involved in CSDP and its missions and operations on the ground, in the relevant ministries and institutions, and in the EU institutions on the political and strategic level.** The ESDC will use the added value generated by its structure as a network **to create a common strategic culture across EU MS and EU institutions while at the same time respecting the diversity of national approaches to training and education for CSDP.** Indeed, while EU MS retain discretion with regard to training, the ESDC is well placed to **maintain the diversity of the EU in the area of training as well as strengthen a security and defence culture, and at the same time encourage exchange, coordination and, in certain areas, harmonisation and certification of training and education tools, standards and practices.** The ESDC can be a place for **out-of-the box thinking, for fostering mutual comprehension, for bringing together ideas and people** to support the EU and its Member States in their endeavour to protect the security of Europe. For example, the Senior Strategic Course or the High-Level Course are well-suited to look at the grand strategic context of CSDP and to enable in-depth thinking about a joint European security culture.

c. How should the ESDC realise this vision?

The ESDC should continue to support EU MS and EU institutions by strengthening their tools in traditional areas as well as more recent areas (e.g. **hybrid threats, foreign disinformation campaigns, cyber defence, space, maritime security, climate change and security, evolving and disruptive technologies)**. The newly emerging security challenges create training opportunities across the whole spectrum of CSDP. At the same time, the key work of the ESDC to ensure efficient and effective delivery of CSDP missions and operations' mandates, in particular through **pre-deployment training/ orientation courses**, as well as safety and security trainings, remains crucial to ensure adequate training of staff in CSDP missions and operations.

The ESDC can best perform its tasks when it facilitates the **exchanges of good practices**, helps to provide advice on needs and gaps, but also potential overlaps for CSDP training programmes, **avoids duplication and makes suggestions for prioritisation** (the recent prioritisation exercise was a most relevant exercise in this regard). The ESDC should encourage the exchange of information, e.g. through **training courses** that include field trips that are **tangible**, that help to identify good practices and that **appreciate the diversity of CSDP actors and their approaches within the EU Member States.** Understanding of and cooperating with each other, **valuing the different tasks of police, civilians, military, experts and diplomats, and learning from each other are key to a common strategic security culture.** The ESDC can promote networks and knowledge-sharing of this kind; the mix of speakers from various backgrounds in all courses remains relevant to generate out-of-the box thinking.

Training elements focusing on joint mission preparation (civilians/ police/ military/ experts/ diplomats), and a clear understanding of **all stages of the conflict cycle and the relevant EU tools (including mediation, conflict analysis, early warning),** can help to **increase civilian-military**

coordination and address conflicts in a **comprehensive** way. The joint civilian-military training programme provides an important opportunity for this. The ESDC will support the EU Civilian Training Group (EUCTG) and the EU Military Training Group (EUMTG) to foster pooling and sharing also between civilian and military trainings.

A strong focus on **gender equality and diversity** in all aspects of the work of the CSDP (and hence the ESDC), as called for in commitment 16 of the Civilian CSDP Compact and by European and international law is essential. **Women and men, in all their diversity, should participate fully, equally and meaningfully in all aspects and at all levels of the ESDC's work.** Gender parity needs to be reflected through **very concrete steps**, e.g. the composition of panels, training audiences and trainers, curricula adjustments, decision-making processes; through **a shared mind-set that values diversity and fully understands the key role of women and marginalised groups as agents for peace and security.**

The multifaceted threats identified in the Strategic Compass clearly show the relevance of further bolstering the effectiveness of the ESDC by **ensuring timely delivery of its training, outstanding quality and more robust evaluation methods.** The envisioned Comprehensive Assessment Report on Training (CART) and the planned review of ESDC activities in 2024 provide useful opportunities to ensure high-quality work. Thus, the ESDC can provide a platform for Member States to agree on quality assurance standards as well as for joining forces to develop and harmonise curricula and for making the best use of limited resources through pooling and sharing.

In light of an evolving EU and global training architecture, it is important to **work with like-minded partners.** It is crucial to focus on coherence and synergies, not least with regard to EU-NATO partnership, transatlantic unity and EU-UN cooperation. The **ESDC has an important role to play as a diplomatic tool in its own right**, by further opening up courses and/or organising specific courses for partner countries of the EU.

While online modules and training/ **blended learning** are **useful** additional elements, courses with **physical presence** are **essential** to foster dialogue. The updating of the e-learning modules and AKUs is to be continued.

The ESDC should maintain its focus on **practitioner-oriented courses**, while preserving **links with the world of academia**. The doctoral school, the ESDC journal and similar initiatives (e.g. the annual ESDC-Egmont PhD Prize) can provide opportunities to ensure research that is directly relevant for CSDP practitioners. The ESDC should support policy-relevant academic research on CSDP in the realm of new and hybrid threats, as well as on the operationalisation of the integrated approach, the Strategic Compass and the Civilian CSDP Compact.

The Head of the ESDC ensures **transparent financial and administrative management** of the ESDC, and continues to strengthen a **culture of non-discrimination and gender equality among ESDC staff** through modern forms of leadership, including situational and agile management, to ensure the best possible working and training conditions. It is crucial that training managers are fully aware of the EU's toolboxes in the field of CSDP and are themselves guided in their work by civilian-military cooperation and the integrated approach.

The ESDC cooperates with the EU MS in disseminating information about **Schoolmaster** and works towards adapting its functionalities to ensure a CSDP course list that is as comprehensive as possible, ensuring linkages and synergies with the CSDP Training Programme.

The ESDC works with the relevant **crisis management structures** within the EEAS and the European Commission in a spirit of complete confidence and trust. The common understanding among **ESDC alumni** is not only suited to further develop and shape the operationalisation of the CSDP and the creation of a joint strategic culture, but also to further promote the joint European idea within Europe and beyond.

Formally, this annual report covers the previous academic year (01 September 2021 to 31 August 2022) and as such, it falls under the responsibility of my predecessor. Thus, this annual report provides an excellent opportunity for me to sincerely and warmly thank my predecessor for his outstanding contributions to training and education for CSDP.

Holger Osterrieder

Head of the European Security and Defence College

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ACRONYMS

AMT	Advanced Modular Training
AKU	Autonomous Knowledge Unit
ANP	Associated Network Partner
BOEI	Basic Officer Education Institution
CCOE	Civil-Military Cooperation Centre of Excellence
CCT	Civilian Coordinator for Training
CEPOL	European Union Agency for Law Enforcement Training
CFSP	Common Foreign and Security Policy
CIVCOM	Committee for Civilian Aspects of Crisis Management
CPCC	Civilian Planning and Conduct Capability, /EEAS
CSDP	Common Security and Defence Policy
CSDP DocSch	European Doctoral School on the Common Security and Defence Policy
DDR	DDR Disarmament, De mobilisation & Reintegration
DCAF	Geneva Centre for Security Sector Governance
DL	Discipline Leader (military)
EAB	Executive Academic Board
EC	European Commission
ECTS	European Credit Transfer and Accumulation System
EDA	European Defence Agency
EEAS	European External Action Service
eLSE	e-Learning and Software for Education
ENISA	European Union Agency for Cybersecurity
ESDC	European Security and Defence College
ETEE	Education, Training, Evaluation and Exercise
EU	European Union
EUCTG	European Union Civilian Training Group
EUISS	European Union Institute for Security Studies
EUMSS	European Union Maritime Security Strategy

EUMSSF	European Union Military Secondary Schools Forum
EUMTG	European Union Military Training Group
EUPCST	European Union Police and Civilian Services Training
FPI	Foreign Policy Instrument
GAREA	General Annual Report on ESDC Activities
HEAT	Hostile Environment Awareness Training
HLC	(CSDP) High-Level Course
IBM	Integrated Border Management
IG	Implementation Group in support of Military Erasmus
IHEDN	Institute for Higher National Defence Studies
ISP	Integrated approach for Security and Peace, / EEAS
IT	Information Technology
MS	Member State
NGO	Non-Governmental Organisation
NMIOTC	NATO Maritime Interdiction Operational Training Centre
OC	(CSDP) Orientation Course
PDT	Pre-Deployment Training
PSC	Political and Security Committee
R & D	Research & Development
SC	Steering Committee
SNE	Seconded National Expert
SOP	Standard Operating Procedure
SQF-MILEG	Sectoral Qualifications Framework for the Military Officer Profession Executive Group
SSR	Security Sector Reform
ToT	Training of Trainers
TRA	Training Requirements Analysis
UNLOPS	United Nations Liaison Office for Peace and Security
WG	Working Group
WGMOT	Working Group on CSDP Missions and Operations-related Training
WPS	Women, Peace and Security

1. Foreword from the former Head of the ESDC

Every year, the GAREA is the moment for the ESDC network to reflect on the past academic year. The purpose is to see what could be done differently to improve the quality of the ESDC activities and to adapt its organisation and structures to a changing environment. As such, the most important part for me has always been the recommendations for the future. They form the guiding matrix for actions both in the short term through procedural improvements and in the long term through changes in the legal framework of the college.

Figure 1: Mr Dirk DUBOIS, former Head of the ESDC

This year, it is also a moment that marks the end of an important period in my life: for 15 years, I have worked in or with the ESDC as training manager, chairperson of the Implementation Group for military Erasmus and finally as Head of the ESDC. In this time I have seen the ESDC grow from a small and unknown network of training providers to the main training provider on CSDP. Although I will now no longer occupy my days (and quite often nights) with ESDC matters, I hope to continue to promote and support the work of this magnificent network of training institutes and of dedicated experts.

This academic year was marked by the conclusion of the study on the future of the ESDC. Although the Member States did not come to a consensus on drastically changing the legal framework of the College, several possible improvements were identified and agreed, while others were rejected. The Member States also agreed that they will reassess the functioning and the legal framework of the ESDC when the discussion on the next Multi-annual Financial Framework will take place.

The COVID pandemic continued to make the work of the College more challenging than usual with courses being postponed, cancelled or switching to online events. When finally the end of the pandemic seemed near, the Russian invasion of Ukraine on 24 February again changed the conditions for and the content of our courses. Despite these challenges, the training providers and the Secretariat staff managed to deliver on our mission.

One of the things that makes the ESDC such and interesting environment to work in, is that it is never 'business as usual'. Every day, week, month is different from the previous. Each course brings new challenges. For me, the main challenge in the last few months of my mandate is to prepare the ground for the transition to my successor. By the time this report is approved by the Steering Committee, the new Head will have taken open and will have started to deal with the challenges of the future. I hope this new Head will find the job as fulfilling as I have always found it. Best of luck for an even better future ESDC!

2. ESDC mandate

On 19 October 2020, the European Council adopted Decision (CFSP) 2020/1515, establishing a European Security and Defence College (ESDC) and repealing Council Decision (CFSP) 2016/2382, which sets out the legal basis for the College's functioning.

In line with the legal framework previously in force, the above-mentioned Council Decision

stipulates that the purpose of the European Security and Defence College (ESDC) is to provide EU-level training and education in the context of Common Security and Defence Policy (CSDP) in the wider field of the EU's Common Foreign and Security Policy (CFSP). It aims to develop and promote a common understanding of CSDP and CFSP among civilian and military personnel, and to identify and disseminate, through its training activities, best practice in relation to various CSDP and CFSP issues.

The ESDC is organised as a network bringing together civilian and military institutes, colleges, academies, universities, institutions and other organisations dealing with security and defence policy issues within the European Union. The College is embedded within the MD-CSDP-CR (Managing Directorate Common Security and Defence Policy – Crisis Response) structures in the European External Action Service (EEAS). The following bodies ensure the functioning of the College:

3. The ESDC bodies and project configurations

3.1. The Steering Committee

The Steering Committee (SC) is chaired by an EEAS senior official, on behalf of the High Representative of the Union for Foreign Affairs and Security Policy, Josep Borrell Fontelles. It comprises a representative of each EU Member State. The SC is the ESDC's decision-making body and meets on a quarterly basis. Acting usually on proposals made by the Executive Academic Board, the SC decides on all relevant aspects of the functioning of the ESDC. This includes such matters as the admission of new members and partners into the network, the decision to adopt pilot courses as standard courses and the prioritisation of training activities. During this year there were four (4) Special SCs, three of which were dedicated to the discussion of the study carried out by Ernst & Young (EY) on the Future of the ESDC, the remaining for the selection of the new Head. During this Academic Year Ms Anne Koistinen, chaired the SC.

3.2. The Executive Academic Board (EAB)

The EAB core task is to ensure the coherence and quality of the ESDC's training and education activities. The EAB comprises representatives of the institutions that are member or associated partners of the ESDC's academic network. The EAB meets on a quarterly basis, usually ahead of the SC's meetings. It makes recommendations to the SC on issues regarding the admission of new members, the evaluation of training activities, the updating of standard curricula and the development of new curricula for pilot courses. During this Academic Year, the Board and its configurations gave advice on admitting 12 new members and 3 Associated Network Partners, analysed 66 evaluation reports, updated or developed 37 curricula and proposed 15 new pilot activities to the Steering Committee.

Despite the efforts of the Secretariat, which prepares the evaluation reports for all ESDC training activities, these figures show that some 90 training activities were not reported on correctly in the Academic year, although this number will still fall a bit as reports from the activities in June and July will be submitted in September at the earliest. Nevertheless, an effort should be made to submit correct evaluation reports for all ESDC activities.

Dr Mircea MÎNDRESCU (Romania) was renewed at the end of his term.

Besides meeting in a plenary session, the EAB meets in the following seven project-focused configurations:

- The Implementation Group (IG), which aims to support the European Initiative for the Exchange of Military Young Officers/Military Erasmus and is currently chaired by Colonel Assoc. Prof. Dr Harald Gell (Austria).
- The European Union Military Secondary Schools Forum (EUMSSF), currently chaired by Lt Colonel Symeon Zambas (Cyprus);
- The Working Group on CSDP Missions and Operations Training (WGMOT), chaired by Mr. Isak Enstrom (Sweden);
- The Board on Security Sector Reform training (EAB.SSR), chaired by Lt. Colonel Kurt Meissner (Austria);
- The Working Group on the European Doctoral School on the Common Security and Defence Policy (CSDP DocSch), chaired by Professor Dr Foteini Asderaki (Greece);
- The EAB.Cyber platform, chaired by Professor Dr Stavros Stavrou (Cyprus);
- The Sectoral Qualifications Framework for the Military Officer Executive Group (SQF-MILEG), chaired by Colonel Alin Bodescu (Romania).

Although these configurations may make it somewhat more difficult to maintain a complete overview of all the ESDC activities, they remain justified as they deal with specific topics and always report back to the plenary EAB. At the start of each academic year at the occasion of the GAREA discussion, each configuration should be scrutinised to check if it is still necessary or if its tasks should be recentralised at the EAB itself.

3.2.1. Implementation Group (IG)

You can pass on knowledge, but you cannot improve the practical skills and competences of your students/cadets in a 100% online environment. That is the main lesson we have learnt from the pandemic. With this in mind, the European Initiative for the Exchange of Young Officers inspired by Erasmus has started gradually resuming business as usual (i.e. in-person activities). Since September 2021, the IG has met four times in a purely in-person format. New courses and academic semesters have been developed by the Basic Officer Education Institutions (BOEIs), bringing the number of common modules to 54, representing in total 143.5 European Credit Transfer and Accumulation System (ECTS) credits, and reaching the highest number of exchanges as well as organising the most activities since ever. By creating a new agreement, the international Military Academic Forum (iMAF) was linked to the IG's lines of development (LoDs) and was extended from five to 22 institutions.

3.2.2. EU Military Secondary Schools Forum (EUMSSF)

On 25 September 2020, the Steering Committee decided to set-up the EU Military Secondary School Forum (EUMSSF) as a stand-alone EAB configuration.

In line with the European Parliament resolution of 12 April 2016 and the Council Recommendation of 22 May 2018, the EUMSS Forum promotes the sharing of common European values from an early age and fosters a European dimension of teaching.

Since its establishment, the group has met 9 times and developed a draft curriculum for an ESDC Train the Trainer course named "The European Union for Secondary Schools". The main objective of this course is to provide military and civilian trainers and teachers the opportunity to familiarize their selves with EU history, EU core values, Lisbon Treaty and CSDP, in order to be capable of drafting and implementing common projects. The course was carried out in Brussels between 20 and 23 June 2022.

From the 11 to the 16 July 2022, the Italian Naval Military School "Francesco Morosini" has

offered the second edition of the International Rowing course in Venezia (Italy) to students belonging to the Forum.

During this Academic year, the EUMSSF has also developed a Line of Development (LoD1) dedicated to the creation of two common curricula to be agreed and implemented by the schools. The two curricula will be relating to the EU History and to the EU Institutions.

With regards to the EUMSSF 1st Essay Writing Olympiad, in September 2021, the ESDC invited to Brussels the three winners of the competition to attend the 7th Meeting of the Forum. During the Meeting, the first three classified participants gave a ten-minute presentation of the ideas contained in their essays followed by a special ceremony where Lieutenant Colonel Symeon Zambas (EUMSSF Chair) and Dirk Dubois (former Head of the ESDC) presented the three winners with their awards.

Finally yet importantly, in January 2022 two new members have joined the Forum: the Hungarian Kratochvil Károly Military Technical School and the Latvian Colonel Oskars Kalpaks Military High School.

3.2.3. Security Sector Reform Board (EAB.SSR)

The Executive Academic Board in support of Security Sector Reform (EAB.SSR) continues to contribute to the implementation of the Joint Communication 'Elements for an EU-wide Strategic Framework to support Security Sector Reform' as part of the EU Integrated Approach to conflict and crisis. The EAB.SSR works closely with the EU Task Force on SSR as well as with other, both external and internal, partners. Not least as regards the conduct of both the EUCTG's and the EUMTG's (as Military Discipline Leader) Training Requirements Analysis for Security Sector Reform – for the EUMTG this also covers the theoretical field of Disarmament, Demobilisation and Reintegration (DDR).

The Academic year 2021-2022 saw the work of the EAB.SSR slowly but steadily return to a semblance of normality. Courses, both ESDC Basic Course on Security Sector Reform (hosted by our esteemed partners Post Conflict Operations Study Centre (PCOSC), Turin, Italy, and CNAI, Bucharest, Romania) were successfully carried out in hybrid format. Whereas the Federal Ministry of Defence of Austria in cooperation with the Austrian Study Centre for Peace and Conflict Resolution (ASPR) in May of 2022, in Stadschlaining, Austria, conducted a fully residential ESDC Core Course on Security Sector Reform. All in all (number) participants partook in these activities.

Following the successful completion in 2021 of the Civilian Training Requirements Analysis (TRA) on Security Sector Reform for the EU Civilian Training Group (EUCTG), the EAB SSR was requested, and accepted, to take up the role of Military Discipline Leader for the conduct of a TRA for the EU Military Training Group (EUMTG) on SSR as well as on DDR. This work, carried out in close cooperation with DCAF-ISSAT and FBA, is currently ongoing.

Moreover, the ESDC, was formally invited to become a member of the Integrated DDR Training Group, the EAB.SSR, in close cooperation with the DDR Unit of FBA as well as EEAS-ISP1, in April 2022 successfully conducted a seminar, "The Nexus Between DDR and SSR – and the Overarching Linkages Between the Fields". The seminar, conducted in hybrid format (residentially in the new ESDC premises in central Brussels as well as online), was a much appreciated and well attended event, drawing experts from the EU level as well as from the Member States.

3.2.4. Working Group on Missions and Operations-related Training (WGMOT)

The Working Group on Missions and Operations-related Training (WGMOT) consists of

representatives of relevant national training actors of EU Member States, EU institutions and CSDP structures. The aim of the configuration is to contribute to the co-ordination, coherence and quality of training personnel for CSDP missions and operations and to assist in creating a better link between the personnel to be deployed or serving in CSDP missions and operations and the EU crisis management structures.

The WGMOT met three times in the academic year of 2021/22. WGMOT serves as an important platform for mission related trainings. In particular the PDT where the members of the group has an invested interest and plays an active role in the planning, organisation and execution of the monthly training iterations. The member training institutes of the WGMOT configuration has also been instrumental for making it possible this academic year to start organise HEAT trainings under the ESDC network. And ensuring the regularity of the trainings over the calendar year and to streamline the content and methodical and pedagogical approach of delivery.

During the year six (6) curricula were revised under the WGMOT configuration taking into account the findings in the final reports of the TRA for related thematic training area. The curricula were presented to the EAB and sequentially to SC for endorsement. *EU Senior Mission Leadership Course (TA22), CSDP Course on Building Integrity Reducing Corruption in the Security and Defence Sector (TA31), Improving interviewing skills and the selection of staff for civilian CSDP Missions (TA60), Monitoring, Mentoring and Advising in EU Crisis Management (TA43), Hostile Environment Awareness Training (TA48.a), Vehicle Safety and 4x4 Driving (TA48.b)*

3.2.5. European Doctoral School on CSDP (EAB.DocSch)

Figure 2 Logo of ESDC Doctoral School on CSDP

The Doctoral School was officially inaugurated in November 2018. Multiple full-member institutions and Associated Members, including European Union agencies such as the European Defence Agency, the European Union Institute for Security Studies, the European Union Satellite Centre, as well as several universities and research centres are active members of this configuration. Most of the participating partners are institutions in the European Higher Education Area – the majority accredited to run doctoral-level curricula – and many are accredited to run ERASMUS+ programmes. After a 5th round of call for applications the total number of PhD Fellows is now 36.

An updatable catalogue of education, training and research opportunities, mostly offered by the member institutions, has been developed. It lists the academic courses, vocational training modules, publication opportunities and scientific events that are open to CSDP fellows during their doctoral studies and research. The initiative already produces a constant annual activity (Doctoral School

Summer University), while in March 2022 a second activity dedicated to the Fellows and Academics from EU was launched – namely the Research methodology on CSDP Course (it took place in Greece and gathered 35 participants). In addition, 2022 saw the first graduate of the doctoral school – Ambassador Alvaro Renedo defended his thesis in Brussels, marking a real milestone for the development of the School, while few other fellows are to defend their thesis during second semester of 2022.

In addition, the Working group has largely expanded the portfolio of activities planned for 2023, with 3 dedicated courses and one annual dedicated conference being added to the now traditional Summer University.

3.2.6. EAB.Cyber

Figure 3: Cyber platform

A major development during the 2021-2022 academic year was the full alignment of the academic program of the College's cyber activities with the EU's Cybersecurity Strategy for the Digital Decade. The Strategy reinforce the role of the European Security Defence College (ESDC) in the EU cyber ecosystem as it assigns to the ESDC certain tasks integrated in the three pillars of the strategy. All the tasks were provided with great success.

As regards training, the Cyber ETEE applies a 'joint cyber approach' across the EU's cyber ecosystem (network information security (NIS), cybercrime, cyber-defence and external relations). It contributes to the establishment of synergies in training with other entities that support the joint approach on training. This particular activity it is linked with the activities of the Joint Cyber Unit, where the College is contributing in the domain of preparedness through its activities.

Progress has also been made on curricula development and training by placing network members in working groups based on their cyber expertise or/and area of interest.

Additional training activities were planned in all cyber domains and at all levels during the 2021-2022 academic year. These included tactical/technical training activities involving high levels of expertise. In addition, 14 new curricula were approved and became part of the College's standard curricula bringing the total number 23.
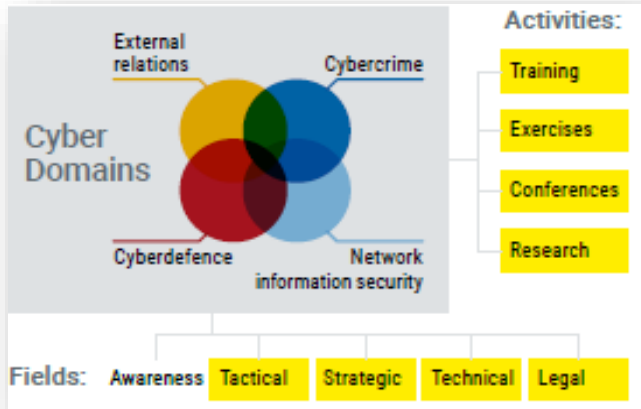
Figure 4: Chart of cyber domains

A particularly innovative action during this academic year was the initiation of the 'Operational Research' project with a pilot activity between CERT-EU and the University of Piraeus, which aims to link the academic and the operational institutions of the ESDC network.

In the domain of external capacity, the role of the EU cyber ecosystem in the global cyber security stability provided for the MENA and Western Balkan regions and planned

for the next academic year for the Indo – Pacific. The course is fully aligned with the EU Cybersecurity Strategy and in particular with pillar 3 of the Strategy.

Through the analysis of the ESDC activities as depicted in ESDC/2021/080, the role of the ESDC as a joint CivMil organisation as part of the civilian and defence communities was identified and the contribution of the Cyber ETEE in the domain of EU cyber preparedness was confirmed in particular with the upcoming activities of the Joint Cyber Unit.

3.2.7. SQF-MILEG

The SQF-MILEG has been established with the kick-off meeting of 9 Dec 2021 and it aims at facilitating and supporting interested Member MS in the voluntary implementation of the SQF-MILOF at national level. Colonel Alin Bodescu is the elected chair of the Executive Group. SQF-MILEG is meeting on a quarterly basis and consists of Member States' delegates with competences in the domain of military qualifications (human resources management and training departments), as well as representatives of EU MS education / training institutions and experts on specific relevant topics.

According to the SQF-MILOF Implementation Protocol, its scope is to compare National Military Qualifications (NMQs) based on levelling the NMQs at national level to the SQF-MILOF and publish SQF-MILOF-level NMQs in the ESDC web-based Military Qualifications Database (MQD). This procedure should be conducted under the principles of Voluntary Adhesion, Non-binding Character, Integration, Quality Assurance, Consensual Decisions and Transparency. MS are invited and encouraged to adopt and sign the Implementation Protocol.

At EU level, multinational and EU military structures and organisations could reflect the required level of qualifications in the job descriptions of officer posts, using the SQF-MILOF levels and MILOF-CORE focuses. In so doing, MS would have common reference points for qualifications, regardless of the duration, titles or systems in which these are acquired. Levelling NMQs to the SQF-MILOF could be considered in two related strands. The first is the definition of the learning complexity of the NMQ, by assigning it to a SQF-MILOF level from 1 to 4. The second is the definition of the military focus of the NMQ, which implies positioning the learning outcomes on one of the military organisational architecture described by the MILOF-CORE sections (single arm / branch; single service; joint / multiple service; political / civilian-military).

SQF-MILEG meetings' agenda includes updates from EU entities (Commission, EUMS, ESDC IG), national reports on SQF-MILOF implementation and peer-learning activities. Currently the Executive Group is also working on courses of action for institutionalizing peer-accreditation of courses or institutions within the framework of SQF-MILOF.

The SQF-MILEG section of the ESDC webpage has been thoroughly reformed with the introduction of a visualised illustration of the SQF-MILOF proper and MILOF-CORE. Using this handy illustration to navigate through all relevant levelling information, which is now concentrated in one single page, users

will able to familiarise easily with the SQF-MILOF concept.

The need to define the knowledge, skills, autonomy and responsibility required by a military officer acquire in order to meet the expected competence profile in rapidly evolving security situations with military implications, is urgent. SQF-MILOF not only offers answers for a more interoperable Europe but also provides the practical roadmaps for its implementation.

Figure 5: SQF MILEG

3.3. Head of the ESDC

After more than 7 years as Head of the ESDC, Dirk Dubois concluded his mandate on 31 August 2022. There was significant interest from the Member States to nominate candidates for this position and to be actively involved in the selection process.

This process, described in the Council Decision (CFSP) 2020/1515, was conducted entirely by the EEAS with support of the ESDC Secretariat. Once the Human Resources department of the EEAS checked the administrative conformity of the applications, a selection panel, headed by the Managing Director CSDP.CR, selected nine candidates for an interview, based on their CVs and application letters. Five candidates were then shortlisted after the interview, ranked by preference of the selection panel. The candidates were invited to present a written vision paper, which they then presented in a special meeting of the Steering Committee. The Member States could then rank the candidates in order of preference. In the second voting round, the candidate ranked first both by the selection panel under the authority of the High Representative and by the EU Member States was selected. Holger Osterrieder was thus appointed on May 21, 2022 by the High Representative of the Union for Foreign Affairs and Security Policy and took up his position on September 01, 2022.

3.4. ESDC Secretariat

The secretariat is organised in four (4) sections, each with clear tasks and missions, but mutually reinforcing each other when necessary.

The core business of the ESDC is taken care of by the Training Manager. They are responsible for the organisation and quality management of the courses. Currently, there are 8 training managers, who take care of the bulk of the training activities of the ESDC. Currently, they work under the overall guidance of the Deputy Head of the ESDC, LTC (IT Army) Simone Coccia)

The cyber-related (including hybrid threats) courses are the responsibility of the Cyber ETEE team. Currently, the Cyber ETEE teams counts 5 members, working under the responsibility of their own coordinator, Major (CY Army) Marios Thoma.

The management of the Internet-based Distance Learning and the support to the dedicated IT systems is taken care of by a team of two persons. They are responsible to maintain and further develop both the content of the ILIAS Learning Management System and the technical support to that system and to the dedicated IT platforms of the ESDC (e.g. ENLIST). They also act as platform administrator, on behalf of the EEAS, for the Schoolmaster module of Goalkeeper.

Finally, following the departure of the previous deputy head of the ESDC on 1 September 2021, the administrative and financial team of the ESDC was reinforced by 1 person. These three people take care of the human resources aspects and the financial management of the ESDC, are responsible for the liaison with the services of EEAS Resource Management and support the organisation of the

meetings of the ESDC Steering Committee and EAB.

4. ESDC courses and training concept

In total, the ESDC organised 119 training activities, including 25 pilot activities and trained 2552 participants. It also organised 24 other activities such as meeting, seminars, conferences and research activities, bringing the overall number of activities to 143. This high number was partially related to catching up a number of training activities that were postponed during the COVID pandemic.

4.1. ESDC quality assurance system

The ESDC's quality assurance systems ensures that we train on the right things. In essence, this is guaranteed by rigorously using a two-year quality cycle for all our training activities. Every two years, we analyse each of the curricula to see if they still reflect the most current EU policies and lessons identified by the CSDP missions and operations. The ESDC network conference is instrumental to collect this information in the presence of as many as possible representatives of the training institutes that are member of our larger network (the network conference is also open to training institutes that are not a member of the ESDC network in the strict sense). To be able to manage the workload, each year, we look at approximately 50% of our curricula and see which of them need to be adapted. For our flagship course, the CSDP High-Level Course we make this exercise every year due to its modular nature and rotating modules between the Member States.

In order to capture the training requirements of the Member States, the ESDC also closely follows the work of the both the EU military (EUMTG) and civilian (EUCTG) training groups. To make certain that new pilot courses reflect the requirements, any new pilot activity must be underpinned by elements identified in a TRA from either EUMTG or EUCTG. In future, the ESDC intends to contribute to and use the results of the gap analysis of these groups, as described in the implementing guidelines for the training policy relevant to CSDP.

The historic choice to focus on the quality assurance of the courses combined with the lack of dedicated administrative support staff has however resulted in a lack of well-described internal administrative processes. These processes often exist and are described in separate documents, but are not centralised, trained or applied in a consistent manner.

4.2. CSDP High Level Course

The 17th edition of the ESDC's flagship course CSDP High Level Course (HLC) 2021/2022, carried the name of Walter HALLSTEIN, as a tribute to the German academic, diplomat and statesman who was the first President of the European Commission from 1958 to 1967, a committed European and a decisive proponent of European integration.

The one-year course consists of four residential one-week modules, held in Belgium (Brussels), Slovenia (Maribor), Estonia (Tartu) and Poland (Warsaw). Each of the modules is preceded by an e-learning phase. The training delivered via both the eLearning platform and during the residential modules, promotes a common European security culture and aims to foster the network of future leaders involved in the strategic aspects of the CFSP/CSDP. As in previous years, the course drew on support from the EU Institute for Security Studies (EUISS) and the Royal Institute for International Relations (EGMONT).

The course aims to broaden participants' knowledge and understanding of EU security and

defence architecture, the integrated approach to the CSDP as a key CFSP tool and current and anticipated policy, missions and operations. The course also aims to increase participants' awareness and understanding of new threats and other horizontal issues. The 64 course participants are senior experts from the EU Member States, candidate countries and EU institutions (military and civilians, including diplomats and police officers).

4.3. CSDP Orientation Courses

As one of the key-activities (and the one with the highest number of iterations) organised under the aegis of the College, the Orientation Courses have been raising increased interest from the Member States. Starting 2020, an advance & strategic planning system of the slots for these activities was implemented, avoiding overlaps and allowing a better spread of activities throughout the year, as well as possibility to plan these activities well in advance (up to 2 years). This system, handled with flexibility, facilitates considerably the de-confliction between simultaneous offers from the Members. A number of 20 slots is currently in place, evenly spread across the academic year.

4.4. Basic Course on Security Sector Reform

This course provides a thorough understanding of Security Sector Reform as a concept, its generic principles and objectives, and the role of SSR within the EU integrated approach. It addresses the importance of the political dimension of SSR and the need for all SSR processes to be inclusive and nationally owned.

It provides insight into the EU-wide strategic framework on SSR and how SSR support is implemented and coordinated, both internally and with other relevant actors, to fulfil the EU-wide mandate.

4.5. Pre-deployment Training for CSDP Missions and Operations

The Pre-deployment Training for CSDP Missions and Operations (PDT) in an important preparatory training for personnel selected for deployment to a CSDP mission/operation. It enhances participants' overall understanding of CSDP missions' functioning principles, provides an insight into the latest policies, instruments and tools available to fulfil the mandate. The training aims to increase the effectiveness of the mission/operation by ensuring that participants are adequately prepared so that they can integrate into mission life and be operational as soon as possible upon deployment.

Held in Brussels the PDT benefits of drawing on all the headquarter expertise. Also, it provides a unique opportunity for future mission staff to meet and receive briefings by their respective mission/operation Points of Contact (PoCs). The PDT under the auspices of ESDC aims to complement rather than substitute national training efforts. As clearly indicated in the "EU Policy on Training for CSDP" the Member States are primarily responsible for ensuring appropriate preparatory trainings.

The PDT training is open for both seconded and contracted personnel, deploying to both civilian and military CSDP missions and operations. During the academic year of 2021/22 the PDT was held nine (9) times together with different training institutes from the ESDC network. Due to the Covid pandemic the format of the PDT shifted to adapt and follow the dynamic and quickly changing situation and to adhere to the moving rules and restrictions in both Belgium, Member States and mission areas. To enable participants selected for CSDP deployments undertake the training prior deployment it was held four (4) times in residential format in Brussels, four (4) times in online format and one (1) time in a hybrid format with participants both in the classroom and online.

Up to now, 212 people have been trained this academic year. We have seen an elevated interest for the PDT from both Member States and missions, in particular an increase of military participants and of participants directly contracted by the missions.

4.6. Hostile Environment Awareness Training (HEAT)

The Hostile Environment Awareness Training (HEAT) aims to contribute in sustaining front of mind security and situational awareness, reinforce a safety and security awareness mind-set, and develop confidence. In addition, to provide guidance on individual and team options to help deter, detect and react during and after threatening events thus increasing the overall personal safety and security of staff members while serving in Mission.

During this academic year ESDC has started to organise HEAT courses on a regular basis. Since its mandatory for personnel deploying to high-risk environments to undertake a HEAT course these developments are very positive and by offering HEAT courses under ESDC we are bridging an existing training gap and assisting the missions by providing a more comprehensive preparatory training package.

HEAT courses are very practical in its nature, it builds on realistic, scenario-based exercises. This requires a large and skilled instructor team, specific material, and applicable infrastructure at the training premises. Therefore, we are happy that experienced and dedicated ESDC network partners have been willing to develop and organise high-quality HEAT trainings. In addition, and in conjunction with the HEAT trainings, we have also started to organise a two-days

4.7. Vehicle Safety 4x4 Driving.

This training familiarises and systemises the knowledge and practical skills in safe and effective usage of vehicles in remote areas without technical support, in difficult/close to extreme driving conditions. Having the driving part separated but attached to the HEAT training enable participants to take both trainings back-to-back or if need be to only enrol to the driving training.

During the academic year of 2021/22 three (3) HEAT courses were organised and two (2) Vehicle Safety 4x4 Driving. For the coming academic year, we aim to increase the number of iterations based on the needs out in the missions.

4.8. Advanced Political Advisors in EU Missions and Operations

The Advanced Political Advisors in EU Missions and Operations is a three modular course co-organised by the Brussels-based Egmont Institute, the Geneva Centre for Security Policy (GCSP) and the Austrian National Defence Academy. It aims to give participants a wider knowledge of tasks and challenges which Political Advisors are likely to face.

The course aims to:

- give participants an understanding of the tasks and challenges likely to be faced by political advisors in an EU mission or operation – both at the operational and strategic levels;
- provide a detailed overview of the core principles of the EU's External Action as well as the framework, skills and working techniques for political advisors both in capitals and in the field;
- enhance participants' existing skills through practical training exercises;
- encourage networking among individuals working in advisory positions.

Due to the third wave of the COVID-19 pandemic, the training providers decided to organise the 10th Advanced Course for Political Advisors online and Module 3 of the was postponed and held online in February 2022. Some Course participants who had not been able to participate in the Module of previous courses, because of the pandemic, joined this course and got the final certificate. The 11th Advanced Course for Political Advisors was conducted completely in residential format in the same academic year and the learning outcomes were excellent.

4.9. Advanced Modular Training (AMT)

Given the COVID-19 crisis and the state of uncertainty with regard to the organisation of public events in the academic year 2021-2022, the training providers decided to organise the AMT mainly in a virtual format with the exception of AMT2A. AMT was composed of two modules: EU Integrated Approach (AMT 1) and CSDP Crisis Management (AMT 2). The latter is offered in two options: CSDP Crisis Management at the Political-Strategic Level (AMT 2a) and CSDP Crisis Management at the Strategic Level (AMT 2b). AMT 1 is common and depending on interest, participants must opt for either AMT 2a or AMT 2b. The completion of a CSDP Orientation Course prior to AMT is a prerequisite. The course was the result of excellent cooperation, synchronisation and efforts by five training providers: the Hellenic Supreme Joint War College, the Swedish Armed Forces International Centre, the Italian Centre for Higher Defence Studies, the National University of Ireland Maynooth and the EU Military Staff.

This year, the delivery and final result of AMT have exceeded all expectations. This success is due to the presence of a fine tuned team of AMT Mentors and a small core planning team engaged thought the AMT planning as a whole, from AMT 1 to AMT 2B. Collectively all parties were completely committed and supportive. Future activities should replicate this style of synergy.

Furthermore, it is assessed that, residential; in-person training cannot be fully replicated in a virtual environment. However, if judiciously run and combined, virtual synchronous and asynchronous environments can facilitate good knowledge acquisition and skill development, and offer time for deep reflection and freedom of action.

The possibility does exist for AMT to evolve by considering that there is a direct link between CSDP Orientation , AMT and High Level Courses. Having the one as prerequisite for the next, there would be a clear training line from Initial to Advanced to Expert level on EU Integrated Approach and Crisis Management.

List of ESDC Advanced Modular Training courses:

- AMT Option 1

AMT 1 (EU Integrated Approach – from conflict analysis to Political Framework for Crisis Approach-PFCA), was held virtually from Brussels from 14 to 18 March. During the course, participants reflected on collaboration and cooperation among different actors, namely political, military and civilian crisis management, humanitarian and development aid actors in the wider context of Common Foreign and Security Policy.

- AMT Option 2

AMT 2 is offered in two options: CSDP Crisis Management at the Political-Strategic Level (AMT 2a) and CSDP Crisis Management at the Strategic Level (AMT 2b).

In AMT 2A (CSDP Crisis Management at the Political-Strategic level – from PFCA to Strategic Options), held in presence in Thessaloniki (Greece) between 04 to 08 April, course participants discussed the relevant aspects of interaction among crisis management structures by practicing and discussing the procedures, key stages and planning tools of crisis management at the political-strategic level, as part of the EU Integrated Approach to Conflict and Crisis.

AMT 2B (CSDP Crisis Management at the Strategic level – CONOPS development), held virtually from Stockholm from 16 to 20 May, course participants focused on the relevant aspects of interaction among crisis management structures, practising and discussing the procedures, key stages and planning tools of crisis management at the strategic level.

4.10. Diplomatic Skills course

Figure 5 Second edition of Diplomatic Skills Course

Launched in 2021, two courses focused on diplomacy became standard activities of the college at the beginning of the academic year. The first course, Diplomatic Skills on CSDP was ran in 2022 in Timisoara (with a focus on Eastern partnership) and gathered more than 45 participants, while the Advanced Diplomacy course runs yearly in Brussels and addresses a senior audience.

4.11. Course on Comprehensive Protection of Civilians (PoC)

The course aims to give participants a comprehensive and critical understanding of the multiple dimensions and meanings of the protection of civilians (PoC) in armed conflict and crisis areas.

This course enhances participants' knowledge and understanding of the EU integrated approach to conflict and crisis. It also aims to increase information sharing, collaboration and cooperation among the different actors, namely military, civilian crisis management, humanitarian and development aid actors in the wider context of CFSP/CSDP in the area of PoC in armed conflict.

4.12. Summer University Doctoral School

The course represents the flagship of the Doctoral School and is run on an annual basis – the 2022 edition took place in Brussels, from 04 to 08 July. The course tackles aspects related to the fellows` progress, research aspects, generic and dedicated presentations, interactive exercises and meet the mentors and many others.

Figure 7: Summer University Doctoral School

Starting 2023, the Summer University will be run in different European Universities, based on a principle of rotation.

4.13. PM2 Project Management in support of CSDP missions and operations

This aim of the course was to address the needs expressed in the annual CSDP lessons reports, following the creation of Project Cells in the CSDP Missions. Its primary focus is thus to increase the

efficiency and effectiveness of the Missions by providing a widely acknowledged methodological framework that can be used to manage almost all types of projects being run under their auspices.

The first course of the Academic Year was successfully organised by the Hellenic Supreme Joint War College (HSJWC), in Thessaloniki, between 22 and 26 November 2022, with active participation and excellent outcomes.

The second course was successfully held, in Larnaca by the CSDA between 9 and 13 May 2022, with active participation and excellent outcomes.

4.14. Climate Change and Security

The aim of this regular course is to enhance awareness of climate change security implications through the acquisition of basic knowledge related to global warming as a phenomenon and as a security threat multiplier, and to the impact of climate change on international, regional and local peace and security. The course also introduces the main instruments available to reduce the risk of climate change having security implications, and address them.

The first course of the Academic Year was steel highly infected with COVID-19 restrictions. Despite the aforementioned limitations and the smaller participation (25 registered/13 participated), the course was successfully organized and conducted IHEDN, in Brussels, between 5th and 7th October 2021, with smaller but active participation and excellent outcomes.

The Cyprus Security and Defence Academy between 11th and 14th October 2021 successfully held the second course in Larnaca, with active participation and excellent outcomes (52 registered/52 participated).

The third residential (19) and online (8) course was successfully held, in Sofia by Crisis Management and Disaster Response Centre of Excellence (CMDR COE) and Diplomatic Institute to the Minister of Foreign Affairs of the Republic of Bulgaria, between 5th and 8th April 2022 successfully with active participation and excellent outcomes (34 registered/27 participated).

The fourth course in Athens was successfully held by GR/"Deree" American College of Athens, GR/University of Piraeus (Athens) and BE/European Citizens' Association between 16th and 18th May 2022 with active participation and excellent outcomes.

4.15. Disaster Relief in CSDP Context

The aim of this course which took place in the CMDR COE premises in Sofia from 19 to 22 July 2022, was to harness shared perspectives and a shared vision of disaster relief as part of the whole disaster management chain, including the development of critical capabilities and situational awareness in relation to tackling emergency situations.

The course focused on planning and execution, at strategic, operational and tactical levels, of disaster relief and post-disaster reconstruction, civil protection and humanitarian assistance missions/operations in relation to natural, human-made and climate-driven disasters in the wider CFSP/CSDP context. Field practitioners shared their experience in disaster relief operations, from diplomatic and military perspectives.

The course had been successfully co-organised by the CMDR COE, the Diplomatic Institute to the Minister of Foreign Affairs of Bulgaria and the Romanian National College of Home Affairs.

4.16. Mediation, negotiation and dialogue skills for CSDP

The aim of the course is to develop the participants' ability to negotiate for themselves and then to use the mediation process, which includes, negotiation, in helping other parties to prevent, manage and resolve conflicts. The practical part of the course (simulation) provides an opportunity for the participants to apply and to put into practice what they have learned and relate to a relevant international peace-building scenario.

The course was successfully held online between the 10th and the 24th May with excellent learning outcomes.

4.17. New Peace Operations as a stabilizing factor for European Union

The course aim to prepare participants to effectively take positions on peace support operations policies and strategies at senior staff level. They will get acquainted with historical, diplomatic, institutional, legal, humanitarian and operational issues related to the peace operations. The course focuses on the EU involvement in the field together with the other actors, with a special glance to UN and NATO policies. The final goal of the course is to facilitate the creation of a network of practitioners working in the field.

The final goal of the course is to facilitate the creation of a network of practitioners working in the field of crisis management operations.

The course was successfully held in residential format with excellent learning outcomes and active participation from the course members.

4.18. From Conflict Analysis to integrated Action – Generating Strategies for intervention

The aim of the course aims to integrate different perspectives and understanding of complex conflict, providing participants with critical skills to effectively analyse conflict dynamics and to identify and assess realistic responses. This course provides CFSP/CSDP personnel working in crisis situations with the necessary conceptual frameworks and analytical skills to respond and develop integrated approaches to conflict prevention and crisis management. As part of the wider policy context of EU conflict analysis this course supports CFSP/CSDP decision makers and practitioners to design and implement integrated responses to prevent and manage crisis situations. The course is practitioner focused and highly interactive.

The course was successfully held online with excellent learning outcomes.

4.19. Course on Comprehensive Approach to Gender in Operations

This course is run not just because it is the right thing to do, but because it makes our operations more effective and sustainable.

Actively engaging women and men on equal grounds, within our own missions and institutions as well as in rebuilding post-conflict societies, is a matter of operational effectiveness. This implies changes in the way we plan and implement our operations, which is precisely what "A Comprehensive Approach to Gender in Operations" envisions to accomplish.

4.20. Civilian Aspects of EU Crisis Management

The aim of the course is to enhance a common understanding of civilian aspects of EU crisis management among personnel of Member States, the EU Institutions and relevant EU Agencies involved in EU crisis management and to improve the understanding of EU crisis management decision-making processes.

The course examines the current and future trends, challenges and opportunities within the field of civilian crisis management. In this way, the course aims to enhance the awareness of the need to consolidate long-term partnerships with strategic partners, international organisations, regional and local actors with regard to civilian crisis management.

The course is also designed to promote the development of a network of experts working in the field of crisis management.

Both reiterations of the course during the Academic Year have been highly affected by COVID-19 restrictions and have been successfully held online with two different ESDC academic institutions. Course members participated actively and the learning outcomes were outstanding.

4.21. The EU Facing Hybrid Threats Challenges

The aim of this course was to prepare military officers and civil servants from EU Institutions and relevant Agencies and from Member States to effectively take positions on security policies, strategies and missions/operations. The course dealt with diplomatic, institutional, legal and operational issues related to hybrid threats and security issues at strategic level, enabling participants to form a broad overview of hybrid threat challenges.

The first course of the Academic Year was successfully organised by IHEDN, in Brussels, between 14 and 16 December 2021, with active participation and excellent outcomes.

The second course was successfully held in Athens, by the Greek Ministry of Digital Governance between 08 and 11/02/2022, , with active participation and excellent outcomes.

The third course was successfully held, in Brussels by AIES on 9 and 10 June 2022, with active participation and excellent outcomes.

4.22. Core Course on Security Sector Reform

Figure 8: Core Course on Security Sector Reform

The course aims to enhance the knowledge, skills, and competencies of participants in relation to the concept and principles of SSR as part of the EU integrated approach and other related EU policy and concepts. It will highlight the key components of SSR, the various tools and techniques used by SSR practitioners and the challenges that an SSR advisor could face. It will also develop examples of good practice through the collective sharing of experience and provide tools to address future challenges and assess needs in relation to SSR.

The course also aims to strengthen a network of SSR experts, with a common understanding of EU SSR.

The Austrian Federal Ministry of Defence in cooperation with the Austrian Study Centre for Peace and Conflict Resolution (ASPR) successfully organized the first course of the Academic year in an online format from 04 to 15 Oct 2021

The second Core Course on SSR in a residential format was conducted by the same organizers in Stadtschlaining (Austria) from 13 to 19 May 2022. Both courses achieved active participation and excellent outcomes.

4.23. European Armament Cooperation (expert level)

The aim of this course was to enhance mutual understanding in armament cooperation by critical analysis of the armaments sector; identifying the frameworks, stakeholders, tools and processes, understanding the challenges at stake and benefits at EU level. The course delivered commonly educated EAC managers who can undertake international armament cooperation projects with skill and efficiently in the context of a developing CSDP.

One course organized this Academic Year in Rome, by the Austrian MoD and the Italian NAD

between 08 and 12 November 2021. with active participation and excellent outcomes.

4.24. CSDP Capability Planning and Development Course

The aim of this course was to educate and familiarize personnel from the EU Member States and Institutions with the EU capability planning and development and it was mainly focused on the Headline Goal Process, its' relationship to other defence initiatives and its' link to the agreed EU Level of Ambition. Two iterations have been successfully organised during the academic year, providing trainees with a strong hands-on experience in the Headline Goal Process, its' main products and capability taxonomy.

4.25. Course on European Armament Cooperation (Awareness level)

The aim of this course was to enhance mutual understanding in armament cooperation by critical analysis of the armaments sector, identifying the frameworks, stakeholders, tools, and processes, understanding the challenges at stake and benefits at EU level. The course delivered commonly educated EAC managers who can undertake international armament cooperation projects with skill and efficiently in the context of a developing CSDP.

The first course of the Academic Year was successfully organised by the Austrian Mod and the EDA, in Brussels, between 11 and 13 October 2021, with active participation and excellent outcomes.

The second course was successfully held, in Paris by IHEDN between 11 and 13 July 2022, with active participation and excellent outcomes.

4.26. EU Integrated Crisis Management

The course was co-organised by the EU integrated crisis management course together with the Finnish Defence Forces International Centre and the Crisis Management Centre CMC Finland and successfully held on-line between 13 to 17 September 2021, with active participation and excellent outcomes. The aim of the course was to enhance knowledge and understanding of crisis management in the context and culture of the EU Integrated Approach to External Conflicts and Crises.

4.27. Strategic Mission Planning Course for Civilian Missions (former Course on Strategic Planning Process of CSDP Mission and Operations)

The course was co-organised by the Austrian MFA, the Centre of Excellence for Civilian Crisis Management, the Folke Bernadotte Academy and the Austrian Study Centre for Peace and Conflict Resolution and held online on 7 and 8 July and in person, in Brussels, from 11 to 15 July 2022. The aim of the course was to provide participants with knowledge and skills in relation to strategic planning for civilian CSDP missions, with a focus on EU capabilities as part of the Integrated Approach. The course focused on the specific challenges that strategic planners are confronted with in the context of civilian crisis management, considering the Civilian CSDP Compact and the newly adopted Strategic Compass.

Despite the low number of participants (10) the course was of very high quality both in terms of participants and in terms of content. The participants elaborated a crisis management concept (CMC) proposing a civilian CSDP mission in the fictional country of „Centerland", based on a scenario written specifically for this course."

4.28. Strategic and Communication in the Context of Security and Defence

The course was organised by the National College of Home Affairs, National University of Political Studies and Public Administration, Romanian National Defence College, Bucharest Romania, and Edward M. Kennedy Institute for Conflict Intervention, NUIM, Ireland, under the Eastern Partnership framework, in a hybrid format, between 20th and 24th September 2021, in Bucharest, and via Zoom. The course highlighted the role played by an efficient strategic communication in a rapidly changing landscape, shaped by intensive digitalization, emergence of innovative technologies, proliferation of online disinformation, and the ever-eroding trust in public institutions. The activity was based on the integrated approach of the European strategic communication during crises, from a civ-mil perspective.

4.29. ESDC course Train-the-Trainer Investigating and Preventing Sexual and Gender based Violence in Conflict Environments

The aim is to enhance the capacity and capability of mission personnel to integrate a gender perspective aiming at preventing and addressing Sexual and Gender Based Violence (SGBV). The participants should be able to apply this perspective in preventing and reporting of SGBV, ongoing investigations and assisting by providing the necessary knowledge, tools and skills.

The course is also a train the trainer's course and by the end of the course participants will be able to plan and conduct training sessions on Preventing and Investigating Sexual and Gender Based Violence in a conflict and/or crisis environment. In addition, the training will link up the justice chain, from police investigations to the court.

4.30. EU Logistics in operations Course

The aim of this course organised by EUMS and MLCC in purely online format, was to provide a comprehensive knowledge and understanding of logistic planning and execution in CSDP missions and operations. Trainees had obtained the ability to deal with EU logistics from either multinational or national positions and increased logistics planning and execution skills.

4.31. EU Logistics Fundamentals Course

The course had as well been organised by EUMS and MLCC in purely online format and aimed at providing basic knowledge of EU logistic policies, principles, concepts, and standard operating procedures in CSDP missions and operations. Trainees had obtained the ability to manage logistics requirements, challenges, and dependencies, by enabling processes and supporting functions.

4.32. The Challenges of Securing Maritime Areas for the European Union

The course prepared military officers and civil servants from EU Member States, Institutions and Agencies, to be assigned to posts relevant on maritime security policies, strategies and missions/operations at executive staff level. It allowed them to get acquainted with diplomatic, institutional, legal and operational issues related to the implementation of the European Union Maritime Security Strategy (EUMSS). The course also aimed to create a network of practitioners working in the field of maritime security in EU MS and Institutions

The first course of the Academic Year was successfully organised by the Hellenic Naval Academy,

in Piraeus, between 28 March and 1 April 2022, with active participation and excellent outcomes.

The second course was successfully held in Brussels by IHEDN between 5 and 7 April 2022, with active participation and excellent outcomes.

The third course was successfully held in Constanta (Romania), by the National College of Home Affairs - CNAI ("Alexandru Ioan Cuza" Police Academy) and the Romanian Naval ACADEMY "Mircea cel Batran" (ANMB), between 24 and 27 May 2022, with active participation and excellent outcomes.

4.33. The challenges of Space for EU and CSDP

The course was organised by IHEDN and successfully held in Paris between 1 and 3 March 2022 with active participation and excellent outcomes. The aim of the course was to raise awareness of the importance of space activities in the CSDP framework. It enabled participants to form a broad overview of international space policies.

4.34. Cyber standard courses

The Cyber ETEE platform provided 10 standard training activities and 1 conference/summer school. The training activities covered the full range of the cyber domains, namely NIS, cyber defence and external relations. The following pilot activities were provided:

4.34.1. Challenges of European Cybersecurity (awareness level)

Organised by the Portuguese National Defence Institute in Brussels, on January 17-21, online. The course aimed to enable the participants to understand the all-encompassing nature of the information society and to recognize its complexity and the various threats that exist. In addition presented the basic notions and concepts related to cybersecurity and cyber defence, as well as the international cyberspace issues and cyber diplomacy.

4.34.2. Cyber Defence Policy on National and International Level (specialised, at strategic level)

Organised by the Baltic Defence College in Tartu, Estonia on March 14-18, 2022. The course aimed to enable the participants to understand the cyber defence strategy and policy at international level and the related interconnections. The course tackled the conceptual framework to facilitate strategic thinking about cyber defence and develop understanding on how to integrate cyber considerations into national as well as international security policy and strategy formulation.

4.34.3. Basic Analysis Course (technical/tactical level)

Organised by the Hellenic Joint Intelligence School (HJIS) in Athens, Greece, on March 28 - April 8, 2022. The course aimed to provide a forum for the exchange of knowledge and best practices among «All Source Analysts» by improving their knowledge, skills and competencies via structured methods of intelligence analysis and lab exercises. This course is also a deliverable of the Joint European Intelligence School (JEIS) PESCO project.

4.34.4. The role of the EU's cyber ecosystem in global cyber security stability (awareness level, with a focus on the Middle East and North Africa (MENA) countries)

Organised by the Digital Security Authority (DSA) and the Cyprus Ministry of Defence in Larnaca, Cyprus, on April 27-29, 2022. This course was tailored to MENA countries and presented the main pillars of the EU cyber ecosystem, and how they can reinforce global security stability by strengthening cyber resilience, built trust and upscale cooperation among global actors.

4.34.5. The EU's Cybersecurity Strategy for the Digital Decade (non-specialized, at strategic/ technical level)

Organised by the Italian Interagency Law Enforcement Academy of Advanced Studies in Rome, Italy, on May 10-12, 2022. This course presented the main pillars of the EU's Cybersecurity Strategy for the Digital Decade. The course acted as a forum where entities coming from EU member states, EU Institutions and Agencies had the chance to interact with the participants and inform them on the current and future developments at strategic, tactical and operational levels regarding the EU's Cybersecurity Strategy.

4.34.6. Cyber Security Basics for Non-Technical Experts (non-specialised, at awareness level)

The Course was organised by the Hungarian Institute of Cybersecurity - National Public Service University, Ludovika and provided from 2 to 4 February 2022. Due to the covid-19 pandemic it was decided to organise the course in on-line form. The well-prepared schedule of the 3 days of the course allowed participants to follow the experts in the domain of the Cybersecurity with the focus on the current cybersecurity strategy and legislation from the European Union's perspective. Open to non-technical end-users (civilians or military personnel) that need to use IT equipment on a daily basis and want to understand the cybersecurity basics from both the regulatory and technical perspectives.

4.34.7. Cyber Diplomacy Basic Course (Awareness Level)

Organised by the Romanian National Institute for Development and Research in Informatics, on May 18-20, 2022. The course aimed to enable participants to understand the basic notions on cyber diplomacy, identify the challenges and to be able to implement capacity building measures, increase the resilience and share some common views, including how to apply EU's Cyber Diplomacy Toolbox.

4.34.8. Open Source Intelligence Course (technical/tactical level – open only to Member States)

Organised by the Cyber Defence Directorate of the Hellenic National Defence General Staff in Athens, Greece, on June 20 – July 1, 2022. The course aimed to provide a forum for the exchange of knowledge and best practices among «OSINT operators» by improving their knowledge, skills and competencies via structured methods of collecting information and lab exercises.

4.34.9. Critical Infrastructure Protection (Basic Course) (awareness level)

Organised by the Romanian National Institute for Development and Research in Informatics in

Bucharest, Romania, on June 21-23, 2022. The course presented an overview of the evolving nature of Critical Infrastructure Protection (CIP) efforts aiming to enable a strategic foresight in the CIP and resilience planning activities at the level of the various competent regulatory or coordinating authorities or owners/operators of Critical Infrastructures.

4.34.10. The role of the EU's cyber ecosystem in global cybersecurity stability (awareness level, with a focus on the Western Balkans region)

Organised by the Hellenic Ministry of Foreign Affairs the Hellenic Ministry of Digital Governance and the EU Agency for Cybersecurity (ENISA) in Thessaloniki, Greece, on June 20-22, 2022. This course was tailored to Western Balkan region. and presented the main pillars of the EU cyber ecosystem and how they can reinforce global security stability by strengthening cyber resilience, built trust and upscale cooperation among global actors.

4.34.11. Cyber ETEE Summer School and Cyber ETEE Conference

The Cyber ETEE Summer School (12-15 July 2022) and the Cyber ETEE Conference (12-14 July 2022) were jointly organised by the Constanta Maritime University, under the ESDC framework, in Constanta Romania. The Summer school format acted as an exchange forum among different stakeholders (network members, academia, research institutions, speakers all over the world, as well as private sector) aiming to strengthen interaction between EU Member States governmental sector, EU Institutions and Agencies, Academia and the private sector. During the Conference and Cyber ETEE Summer School were covered the following topics (i) Cyber Power Geopolitics, (ii) Cyber Diplomacy and Deterrence, (iii) Cyber Intelligence, (iv) Surveillance and Privacy, (v) Cyber Society Resilience, (vi) Mutually Assured Cybersecurity, (vii) Ransomware Global Terrorism and (viii) Cyber Insurance and Supply Chain.

All the updates, agenda, flow, were continuously updated and presented on the website https://etee-summer.school/

4.35. **Pilot Courses**

4.35.1. Intelligence security in the EU: challenges and opportunities

The French Institute for Higher National Defense Studies (IHEDN) and the European Security and Defence College (ESDC) organised in October 2021 a pilot activity "Intelligence security in the EU: challenges and opportunities". The course audience was civil servants and military personnel from EU Member States and EU institutions, more specifically dealing with strategic and operational aspects of intelligence, Defence and security issues and a willing to update and deepen their knowledge. Since the evaluation of the activity indicated a high score, a curriculum was addressed to the ESDC EAB and ESDC SC to endorse the activity as an ESDC standard course.

4.35.2. Senior Strategic Course

Figure 9: Final module Senior Strategic course in Paris.

Previously launched under the name of European Advanced Strategic Course on Security and Defence, the Senior Strategic course is now a standard activity of ESDC and concentrates very senior participants from EU member states, having 3 modules in Brussels, Berlin and Paris.

4.35.3. Intelligence Security in the EU; Challenges and Opportunities

The course was done once during the academic year, on 23-25 November 2021, in Brussels. Curriculum proposed to be endorsed by ESDC EAB in June 2022 as a standard course.

4.35.4. The European Union for Secondary Schools

The course was organised by the European Citizens Association and successfully held in Brussels from 20 to 23 June 2022, with active participation and excellent outcomes. The aim of the course was to support our military secondary school teachers and military instructors and familiarise them with the European Union and its history, strategies and values. The course focused on knowledge and skills but also highlighted the attitudes that we expect our experienced trainers and teachers to take away with them in order to continue promoting EU values and creating an even stronger common security and defence culture.

4.36. Cyber pilot courses

The Cyber ETEE platform provided 9 pilot training activities. The training activities cover the full range of the cyber domains namely NIS, Cyber defence and External Relations The following pilot activities were provided:

4.36.1. Basic Analysis Course (BAC) (tactical/technical level)

Organised by the Hellenic Joint Intelligence School (HJIS) in Athens, Greece on September 20 – October 1, 2021. The course aimed to provide a forum for the exchange of knowledge and best practices among «All Source Analysts» by improving their knowledge, skills and competencies via

structured methods of intelligence analysis and lab exercises. This course is also a deliverable of the Joint European Intelligence School (JEIS) PESCO project.

4.36.2. Cyber Threat Management (specialised, at technical/tactical level)

This course aims to provide an in-depth knowledge on top cyber threats and prepare participants to efficiently confront contemporary and emerging cyber-threats. It provides insights on the options security experts have in deploying efficient organizational and technical measures against the analysed threats.

It was organised by the EU Agency for Cybersecurity (ENISA) in Bucharest, Romania on October 13-15, 2021 and very well received by the audience. In lectures and tabletop exercises, participants worked on enhancing their understanding about each of the analysed threats, the way they can harm the organisation's assets, vulnerabilities that they can exploit, and most importantly, security measures that can be deployed to confront them and reduce the associated risks.

4.36.3. Cyber Awareness Train the Trainer Course (specialised at awareness level)

This course aims to support and to enhance cyber security awareness programmes within EU Institutions and Member States. It was organised by the European Defence Agency (EDA) and the IT School of Bundeswehr (ITSBw) in Pocking, Germany, on October 25-28, 2021. The target audience traditionally is personnel within an organisation with the responsibility to develop, implement and evaluate cybersecurity awareness programmes in support of wider organisational security objectives.

Over several days, specialists met to follow presentations on how to create such programmes, how to tailor them to audiences and which aspects to take into consideration. They took advantage of several group sessions to network and to exchange views and experiences.

4.36.4. Basic Image Intelligence (IMINT) Analyst Course (technical/tactical level)

Organised by the Hellenic Joint Intelligence School (HJIS) in Athens, Greece, on December 6-17, 2021. The course aimed to provide a forum for the exchange of knowledge and best practices among «Image Intelligence Analysts» by improving their knowledge, skills, competencies via lab exercises and, to support the preparedness phase of the Joint Cyber Unit. The Best Practices that were used in this course were: Identification and classification of military vehicles, aircrafts and ships included in panchromatic and multispectral satellite images according their characteristics, Input of satellite images in arcGIS software, Image georeferencing in Arcgis software, Improvement of satellite image quality using tools of Arcgis to more easily identify objects, Identification of features from each target category in satellite images and highlight them with the help of arcGIS software, Production of information product from satellite images according to the target category included in them. This course is also a deliverable of the Joint European Intelligence School (JEIS) PESCO project.

4.36.5. Cybersecurity and Smart City (specialised, at tactical/operational/and strategic level)

Organised by the University of Thessaly in Brussels, on January 26-28, 2022. Despite to the covid-19 pandemic it was decided to transform the residential course in Hybrid form with very good results.

The course aimed to deal with the challenges of cyber and Internet of Things (IoT) security in smart cities, to increase the cybersecurity at a city level, to introduce the emerging trends in cyber threats and outline the potential impacts of cyber threats for smart city growth, to increase the level of expertise in this field and allow the identification of cyber threats by non-expert users, municipal and national decision-makers, to increase the capability to establish and operate continuous improvement processes, the planning and implementation of recovery and post cyber-attack adaptation operations that also contribute to building security and safety at local levels, and to address future challenges and assess the EU strategic documents in this field.

4.36.6.   Cyber Incident Handling Process (technical/tactical level - open to Western Balkans)

Organised by the Cyber Defence Directorate of the Hellenic National Defence General Staff in Athens, Greece on May 9-13, 2022. This course aimed to provide an understanding of the Incident Handling Process with emphasis on the Windows operating systems. It focused on the Windows forensics process at every level, technical, operational, and strategic. It provided a robust establishment of technical and analysis skills. The course is also a deliverable of the PESCO project 'Information Sharing Platform'.

4.36.7.   Penetration test with open source tools (technical/tactical level - only open to Member States)

Organised by the Cyber Defence Directorate of the Hellenic National Defence General Staff in Athens, Greece on May 2-6, 2022. The course aimed to help practitioners to develop basic skills in order to organize and perform penetration testing to systems, applications and services. Through the combination of theoretical lectures and practice labs the participants improved their ability to identify and recognize existing or potential vulnerabilities to IT systems. The course is also a deliverable of the PESCO project 'Information Sharing Platform'.

4.36.8.   Open Source Intelligence (OSINT) Advanced Level (technical/tactical level - only open to Member States)

Organised by the Cyber Defence Directorate of the Hellenic National Defence General Staff in Brussels on March 15-18, 2022. The course aimed to help practitioners to develop analysis skills to run scenarios of a complex nature and to identify and develop the proper threat models for covering intelligence requirements. It supported practitioners to accomplish targeted threats collection of adversary data and to validate information gathered, creating Indicators of Compromise (IOCs). This course is also a deliverable of the PESCO project 'Information Sharing Platform'.

4.37. Cyber courses in external cyber capacity building

The Cyber ETEE platform provided 2 training activities in the external capacity as follows:

4.37.1.   The role of the EU's cyber ecosystem in global cybersecurity stability, (awareness level, with a focus on the Middle East and North Africa regions)

DSA and Cyprus MoD, Cyprus, 27 -29 April 2022. This course presented the main pillars of the

EU cyber ecosystem and how these pillars can reinforce global security stability by strengthening cyber resilience, built trust and upscale cooperation among global actors.

4.37.2. The role of the EU's cyber ecosystem in global cybersecurity stability, (awareness level, with a focus on the Western Balkans region)

MFA and ENISA. Thessaloniki, Greece, from 20 to 22 June 2022. This course presented the main pillars of the EU cyber ecosystem and how these pillars can reinforce global security stability by strengthening cyber resilience, built trust and upscale cooperation among global actors.

5. Military Erasmus

5.1. 6th CSDP Olympiad

Launched in 2012, the CSDP Olympiad gives cadets/students an opportunity to participate in a European-level essay competition in the field of the CSDP. Given the fact that this activity is directly connected to the Presidency of the Council of the EU, the French Air and Space Force Academy (FASFA) had the honour of hosting the residential phase of the competition under the umbrella of the French Presidency of the Council of the EU. The competition consisted of several stages, including an essay on a CSDP-related topic and a test of knowledge on CSDP issues.

The FASFA in Salon de Provence hosted 35 cadets/midshipmen/students from 14 Member States (Austria, Bulgaria, Cyprus, Croatia, Estonia, France, Greece, Hungary, Italy, Poland, Portugal, Romania, Slovakia and Spain). Cadet Georgios KOURMOUSIS, from the Hellenic Air Force Academy, was awarded first place in the cover page competition, while Cadet MURUMETS Iida Elise, from the Estonian Military Academy, won the essay competition with her paper entitled *The need for an EU "Defence Minister", "Defence Council" or a "Commission Director General (DG) on Defence"*. Cadet VUMBA Maie from the Estonian Military Academy won the first place in the individual knowledge competition.

5.2. International Semester

In line with the recommendations of the GAREA 2020-2021, the IG continued the development of the International Air Force Semester (IAFS) and the European Common Technical Semester for Defence and Security (EuCTS_DS). The IAFS was finalised in September 2022, while the EuCTS_DS has been postponed to July 2023. Three Air Force Academies from Greece, Portugal, and Romania launched this IAFS in October 2022, followed by Poland in 2023.

In addition, the IG promoted the creation of an international semester for naval academies and military medical institutions. The existing Lines of Development (LODs) are working hard on that. LoD-11 is trying to find a way forward and has already postponed the launch of the project to autumn 2022. LoD-15 (Medical semester) is at a very early stage, still mapping the European medical institutions scheme, in order to identify future partners.

With regards to the International Semester with a focus on the Land Forces Academies, eight semesters were offered by the BOEIs during the academic year 2021-2022. Luckily, these activities organised and conducted 100 % in person. The Portuguese Military Academy (PMA) was the latest to opt in by integrating the international semester as a whole into its national curriculum.

5.3.   Gender mainstreaming

The 4th Erasmus Gender seminar, entitled 'How to teach Gender in the military', was organised as a follow-up to the activities of the past academic year and held in a purely in-person format in Larnaca, Cyprus, back to back with the 54th meeting of the Implementation Group in May 2022. The seminar itself was a huge success, attracting more than 60 participants and disseminating the work done in the margins of the Initiative. Moreover, there was significant progress on the development of the CM 'Gender Perspectives in Security and Defence'. LoD-10 (Gender Mainstreaming) had been working for more than a year on the curriculum. The final version of the module was approved by the IG during its 54th meeting. For the first time this new common module is organised by the Theresan Military Academy in Austria in fall 2022. The Military Gender Studies (MGS) project is currently working on the MGS handbook and a first draft will be ready in due course.

6. Conferences and Seminars

6.1.   eLearning and Software for Education - eLSE Conference 2022

This conference edition was organised in hybrid format due to the cultural change brought by the digitalization transformation of the academic environment. eLSE 2022 focused on the crucial and current topics of a world facing dramatic changes. The centre of the conference was the keynote panel session named *eLearning contribution to resilient education and training systems*. The topics discussed were about new trends in eLearning with focus on the recent evolutions from the Eastern neighbourhood and the Black Sea region. Those changes turned a point on, how we perceive the value of distributed learning, which proved that the education might continue even under the threat of bombs, the failure of classic internet links, or the failure of institutional server architectures. Moreover, this panel attracted a lot of military and civilians with responsibilities in the defence and security matters.

The implication of distinguished speakers in a variety of topics, as well as the increased number of participants, proved that the eLSE conference is considered a significant event in the field, both at national and international level and has a critical visibility factor that can be exploited in the future by the scientific and academic community.

6.2.   CSDP Annual Training and Education Conference

The ATEC conference is organised together with EEAS (ISP, CPP and EUMS) and it serves to capture the new developments in policy and doctrine relevant to CSDP and to capture vital lessons learned from the CSDP missions and operations. This year, due to the COVID-19 pandemic, the conference was cancelled.

6.3.   SSR Seminars

In April of 2022, the EAB.SSR in close cooperation with the DDR Unit of the Folke Bernadotte Academy (FBA) and EEAS-ISP1, conducted a seminar, The Nexus Between DDR and SSR – and the Overarching Linkages Between the Fields, at the new ESDC offices in Brussels. The seminar was also open for online participation. The objectives were to introduce the new EU Strategic Approach in Support of DDR of former combatants and to elaborate on the nexus between DDR and SSR processes and the implementation in training for CSDP missions and Operations. Furthermore, the seminar was intended to provide a platform for interested members of the EU SSR Task Force and the Inter-Service

Group on DDR and Member States' representatives of the ESDC EAB.SSR Board. The seminar was well attended and laid the foundation for future close cooperation between policy level expertise and training expertise both at the EU level and in the Member States. Being conducted in parallel with the EAB.SSR's conduct, together with DCAF-ISSAT and FBA, of the Training Requirements Analysis on SSR and DDR, the seminar also created synergies between expert practitioners in the respective fields.

6.4. EU-ASEAN Security and Defence Policy Seminar

The EU-ASEAN Security and Defence Policy Seminar took place was held in residential format in Brussels, under the Chatham House Rule, to discuss how ASEAN and the EU could work together in the context of security and defence cooperation. The seminar primarily focused on ASEAN and EU perspectives surrounding security challenges in the Indo-Pacific region. Dedicated breakout sessions were also held to more deeply examine areas for cooperation on the three thematic areas of maritime security, cybersecurity and peace-keeping/crisis management.

The seminar was very much appreciated by course participants, both from EU Member States and from ASEAN Member Countries, and the learning outcomes were excellent.

7. ESDC engaging in international fora

7.1. European Association of Peacekeeping Training Centres

The EAPTC Annual Conference took place on 10 to 12 May, both in person at the ASPR in Stadt Schlaining and online. The Head of the ESDC and some training managers participated online in this event and in the annual official meeting of the EAPTC. The Secretariat also attended the meetings of the Groups of Friends leading up to the event. The ESDC was invited to organise the Conference in 2023.

7.2. Activities in South America

In July 2022 the ESDC, represented by the EAB.SSR, will take part in the Annual Conference of the Integrated DDR Training Group, hosted by the Colombian Agency for Reincorporation and Standardisation (ARN). The growing ties between the ESDC and the IDDRTG will further enhance the work on DDR training at the EU level.

7.3. International Military Academic Forum (iMAF) 2022

Having recently opened its doors to 21 EU Basic Officer Education Institutions, and National Defence University College from Norway as a new associated partner, the annual international Military Academic Forum (iMAF) was organised in a 100 % in-person format by the Portuguese Military Academy. Since the purpose of the forum is officially linked to the work of the Initiative, 69 participants from 15 countries worked on the development of an International Semester in the naval, air force and technical field, the gender mainstreaming concept, R&D cooperation and the exploration of further financing options for facilitating students' exchanges.

A second iteration of this conference was held in Sibiu, Romania, in June 2022 at the premises of the Nicolae Bălcescu Land Forces Academy. 82 participants from 15 countries continued the work of the respective LoDs and elaborated a new evaluation procedure for common modules and international semesters. The hosting institution handed over the iMAF sword to the Hellenic Military

Academies (army, naval and air force), which already announced their intention to hold the 2023 edition in Athens, Greece.

8. ESDC's engagement in the Cyber domain

ESDC engaged in the cyber domain via its network members and with the continual support of the EU Institutions Bodies and Agencies. In particular the legal framework that is provided by the EU Cyber Security Strategy gave the chance to ESDC to reinforce its role in the EU cyber ecosystem as it assigns to the ESDC certain tasks integrated in the three pillars of the strategy. All the activities of college are mapped according to the 3 pillars of the Strategy achieving the necessary governance on the cyber trainings where are fully aligned with the strategic objectives of the MS.

9. Link with International Organisations and EU agencies

9.1. EUISS

As usual, the close link with the EU ISS has been maintained throughout the year. In particular, the high level of support for the different courses through the intervention of the director and several researchers of EU ISS to the CSDP High-Level Course and to several other courses was highly appreciated by the participants.

9.2. EDA

The European Defence Agency remains a valuable partner in the ESDC's residential training activities. In cooperation with the EDA, the ESDC has also planned a number of new innovative pilot activities in the context of the CDPF and the EU Cyber Security Strategy. Furthermore, ESDC acted as facilitator in number of EDA PESCO projects.

9.3. ENISA CYBER TEAM

The cooperation with the EU Agency for Cybersecurity (ENISA) during this academic year was reinforced by bringing new innovative activities like the 'Cyber Threat Management'. in addition, ENISA cyber experts regularly participate in the EAB.CYBER meetings and a number of ENISA speakers support the ESDC training activities.

During this academic year, the course 'The Role of the EU's Cyber Ecosystem in the Global Cyber Stability' was organised with the support of ENISA to Western Balkans. During the course, an exercise was planned to cover major incidents affecting critical infrastructures of the region.

9.4. NATO

9.4.1. NATO Defence College (NDC)

The Head of the ESDC participated in the meeting of the NDC's Advisory Academic Board as one of the three academic advisors who do not belong to the NATO command structures. During this meeting, chaired by the Chairperson of the Military Committee, several topics were discussed. As agreed with the Dean of NDC and against NDC custom, the function of external advisor will be transferred to the new Head of the ESDC in order to maintain the organisational link between the two colleges.

The Head of the College also participated in two NDC Conferences of Commandants this Academic Year, the first in Copenhagen in the fall of 21 and the second one in Hamburg in May 2022.

9.4.2. NATO & Cyber ETEE

The Cyber ETEE interacted in several ways with NATO. In March 2022, the ESDC participated in the EUMS-NATO workshop in the NATO HQ and in September 2021, it participated with a panel speaker in the 5th NMIOTC Cyber Security Conference in the Maritime Domain. Furthermore, a number of ESDC activities based in the reciprocity opened to Third States and NATO in order to reinforce the cooperation in the domain of cyber.

9.4.3. EU-NATO cooperation with maritime Centres of Excellence

In line with the EUMSS Action Plan and within the framework of the EU-NATO joint declaration-common set of proposals, ESDC participated in the 12th Annual NMIOTC Conference and planned the cyber pilot activity 'Cyber Security Essentials Practical Course' jointly with the NMIOTC.

9.4.4. Cooperation with NATO Defence Education Enhancement Programme (DEEP)

ESDC has participated to an online activity of the NATO Defence Education Enhancement Programme (DEEP) Tunisia, dedicated to Joint Operational Planning, which took place online on October 19, 2021, with the participation of a Subject Matter Expert (SME) on Operations Planning, Simone Coccia (Deputy Head and TM) alongside with an SME from the Italian Centre for Higher Defence Studies (CASD).

ESDC supported with Horatius Nicolae GARBAN, Cyber Defence Training Manager, the NATO DEEP's e-Certified Instructor 1st (October 2021 – February 2022) and 2nd edition (March – July 2022) programme, with organising, creating, delivering content and teaching on Data Protection, Privacy and Copyright (Subject 09). Mr. Horatius GARBAN, as a trainer, as well as the topics presented, were highly appreciated by the participants.
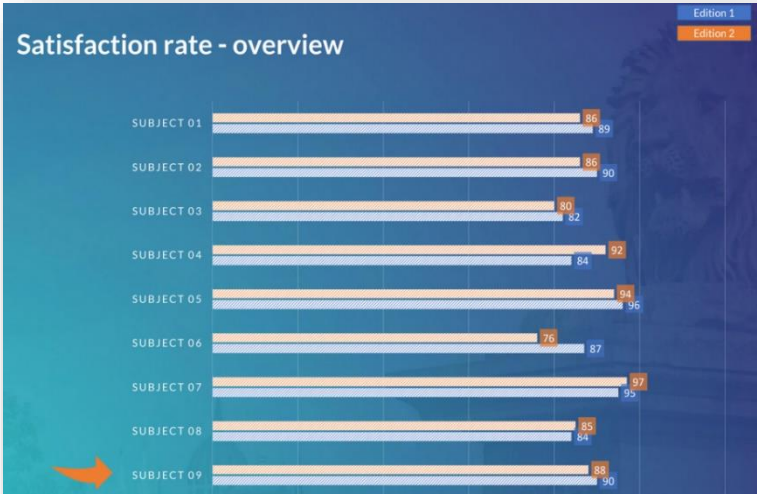
Figure 10: NATO DEEP Satisfaction Overview.

10. Working with EU funded courses/projects

10.1. CYBERNET

The Cyber ETEE participated in a number of events organized by the EU Cybernet project including the EU CyberNet Annual Conference: Building Cyber Capacities in the Digital Decade that took place on 28 October 2021 in Brussels.

10.2. CYDIPLO EU

Members of the CYDIPLO EU participated in EAB.CYBER and provided presentations in a number of cyber courses during the academic year.

10.3. EU-HYBNET

The Cyber ETEE participate in a number of events organized by the EU-HYBNET project including the 2nd Future Trends of Hybrid Threats Workshop (FTW) on 5th of April and the 2nd Annual Workshop (AW) on 6th of April in Rome.

11. Implementing EU policy

11.1. EU Civilian Training Group (EUCTG)

The EU Civilian Training Group (EUCTG) is a configuration of Committee for Civilian Aspects of Crisis Management (CIVCOM) for the systematic process of managing CSDP training requirements for CSDP civilian training.

ESDC is active in EUCTG and participates regularly in the meetings, organised on a quarterly basis. It provides a good opportunity to share the latest developments within ESDC and take part in the discussion with representatives of EU member states, National Training Experts (NTE) and the EU Civilian Coordination for Training (CCT).

During the academic year of 2021/22 a substantive focus has been on the TRA process. Here ESDC plays an important role since those identified training requirements are translated to our various ESDC curricula and constitutes the foundation of our training efforts.

Connected to the TRA process is the drafting of the "Implementing Guidelines for the EU Policy on Training for CSDP" that has been discussed and debated at EUCTG. The aim to support Member States in implementing the CSDP Training Policy. ESDC has been closely involved from the start in the drafting process and the discussions under EUCTG as we are an important actor on the implementation side of trainings.

11.2. EU Military Training Group (EUMTG)

The ESDC has regularly participated to all the EUMTG quarterly meeting, providing the audience with the latest developments in the ESDC area and supporting the work of the EUMTG also through an active participating to the Training Requirements Analysis (TRA) workshops.

Moreover, in its role of facilitator of the implementation of Common Security and Defence Policy (CSDP) civilian-military training requirements, the College has developed and made available to

both the EUMTG and EUCTG, a list with all ESDC courses and their relevance, for each military discipline and civilian training area. This indeed is a clear indicator that the ESDC monitors Member States requirements in order to take forward the relevant proposals by developing efficient training solutions (e.g. Advance Modular Training, Logistic Courses, specific Cyber courses and Border management).

Permanent cooperation between ESDC and EUMTG has also helped the adaptation of the SQF-MILEG to serve the needs of the MS in the area of military training and education.

11.3. European Union Maritime Security Strategy (EUMSS)

The ESDC has mainstreamed the Maritime Security Strategy and the revised action plan. In so doing, the ESDC has included this subject area in the syllabus of a number of basic courses, such as the CSDP OC and CSDP Common Module. Two specialised courses on the challenges of securing maritime areas for the European Union were being conducted in late spring 2022, while a common module on 'Maritime Security Challenges' was delivered to the students of the BOEIs in early spring 2022.

In line with the GAREA 2020-2021 recommendations and within the framework of Military Erasmus, a group of five naval academies is still working on an International Naval Semester project. This also covers cybersecurity and includes a module on naval cyber threats. The project will be submitted in 2023.

11.4. Implementation of the Cyber Defence Policy Framework

The Cyber ETEE update the contribution of the college in the current draft of the CDPF according to the planned activities of the academic program and the objectives set up according to the EU Cybersecurity Strategy of the Decade.

12. ESDC Alumni Association

The objective of the Alumni Association is to create and maintain a network of CSDP-knowledgeable professionals who have attended training activities organised under the aegis of the ESDC. The Association, in close relationship with the European Security and Defence College, bring together these different profiles by organising debates, conferences and activities which will contribute to promoting the development of the CSDP. It will also contribute to the creation and deepening of links between its members and the European security and defence institutions.

In this context, the European Security and Defence College and the EU Institute for Security Studies co-organised an ESDC Alumni Seminar in February 2022 to probe the potential of the Strategic Compass the path to 2030. The event invited alumni of the ESDC together with EU policy makers and officials. More than 120 participated online and the seminar was a success.

13. Resource management

13.1. The ESDC Secretariat

This academic year was still characterized by the continuation of the effects of the Covid-19 pandemic, and by the need to take care of two important procedures, the finalization of the feasibility studies on the future of the ESDC, and the selection process of the new Head of ESDC. The recurring resurgence of the pandemic has also affected ESDC staff, which in two different periods of the

Academic Year saw 25% of the personnel unable to work due to the infection.

Nonetheless, the college staff managed to complete all the planned courses and carry out all planned administrative activities. The administrative activities proved to be particularly laborious due to the extra meetings and the associated work relating to the feasibility study on the future of the college and the selection of the new head of the ESDC.

These events have once again shown on the one hand the extreme flexibility, dedication of the college staff, and their ability to work under stressful conditions, and on the other hand the chronic shortage of personnel.

The problem of too rapid turnover of staff has reappeared. The handover of new staff during the pandemic period was particularly difficult, as due to the rules imposed by the EEAS on physical presence in the office, which obliged the new seconded staff to interact mainly in a virtual environment with their colleagues. Another criticality emerged was the termination of secondments much before the maximum term of 6 years set by the EEAS, with an average of 3 years of stay, and a maximum of 4. This causes staff to be forced to drop out of the College when reaching their peak performance. This is even more evident for the personnel of the administrative cell.

As already indicated in previous GAREA's, the need for ESDC to be able to hire temporary agents (with a contract of up to 8 years) or contract staff under the CEOS (up to 6 years) is still increasingly evident. This was made very evident also by MSs.

i.   These issues were also covered by the feasibility study on the future of the ESDC. The following are the main conclusions shared by the Member States and approved by the Steering Committee regarding the secretariat: As a test, the current Head in cooperation with his selected successor will propose a three-year financial plan to cover the period 2023 to 2025. The provisions for the budgetary years 2024 to 2025 will be made for planning purposes only, including to avoid a too rigid system and will be subject to revision on an annual basis to allow flexibility. This three year budgetary planning should not impact on the planning cycle of the training activities by the MS. The contractual arrangements with the Commission will be done on an annual basis. This multiannual planning approach will be assessed after one year.

ii.   Examine the possibility to adapt the title of the Head of the ESDC into Director of the ESDC in order to align with the French version of the Council Decision. This can be looked at during the discussion on the next Council Decision, without having an influence on the grade bracket of the function.

iii.   The Head of the ESDC, in close cooperation with his selected successor and within the framework of the existing training policy relevant to CSDP, will submit a procedure to better prioritise the courses and in particular the pilot activities. In this procedure, the Head will foresee the possibility to submit an analysis on the feasibility and the resource implications of the training programme resulting from the prioritisation exercise, as well as for any change to the programme resulting from new developments.

iv.   The secretariat is preparing a paper in close cooperation with relevant services outlining the possible way forward. In any case, implementing this issue would require a revision of the Council Decision, covering also other recommendations done in this document or the successive GAREAs.

v.   The Secretariat will prepare a paper in close cooperation with relevant services to explore the following possibilities: the staff of the ESDC should not only be seconded but shall consist of temporary and contract staff members recruited from among candidates from all Member States and the Union institutions. Personnel recruited directly by the College under fixed-term contracts, such as EDA, should be translated into Council Decision. Appropriate resources to be foreseen. In the meantime, the EEAS could contract such staff by expanding the number of associated posts in the ESDC. All relevant topics to be considered e.g. pension schemes. The paper should include budgetary implications of this recommendation.

vi.   Member States are encouraged States to second staff to the ESDC to ensure an appropriate geographic balance. The duration of secondment is governed by national legislation.

vii.   MS are invited to apply a more gender balanced approach when submitting candidates for ESDC positions and course participants. The ESDC will continue to use an equal opportunities approach for staff, participants and speakers, recognizing that there is room for improvement.

13.2.   Financial management of the ESDC and its activities

The ESDC is financed via an operating grant from the CFSP budget, managed by the FPI and it has the necessary legal capacity to fulfil its tasks. The Head of the ESDC is responsible for its financial and administrative management.

In February 2022, an external financial audit was carried out on the previous financial year

resulting in zero factual findings, proving that the organisational and financial management set-up for the implementation of the action did deliver the expected output. Subsequently, the ESDC Steering Committee granted discharge to the Head of the ESDC.

14. IT solutions

14.1. ILIAS Learning Management System

ILIAS is a powerful learning management system that fulfils all the requirements of ESDC. Using its integrated tools, we are able to create tailored, individual learning scenarios that give us the capabilities for course management, learning modules, tests and assessments, portfolios, surveys, wikis and blogs, making it the ideal all-in-one e-learning solution.

During this academic year ESDC proceeded with the upgrade of ILIAS to Release 7. The specific release introduced a variety of new features in terms of user interface, usability, security, privacy and data protection. Furthermore, during the core upgrade of our ILIAS LMS, in order to improve the user experience and integration with our ENLIST registration platform, we have introduced the EU Central Authentication Service to our LMS.

14.2. Website

All the college's web tools and platforms have been redesigned and currently provide full access of the college's resources to our extended network. Our website is continuously upgraded in order to serve as "one stop shop" for all the stakeholders at all levels. It provides all the information needed regarding our latest news, upcoming courses, networks members, nominators, publications, open e-learning material and many more. The SQF-MILEG section of the ESDC webpage has been thoroughly reformed with the introduction of a visualised illustration of the SQF-MILOF proper and MILOF-CORE. Using this handy illustration to navigate through all relevant levelling information, which is now concentrated in one single page, users will able to familiarise easily with the SQF-MILOF concept.

14.3. Enlist

Enlist is a tailored made platform designed by the ESDC IT Team and is the main registration platform that is used by the ESDC. It is used by the nominators in order to nominate participants to all the courses that are published by the ESDC as well as by the participants in order to keep track of their achievements and certificates. Recently a number of significant changes were introduced in order to achieve better user experience, tracking capabilities of modular courses as well as improved reporting functionality.

14.4. ESDC Journal Platform

The ESDC's Academic Journal "Perspective on Security and Defence" was launched as a logical extension of the College`s characteristics and preoccupations – a generic focus on Academic environment (with a direct link regarding the EAB`s Academic nature) and a wide preoccupation on the research environment. It was our direct intention to respond to the acute need of the security and defence environment to disseminate information in a dedicated, multidisciplinary publication. We have implemented an objective and quality-oriented publishing policy, including, among others, automated processing workflows, dedicated management tools, an anonymous peer-review system, focused experience of the scientific board and plagiarism scanning. In addition, "Perspectives on

Security and Defence" will be world-wide disseminated using multiple international databases and catalogues. We will continuously encourage the publication of recent, objective and original materials on multiple topics of concern and we will ensure the progressive development of the" Perspective on Security and Defence".

14.5. Schoolmaster/Goalkeeper

Schoolmaster is an EEAS-owned information hub aimed at capturing and making easily accessible, at a central location, the largest possible amount of information on training opportunities relevant to the European Union Common Security and Defence Policy (CSDP). It is also relevant for international crisis management in general, for all interested parties. ESDC publishes all the courses that are offered in order to continuously enrich the database of available courses. At the same time, in support of the EEAS ESDC takes care of part of the administrator work of this hub and advises the EEAS on the operational aspects, together with EUMS and CPCC.

15. Preparing the future (feasibility study)

On 1 February, a contract was awarded to Ernst & Young (EY) in line with the agreed Terms of Reference (TORs) for a Feasibility Study on the future of the ESDC. The contract was aiming at providing the College with expert advice on the feasibility of a transition from its status, covered by the standing legal framework, to a future status that would better allow to cover effectively and efficiently the increasing training needs of the Member States, EU Missions and Operations and other relevant stakeholders.

The contracted firm (EY) presented the results of its feasibility study during a Special Steering Committee on the 01st of October 2021 and a final written report on the 13th of October (ESDC/2021/207).

Following the feasibility study presented to the SC and the recommendations therein, Member States were then invited at a Special Steering Committee which took place on the 12 November, to elaborate their positions on the way ahead. No agreement could be found between the Member States to create a new agency at this time. At the same time, it was noted that some improvements should already be achieved under the current Council Decision.

The Head of the ESDC further elaborated on his comments on the detailed recommendations by EY in document ESDC/2021/229. The Steering Committee then requested that a revised version would be distributed inviting Member States, EEAS and Commission services to submit their detailed comments on each recommendation to the ESDC Secretariat to be then consolidated in a single document (ESDC/2021/229 Rev 2). During two dedicated Special Steering Committee meetings (14 January and 18 February 2022), all comments were then discussed and consolidated at Steering Committee level (ESDC/2022/004 Rev 2).SC

16. Recommendations- Way ahead

16.1. ESDC Steering Committee

a) Set clear priorities for ESDC courses.

b) Follow-up the recommendations in the report on the Future of the ESDC, in

particular in the light of the next Multi-annual Financial Framework and taking into account the rapidly changing geopolitical situation.

c) Prepare a revision of the Council Decision establishing the ESDC by the end of 2024 at the latest, in order to incorporate the agreed recommendations in the different GAREA's since 2020 and in the abovementioned study, as well as to include the recent policy developments and recommendations from the upcoming Comprehensive Assessment Report on Training in 2023.

16.2. EAB

d) Initiate a discussion on the prioritisation exercise.

e) Examine the possibility of appointing a vice-chairperson for the EAB.

f) Prepare for each course in advance a minimum number of registered participants, based on the TRA & priorities for the ESDC

g) Continue increasing creative pedagogical considerations throughout the course to improve participation and performance of participants.

h) Submit evaluation reports for all ESDC training activities.

16.3. Implementation Group

i) Integrate at least one common module to the national curriculum of each BOEI.

j) Align common modules qualification requirements with the SQF-MILOF.

k) Implementation of the International Air Force Semester (IAFS) and European Common Technical Semester on Defence and Security (EuCTS-DS).

l) Continue elaborating on an International Naval and Medical Semester

m) Launch a new project for an International Air Defence Semester.

n) Examine R&D collaboration opportunities with the ESDC Doc School.

16.4. EAB.SSR

o) Provide a Chairperson of the EAB SSR to the EAB (EAB SSR meeting 22 Sep)

p) Revise the ESDC SSR Course Curricula (Basic Course/Core Course/In-mission training) on Bi-annual basis, by the EAB SSR board due to be completed February 2023 for submission to the ESDC EAB.

q) Complete the military Training Requirement Analysis as DL mil support to SSR & DDR by December 2022.

16.5. WGMOT

r) Increase the number of HEAT iterations under ESDC and ensure streamlined, high quality execution of the trainings.

s) Revise the PDT curricula adhering to the needs in both civilian and military missions/ operations.

t) Start offering in-mission training under ESDC again, based on the needs in the mission areas.

u) As agreed in the Implementing Guidelines for the EU Policy on Training, new possibilities of covering the expenditure for the relevant CSDP training could be examined to ensure that all personnel that are to be deployed to missions receive mandatory pre-deployment training (PDT) and Hostile Environment Awareness Training (HEAT). Also adequate Commission funding may be linked to the preparatory training package.

16.6. Military Secondary School Forum (EUMSSF)

v) Continue encouraging all Member States, which have Military Secondary Schools to become members of this Forum.

16.7. EAB.DocSch

w) Include 'Research' in the next Council Decision besides from Training and Education, reflecting for the existing situation.

x) Expand the doctoral school range of activities dedicated to the Fellows and supported by ESDC.

y) Develop a research project under Marie Curie grants or similar financial programmes.

16.8. EAB.Cyber

z) Explore potential agreements with major stakeholders in the EU's and in the MSs' cyber ecosystem.

aa) Establish synergies within the EU ecosystem in the training area with other entities that support the joint approach.

bb) Establish a good basis of standard cyber-trainings, and relevant, sustainable and reliable training institutions.

cc) As agreed in the Implementing Guidelines for the EU Policy on Training, new possibilities of covering the expenditure for the relevant CSDP training could be examined.

16.9. **SQF-MILEG**

dd) Invite MS to sign the SQF-MILOF Implementation Protocol, thus facilitating the comparison of National Military Qualifications (NMQs) leveled to the SQF-MILOF

ee) Publish the SQF-MILOF-leveled NMQs in the ESDC web-based Military Qualifications Database (MQD).

ff) Invite MS to initiate their national SQF-MILOF Implementation Roadmaps, with the engagement of the respective Institutions and Stakeholders, in order to promote a better understanding of CSDP among the EU, through the delivery of converging competences for military officers.

16.10. **eLearning and IT support**

gg) Further Develop new Autonomous Knowledge Units (AKUs) under the Cyber ETEE platform in order to cover the preparation phase of specialization trainings.

hh) Further Develop and update Autonomous Knowledge Units (AKUs) covering new emerging topics.

ii) Continuous Improvement and Continuous Development of the entire core IT tools in order to achieve better and secure user experience.

17. Annexes

Annex I: List of activities

Annex II: The European Initiative for the Exchange of Young Officers - participants

Annex III: The ESDC Network

Annex IV: Autonomous Knowledge Units –AKUs (e-Learning)

Annex V: Statistics of IT solutions for e-Learning

ANNEX I. **List of activities**

No.	Activity number	Course title	From	To	ESDC Course number	Training Actors	Participants M	Participants F	Total
1.	21-22/37/1	EU Integrated Crisis management	13/09/2021	17/09/2021	37	FI/Finland - Police University College	19	6	25
2.	21-22/11/1	Core Course on Security Sector Reform	15/09/2021	13/10/2021	11	FI/FINCENT - Finish Defence Forces International Centre (National Defence University) CH/Switzerland - International Security Sector Advisory Team (DCAF/ISSAT)	12	5	17
3.	21-22/3/1	CSDP Orientation Course	20/09/2021	24/09/2021	3	EU/European Union Military Staff, European External Action Service (EEAS) ESDC Secretariat	46	15	61
4.	21-22/53/1	Strategic Communication in the Context of Security and Defence	20/09/2021	24/09/2021	53	RO/Alexandru Ioan Cuza Police Academy (CNAI)	59	22	81
5.	21-22/268/1	Basic Analysis Course (BAC)	20/09/2021	01/10/2021	268	GR/Hellenic Joint Intelligence School	11	3	14
6.	21-22/10/1	Basic Course on Security Sector Reform	27/09/2021	30/09/2021	10	ES/Centro Superior de Estudios de la Defensa Nacional (CESEDEN)	14	4	18
7.	21-22/1/1	17th CSDP High Level Course Walter HALLSTEIN'' Mod 1	27/09/2021	01/10/2021	1	BE/Belgian Royal High Institute for Defence (RHID) BE/Belgium - Egmont Institute	51	15	66
8.	21-22/DOC/1	CSDP Doctoral School Autumn University	27/09/2021	01/10/2021	DOC	EU/ESDC - European Security and Defence College Secretariat	9	5	14
9.	21-22/10/2	Basic Course on Security Sector Reform	28/09/2021	01/10/2021	10	IT/Post Conflict Operations Study Centre (PCOSC)	11	18	29
10.	21-22/3/2	CSDP Orientation Course	04/10/2021	08/10/2021	3	GR/Greece - Institute of Research & Training on European Affairs (IRTEA) EU/ESDC - European Security and Defence College Secretariat	23	5	28
11.	21-22/11/2	Core Course on Security Sector Reform	04/10/2021	15/10/2021	11	AT/Austrian Study Centre for Peace and Conflict Resolution (ASPR) EU/ESDC - European Security and Defence College Secretariat	19	8	27

12.	21-22/33/1	Pre Deploymen t Training for CSDP Missions and Operations	04/10/2021	08/10/2021	33	CH/Switzerland - Geneva Centre for Security Policy (GCSP)	39	18	57
13.	21-22/52/1	Climate change and security	05/10/2021	07/10/2021	52	FR/Institute for Higher National Defence Studies (IHEDN)	5	8	13
14.	21-22/8/1	CSDP Capability Planning and Developme nt Course	44480	44484	8	IT/Centro Alti Studi per la Difesa (CASD) EU/European Union Military Staff, European External Action Service (EEAS)	18	9	27
15.	21-22/25/1	Course on European Armament Cooperatio n (Awareness Level)	11/10/2021	13/10/2021	25	AT/Austria - Federal Ministry of Defence (Vienna) EU/EDA - European Defence Agency EU/ESDC - European Security and Defence College Secretariat	29	4	33
16.	21-22/52/2	Climate change and security	11/10/2021	14/10/2021	52	CY/Security and Defence Academy of Cyprus (Nicosia)	40	12	52
17.	21-22/55/1	Investigatin g and Preventing Sexual and Gender Based Violence in Conflict Environme nts (Training of Trainers)	11/10/2021	22/10/2021	55	DE/Police College Baden-Wuerttemberg	9	2	11
18.	21-22/264/1	Cyber Threat Manageme nt	13/10/2021	15/10/2021	264	EU/The European Union Agency for Cybersecurity (ENISA)	16	1	17
19.	21-22/18/2	Advanced Course for Political Advisors in CSDP Missions and Operations, Module 2	18/10/2021	22/10/2021	18	GCSP	29	10	39
20.	21-22/10/3	Basic Course on Security Sector Reform	20/10/2021	22/10/2021	10	RO/Alexandru Ioan Cuza Police Academy (CNAI)	30	26	56
21.	21-22/259/1	Cyber Awareness Train-the-Trainer Pilot Course	25/10/2021	28/10/2021	259	EU/EDA - European Defence Agency DE/Ministry of Defence (Germany) / Department for CSDP	16	6	22
22.	21-22/3.b/5	EaP /SP/ MENA activity (Orientatio n Course /Ref.Sem.)	25/10/2021	29/10/2021	3.b	AT/Austria - Federal Ministry of Defence (Vienna)	33	10	43

23.	21-22/PILOT/6	Pilot - Diplomatic Skills for CSDP Missions (II)	25/10/2021	28/10/2021	PILOT	RO/West University of Timisoara BE/Belgium - Egmont Institute	14	10	24
24.	21-22/1/2	17th CSDP High Level Course Walter HALLSTEIN'' Mod 2	08/11/2021	12/11/2021	1	SI/Military Schools Centre	49	10	59
25.	21-22/3/3	CSDP Orientation Course	08/11/2021	12/11/2021	3	RO/Alexandru Ioan Cuza Police Academy	37	13	50
26.	21-22/17/1	Civilian Aspects of EU Crisis Management	08/11/2021	12/11/2021	17	IT/Centro Alti Studi per la Difesa (CASD)	12	7	19
27.	21-22/25/2	Course on European Armament Cooperation - expert level	08/11/2021	12/11/2021	25	AT/Austria - Federal Ministry of Defence (Vienna) EU/EDA - European Defence Agency EU/ESDC - European Security and Defence College Secretariat	26	4	30
28.	21-22/30/2	Comprehensive Protection of Civilians (PoC) Course	08/11/2021	12/11/2021	30	AT/Austrian Study Centre for Peace and Conflict Resolution (ASPR)	17	11	28
29.	21-22/33/2	Pre Deployment Training for CSDP Missions and Operations	07/11/2021	12/11/2021	33	SE/Folke Bernadotte Academy	12	3	15
30.	21-22/48.a/1	Hostile Environment Awareness Training (HEAT) Course	15/11/2021	19/11/2021	48.a	IT/Foundation SAFE	6	1	7
31.	21-22/58/1	PM2: Project Management in support of CSDP missions and operations	22/11/2021	26/11/2021	58	GR/Hellenic Supreme Joint War College (HSJWC)	13	5	18
32.	21-22/PILOT/5	Pilot - Intelligence Security in the EU Challleges and oportunities	23/11/2021	25/11/2021	PILOT	FR/Institute for Higher National Defence Studies (IHEDN)	20	5	25
33.	21-22/33/3	Pre Deployment Training for CSDP Missions and Operations	06/12/2021	10/12/2021	33	RO/National Defence College	22	3	25
34.	21-22/18/4	Advanced Course for Political Advisors in CSDP	06/12/2021	10/12/2021	18	BE/Belgium - Egmont Institute	29	10	39

		Missions and Operations, Module 1							
35.	21-22/269/1	Basic Image Intelligence (IMINT) Analyst Course	06/12/2021	17/12/2021	269	GR/Hellenic Joint Intelligence School	7	0	7
36.	21-22/40/2	EU facing "hybrid threats" challenges	14/12/2021	16/12/2021	40	FR/Institute for Higher National Defence Studies (IHEDN)	28	7	35
37.	21-22/200/1	Challenges of European Cyber Security	17/01/2022	21/01/2022	200	PT/Portugal - National Defence Institute	80	26	106
38.	21-22/275/1	Cybersecurity and Smart City	26/01/2022	28/01/2022	275	GR/University of Thessaly	24	4	28
39.	21-22/33/4	Pre Deployment Training for CSDP Missions and Operations	31/01/2022	04/02/2022	33	IT/Foundation SAFE	17	9	26
40.	21-22/203/1	Cyber Security Basics for non-technical-experts	02/02/2022	04/02/2022	203	HU/Institute for International Studies National Public Service University	41	12	53
41.	21-22/64/1	Senior Strategic Course – Module 1	07/02/2022	09/02/2022	64	BE/Belgium - Egmont Institute	22	5	27
42.	21-22/40/3	EU facing hybrid threats challenges	08/02/2022	11/02/2022	40	Greek Ministry for Digital Governance	14	3	17
43.	21-22/18/3	Advanced Course for Political Advisors in CSDP Missions and Operations, Module 3 CONFIRMED last module 10th course	14/02/2022	18/02/2022	18	AT/NDA	29	10	39
44.	21-22/IG/3	Unmanned Aerial Systems (UAS) Module	14/02/2022	18/02/2022	IG	GR/Hellenic Airforce Academy	37	8	45
45.	21-22/IG/5	Biosafety & Bioterrorism	28/02/2022	04/03/2022	IG	GR/Hellenic Military Academy of Combat Support Officers	14	20	34
46.	21-22/4/1	Common Module on CSDP – Erasmus Militaire	28/02/2022	04/03/2022	4	IT/University of Turin	29	9	38

47.	21-22/33/5	Pre Deployment Training for CSDP Missions and Operations	28/02/2022	04/03/2022	33	FI/Finland - Crisis Management Centre (CMC Finland, Civilian Crisis Management Training, Research and Evaluation)	17	7	24
48.	21-22/27/1	The Challenges of Space for EU and CSDP	01/03/2022	03/03/2022	27	FR/Institute for Higher National Defence Studies (IHEDN)	17	4	21
49.	21-22/54a/1	European Union Logistics Fundamentals Course	07/03/2022	11/03/2022	54a	EU/European Union Military Staff, European External Action Service (EEAS), Multinational Logistics Coordination Centre (MLCC)	23	3	26
50.	21-22/64/2	Senior Strategic Course – Module 2	08/03/2022	10/03/2022	64	DE/Germany - Federal Academy for Security Policy/Bundesakademie für Sicherheitspolitik/BAKS	18	2	20
51.	21-22/PILOT/7	Research Methodology Course on CSDP	14/03/2022	16/03/2022	PILOT	GR/University of Piraeus EU/ESDC - European Security and Defence College Secretariat	16	15	31
52.	21-22/51/1	Advanced Modular Training (AMT) - 1	14/03/2022	18/03/2022	51	EU/European Union Military Staff, European External Action Service (EEAS) IE/Edward M. Kennedy Institute for Conflict Intervention at NUI Maynooth	42	6	48
53.	21-22/54b/1	European Union Logistics in Operations Course	14/03/2022	18/03/2022	54b	EU/European Union Military Staff, European External Action Service (EEAS), Multinational Logistics Coordination Centre (MLCC)	17	1	18
54.	21-22/3/6	CSDP Orientation Course	14/03/2022	18/03/2022	3	GR/Hellenic Supreme Joint War College (HSJWC)	45	14	59
55.	21-22/262/1	Cyber Defence Policy on National and International Levels	14/03/2022	18/03/2022	262	EST/Baltic Defence College BE/ESDC - European Security and Defence College Secretariat	20	3	23
56.	21-22/267/1	Open Source Intelligence (OSINT) Advanced Level (Technical/tactical level only to Member States)	15/03/2022	18/03/2022	267	GR/Hellenic National Defence General Staff, Academic Training Directorate	29	9	38
57.	21-22/48.b/1	Vehicle Safety and 4x4 Driving Module -	17/03/2022	18/03/2022	48.b	DE/German Federal Police Academy	5	3	8

		In-mission course							
58.	21-22/48.a/2	Hostile Environment Awareness Training (HEAT) Course	21/03/2022	25/03/2022	48.a	DE/German Federal Police Academy	8	5	13
59.	21-22/17/2	Course on Civilian Aspects of Crisis Management	21/03/2022	25/03/2022	17	PT/Portugal - National Defence Institute	25	14	39
60.	21-22/36/2	The Challenges of Securing Maritime Areas for the European Union	28/03/2022	01/04/2022	36	GR/Hellenic Naval Academy	29	11	40
61.	21-22/1/3	17th CSDP High Level Course Walter HALLSTEIN'' Mod 3	28/03/2022	01/04/2022	1	EE/LV/LT/Baltic Defence College	53	12	65
62.	21-22/4/2	Common Module on CSDP – Erasmus Militaire	28/03/2022	01/04/2022	4	GR/Hellenic Airforce Academy	34	13	47
63.	21-22/30/3	Comprehensive Protection of Civilians (PoC) Course [formerly Protection of Civilians in Armed Conflicts]	28/03/2022	01/04/2022	30	AT/Austrian Study Centre for Peace and Conflict Resolution (ASPR)	16	2	18
64.	21-22/268/2	Basic Analysis Course (BAC)	28/03/2022	08/04/2022	268	GR/Hellenic Joint Intelligence School	11	4	15
65.	21-22/IG/7	Common Module Law of Armed Conflicts	28/03/2022	01/04/2022	IG	IT/University of Turin	27	15	42
66.	21-22/3/7	CSDP Orientation Course	04/04/2022	08/04/2022	3	EU/European Union Military Staff, European External Action Service (EEAS)	54	6	60
67.	21-22/51/3	Advanced Modular Training (AMT) – 2a	04/04/2022	08/04/2022	51	GR/Hellenic Supreme Joint War College (HSJWC)	22	4	26
68.	21-22/45/1	From conflic analysis to integrated actions	04/04/2022	08/04/2022	45	National University of Ireland Maynooth	6	3	9
69.	21-22/33/6	Pre Deployment Training for CSDP Missions and Operations	04/04/2022	08/04/2022	33	RO/Alexandru Ioan Cuza Police Academy (CNAI)	27	13	40

70.	21-22/52/3	Climate Change and Security	05/04/2022	08/04/2022	52	BG/Crisis Management and Disaster Response Centre of Excellence (CDMR COE)	18	9	27
71.	21-22/36/3	The Challenges of Securing Maritime Areas for the European Union	05/04/2022	07/04/2022	36	FR/Institute for Higher National Defence Studies (IHEDN)	11	3	14
72.	21-22/4/3	Common Module on CSDP – Erasmus Militaire	11/04/2022	15/04/2022	4	FR/French Air Force Academy	94	17	111
73.	21-22/18/5	Advanced Course for POLAD 11th (modular) (Module 1)	25/04/2022	29/04/2022	18	BE/Belgium - Egmont Institute	15	4	19
74.	21-22/3/8	CSDP Orientation Course	25/04/2022	29/04/2022	3	SI/Ministry of Defence Slovenia	21	16	37
75.	21-22/206/2	The role of the EU cyber ecosystem in the global cyber security stability	27/04/2022	29/04/2022	206	CY/Digital Authority of Cyprus CY/Ministry of Defence (Nicosia) / Defence Policy and International Relations Directorate	40	21	61
76.	21-22/266/1	Penetration test with open source tools;	02/05/2022	06/05/2022	266	GR/Hellenic National Defence General Staff, Academic Training Directorate	28	4	32
77.	21-22/46/1	New Peace Operations as a stabilising factor for the European Union	02/05/2022	06/05/2022	46	IT/Centro Alti Studi per la Difesa (CASD)	27	8	35
78.	21-22/33/7	Pre Deployment Training for CSDP Missions and Operations	02/05/2022	06/05/2022	33	DE/Centre for International Peace Operations (Berlin) / Zentrum für international Friedenseinsätze (ZIF)	7	3	10
79.	21-22/210/1	Cyber incident handling process (Technical/ tactical level open to Third States)	09/05/2022	13/05/2022	210	GR/Hellenic National Defence General Staff, Academic Training Directorate	27	4	31
80.	21-22/58/2	PM2: Project Management in support of CSDP missions and operations	09/05/2022	13/05/2022	58	CY/Security and Defence Academy of Cyprus (Nicosia)	9	3	12
81.	21-22/209/1	The EU's Cybersecurity Strategy for the	10/05/2022	12/05/2022	209	IT/Italian Interagency Law Enforcement Academy of Advanced Studies	36	15	51

		Digital Decade							
82.	21-22/28/2	Mediation, Negotiation and Dialogue Skills for CSDP	10/05/2022	24/05/2022	28	IE/Edward M. Kennedy Institute for Conflict Intervention at NUI Maynooth	16	6	22
83.	21-22/11/3	Core Course on Security Sector Reform	13/05/2022	19/05/2022	11	AT/Austrian Study Centre for Peace and Conflict Resolution (ASPR)	18	12	30
84.	21-22/IG/8	Budget and Finance in the EU Defence Economics	16/05/2022	20/05/2022	IG	GR/Hellenic Military Academy of Combat Support Officers	28	27	55
85.	21-22/3/9	CSDP Orientation Course	16/05/2022	20/05/2022	3	RO/Romanian National Defence University "Carol I"	44	15	59
86.	21-22/51/4	Advanced Modular Training (AMT) – 2b	16/05/2022	20/05/2022	51	SE/Swedish Armed Forces International Training Centre (SWEDINT) IT/Centro Alti Studi per la Difesa (CASD)	16	1	17
87.	21-22/52/4	Climate Change and Security	16/05/2022	18/05/2022	52	GR/"Deree" American College of Athens GR/University of Piraeus (Athens) BE/European Citizens' Association	11	19	30
88.	21-22/207.a/1	Cyber Diplomacy Basic Course	18/05/2022	20/05/2022	207.a	RO/National Institute for Development and Research in Informatics (ICI Bucharest) FR/Institute for Higher National Defence Studies (IHEDN) PT/Portugal - National Defence Institute	26	24	50
89.	21-22/3.b/9	CSDP TP Middle East and Northern Africa (MENA) / CSDP Orientation Course	23/05/2022	27/05/2022	3.b	AT/Austria - Federal Ministry of Defence (Vienna) CY/Ministry of Defence (Nicosia) / Defence Policy and International Relations Directorate	17	9	26
90.	21-22/IG/9	Common Module - Biosafety & Bioterrorism	23/05/2022	27/05/2022	IG	IT/University of Turin	20	16	36
91.	21-22/36/4	The Challenges of Securing Maritime Areas for the European Union	24/05/2022	27/05/2022	36	RO/Naval Academy "Mircea cel Batran" (ANMB), RO/National College of Home Affairs - CNAI	31	7	38

92.	21-22/48.b/2	Vehicle Safety and 4x4 Driving	26/05/2022	27/05/2022	48.b	DE/German Federal Police Academy	9	2	11
93.	21-22/69/1	Diplomatic Skills for CSDP	30/05/2022	03/06/2022	69	RO/West University of Timisoara	19	18	37
94.	21-22/OLYMPIAD/1	6th CSDP Olympiad	30/05/2022	03/06/2022	OLYMPIAD	FR/French Air Force Academy	42	12	54
95.	21-22/3/10	CSDP Orientation Course	30/05/2022	03/06/2022	3	ES/Centro Superior de Estudios de la Defensa Nacional (CESEDEN)	17	5	22
96.	21-22/48.a/3	Hostile Environment Awareness Training (HEAT) Course	30/05/2022	03/06/2022	48.a	DE/German Federal Police Academy	13	3	16
97.	21-22/18/6	Advanced Course for POLAD 11th (modular) (Module 2)	30/05/2022	03/06/2022	18	Geneva Centre for Security Policy	13	3	16
98.	21-22/21/1	A Comprehensive Approach to Gender in Operations	06/06/2022	10/06/2022	21	ES/Ministry of Defences Spain	15	4	19
99.	21-22/1/4	17th CSDP High Level Course Walter HALLSTEIN'' Mod 4	06/06/2022	10/06/2022	1	War Studies University, Poland, together with the European Union Institute for Security Studies (EUISS) EU/EU ISS - European Union Institute for Security Studies	43	12	55
100	21-22/33/8	Pre Deployment Training for CSDP Missions and Operations	07/06/2022	10/06/2022	33	DE/Department for International Police Missions of the LAFP (NRW Brühl)	12	3	15
101	21-22/10/4	Basic course on Security Sector Reform	07/06/2022	08/06/2022	10	FBA Folke Bernadotte Academy	12	6	18
102	21-22/64/3	Senior Strategic Course – Module 3	08/06/2022	10/06/2022	64	FR/Institute for Higher National Defence Studies (IHEDN)	18	3	21
103	21-22/40/4	EU Facing "hybrid threats" challenges	09/06/2022	10/06/2022	40	AT/Austrian Institute for European and Security Policy (AIES)	11	9	20
104	21-22/206/3	The role of the EU cyber ecosystem in the global cyber security stability	20/06/2022	22/06/2022	206	GR/Ministry of Foreign Affairs (Greece) GR/The European Union Agency for Cybersecurity (ENISA)	21	9	30

10!	21-22/261/1	Open Source intelligence (OSINT)	20/06/2022	01/07/2022	261	GR/Hellenic Joint Intelligence School	12	4	16
10(	21-22/62/1	The European Union for Secondary Schools	20/06/2022	23/06/2022	62	BE/European Citizens' Association BE/ESDC - European Security and Defence College Secretariat	8	6	14
10	21-22/3/11	CSDP Orientation Course	20/06/2022	24/06/2022	3	RO/Alexandru Ioan Cuza Police Academy (CNAI)	37	13	50
108	21-22/8/2	CSDP Capability Planning and Development Course	20/06/2022	24/06/2022	8	EEAS/European Union Military Staff, European External Action Service (EEAS)	25	4	29
10!	21-22/208.a/1	Critical Infrastructures Protection Basic Course	21/06/2022	23/06/2022	208.a	RO/National Institute for Development and Research in Informatics (ICI Bucharest) COM/European Commision / Joint Research Center	27	10	37
110	21-22/33/9	Pre Deployment Training for CSDP Missions and Operations	04/07/2022	08/07/2022	33	AT/Austrian Study Centre for Peace and Conflict Resolution (ASPR)	14	5	19
11	21-22/DOC/4	Doctoral School Summer University	04/07/2022	08/07/2022	DOC	EU/ESDC - European Security and Defence College Secretariat	18	7	25
112	21-22/18/7	Advanced Course for POLAD 11th(modular) (Module 3)	04/07/2022	08/07/2022	18	AT/Austria - National Defence Academy Federal Ministry of Defence (Vienna)	15	3	18
113	21-22/25/3	Course on European Armament Cooperation	11/07/2022	13/07/2022	25	FR/Institute for Higher National Defence Studies (IHEDN)	17	5	22
114	21-22/7/2	Strategic Mission Planning Course for Civilian Missions (former Course on Strategic Planning Process of CSDP Mission and Operations)	07/07/2022	15/07/2022	7	AT/Austrian Ministry for European and International Affairs	7	3	10
11!	21-22/3/12	CSDP Orientation Course	11/07/2022	15/07/2022	3	Civil-Military Cooperation Centre of Excellence (CCOE)	9	10	19
11(	21-22/260/1	Cyber ETEE Summer School	12/07/2022	15/07/2022	260	RO/Constanta Maritime University	40	15	55

117	21-22/44/2	Disaster Relief in CSDP Context	19/07/2022	22/07/2022	44	BG/Crisis Management and Disaster Response Centre of Excellence (CDMR COE)	15	11	26
118	21-22/IG/10	Intensive Study Programme	11/07/2022	22/07/2022	IG	GR/Hellenic Airforce Academy	12	3	15
119	21-22/4/4	Common Module on CSDP – Erasmus Militaire	27/06/2022	01/07/2022	4	GR/Hellenic Airforce Academy	88	10	98

ANNEX II. The European Initiative for the Exchange of Young Officers - participants

Residential

MS	Total	Military Male	Military Female	Civilian Male	Civilian Female
AT	555	514	41	0	0
BE	22	16	6	0	0
BG	78	55	19	4	0
CY	59	59	0	0	0
CZ	64	41	21	0	2
DE	50	47	3	0	0
DK	0	0	0	0	0
EE	10	8	2	0	0
EL/GR	366	194	88	50	34
ES	18	13	2	2	1
FI	6	6	0	0	0
FR	188	121	23	31	13
HU	9	8	0	1	0
HR	10	9	1	0	0
IE	0	0	0	0	0
IT	169	86	31	28	24
LT	39	32	5	0	2
LU	0	0	0	0	0
LV	10	8	2	0	0
MT	0	0	0	0	0
NL	8	5	1	1	1
PL	125	96	20	6	3
PT	50	41	8	1	0
RO	966	692	273	0	1
SE	6	4	2	0	0
SI	2	2	0	0	0
SK	14	8	4	1	1
NO	0	0	0	0	0
CH	8	8	0	0	0
US	29	22	6	0	1
CA	5	2	2	1	0
other	51	30	8	10	3
Total	2917	2127	568	136	86
%	100.0	72.9	19.5	4.7	2.9
Total Mil / Civ		2695		222	
% Mil / Civ		92.4		7.6	

Total Male / Female	2263	654	
% Male / Female	77.6	22.4	
Total Training Days	73064		

Virtual

MS	Total	Military Male	Military Female	Civilian Male	Civilian Female
AT	0	0	0	0	0
BE	0	0	0	0	0
BG	4	2	2	0	0
CY	0	0	0	0	0
CZ	0	0	0	0	0
DE	0	0	0	0	0
DK	0	0	0	0	0
EE	0	0	0	0	0
EL/GR	6	6	0	0	0
ES	0	0	0	0	0
FI	0	0	0	0	0
FR	0	0	0	0	0
HU	0	0	0	0	0
HR	0	0	0	0	0
IE	0	0	0	0	0
IT	2	2	0	0	0
LT	0	0	0	0	0
LU	0	0	0	0	0
LV	0	0	0	0	0
MT	0	0	0	0	0
NL	0	0	0	0	0
PL	10	8	2	0	0
PT	5	5	0	0	0
RO	0	0	0	0	0
SE	0	0	0	0	0
SI	0	0	0	0	0
SK	0	0	0	0	0
NO	0	0	0	0	0
CH	0	0	0	0	0
US	0	0	0	0	0
CA	0	0	0	0	0
other	7	3	4	0	0
Total	34	26	8	0	0
%	100.0	76.5	23.5	0.0	0.0
Total Mil / Civ		34			0

% Mil / Civ	100.0	0.0
Total Male / Female	26	8
% Male / Female	76.5	23.5
Total Training Days		98

ANNEX III. **The ESDC Network**

Members					
MS / Seat	Institute	ESDC Network	Military Erasmus	CSDP Doctoral	EUMSSF
Agencies under Common Security and Defence Policy	EDA - European Defence Agency***	Yes		Yes	
	EU ISS - European Union Institute for Security Studies***	Yes		Yes	
Austria	Austria - Federal Ministry of Defence (Vienna) ***	Yes			
	Austria - Federal Ministry of the Interior***	Yes			
	Austrian Institute for European and Security Policy (AIES)	Yes			
	Austrian Institute of Technology	Yes			
	Austrian Military Representation (Brussels)***	Yes			
	Austrian Ministry for European and International Affairs***	Yes			
	Austrian Police College (SIAK - Vienna)	Yes			
	Austrian Study Centre for Peace and Conflict Resolution (ASPR)	Yes			
	Donau Universität Krems*	Yes			
	National Defence Academy (Vienna)	Yes			
	Theresian Military Academy (Wiener Neustadt)		Yes		Yes
Belgium	Belgian Federal Police Academy (Brussels)	Yes			
	Belgian Royal High Institute for Defence (RHID)	Yes			
	Belgium - Egmont Institute	Yes		Yes	
	Catholic University of Louvain-La-Neuve			Yes	
	European Citizens' Association	Yes		Yes	
	Royal Military Academy		Yes	Yes	
	University of Ghent			Yes	
	University of Liege			Yes	
Bulgaria	Bulgaria - Diplomatic Institute	Yes			
	Georgi Benkovski Air Force		Yes		

	Academy				
	Bulgaria - Nikola Vaptsarov Naval Academy		Yes		
	Crisis Management and Disaster Response Centre of Excellence (CDMR COE)	Yes			
	Rakovski National Defence College	Yes	Yes		
	Vasil Levski National Military University		Yes	Yes	
Croatia	Croatia - International Military Operation Centre (IMOC)*	Yes			
	'Dr. Franjo Tudjman' Croatian Defence Academy*	Yes	Yes		
	Ministry of Defence (Croatia)***	Yes			
	Ministry of Foreign Affairs of Croatia , DIRECTORATE FOR EUROPEAN AFFAIRS***	Yes			
Cyprus	Department of Civil Engineering and Geomatics of the Cyprus University of Technology			Yes	
	Digital Authority of Cyprus	Yes			
	European University Cyprus*	Yes			
	Ministry of Defence (Nicosia) / Defence Policy and International Relations Directorate***	Yes			
	Neapolis University Pafos			Yes	
	Open University of Nicosia	Yes		Yes	
	Security and Defence Academy of Cyprus (Nicosia)	Yes	Yes		
	The Cyprus Institute	Yes			
	University of Central Lancashire Cyprus (UCLan Cyprus)/School of Social Sciences			Yes	
	University of Nicosia	Yes			
Czech Republic	Czech Republic - University of Defence, Faculty of Economics and Management		Yes		
	University of Economics and Law			Yes	
	Military Secondary School and College of Moravska				Yes
Denmark	Roskilde University, Department for Social Sciences and Business	Yes		Yes	

EEAS	European External Action Service/ Strategic comm & CPCC***	Yes			
	European Union Military Staff, European External Action Service (EEAS)***	Yes			
Estonia	Baltic Defence College	Yes			
	Estonian Military Academy		Yes		
	Ministry of Foreign Affairs (Estonia)***	Yes			
EU Commission	European Commision / Joint Research Center				
	European Commission/DEVCO***	Yes			
	European Commission/DG EDUCATION AND CULTURE***	Yes			
EU SATCEN	European Union Satellite Center***	Yes		Yes	
EUMM Georgia	EUMM Georgia				
Finland	FINCENT - Finish Defence Forces International Centre (National Defence University)	Yes	Yes		
	Finland - Crisis Management Centre (CMC Finland, Civilian Crisis Management Training, Research and Evaluation)	Yes		Yes	
	Finland - Ministry of the Interior***	Yes			
	Finland - Police University College	Yes			
	Finland - University of Applied Sciences (LAUREA)	Yes			
France	CRéA - French Air & Space Force Academy		Yes	Yes	
	Ecoles de Saint-Cyr Coëtquidan		Yes		
	Institute for Higher National Defence Studies (IHEDN)	Yes			
	IRSEM Institute for Strategic Research			Yes	
	Permanent Representation of France to the EU***	Yes			
	The Institute for Intercultural Intelligence Training*	Yes			
	Université Paris 1 Panthéon-Sorbonne			Yes	
Germany	Albstadt-Sigmaringen University*	Yes			
	Bundeswehr Medical		Yes		

	Academy Munich				
	Centre for International Peace Operations (Berlin) / Zentrum für international Friedenseinsätze (ZIF)	Yes			
	Command and Staff College of the German Armed Forces /Führungsakademie der Bundeswehr (Hamburg)	Yes			
	Department for International Police Missions of the LAFP (NRW Brühl)	Yes			
	Federal Foreign Office - Germany***	Yes			
	German Air Force Officer School		Yes		
	German Federal Police Academy /Bundespolizeiakademie (Lübeck)	Yes			
	Germany - Federal Academy for Security Policy/Bundesakademie für Sicherheitspolitik/BAKS	Yes			
	Germany - Helmut-Schmidt University		Yes		
	Ministry of Defence (Germany) / Department for CSDP***	Yes			
	Mürwik Naval School (Germany)		Yes		
	Permanent Representation of Germany to the EU***	Yes			
	Police College Baden-Wuerttemberg	Yes			
Greece	Aegean Laboratory Memorandum of Diplomacy, Defence and Security - University of the Aegean	Yes			
	Greece - Center for Security Studies (KEMEA)	Yes			
	Greece - Institute of Research & Training on European Affairs (IRTEA)	Yes		Yes	
	Greece - University of Peloponnese, Dept. of Political Science and International Relations			Yes	
	Greek Ministry for Digital Governance	Yes			
	Hellenic Airforce Academy	Yes	Yes	Yes	

	Hellenic Army Academy	Yes	Yes		
	Hellenic Army War College (HAWC)*	Yes			
	Hellenic Foundation for European and Foreign Policy, ELIAMEP*	Yes			
	Hellenic Joint Intelligence School	Yes			
	Hellenic Military Academy of Combat Support Officers	Yes	Yes		
	Hellenic Military Nursing Academy	Yes	Yes		
	Hellenic Multinational Peace Support Operations Training Centre (MPSOTC)	Yes			
	Hellenic National Defence College***	Yes			
	Hellenic National Defence General Staff, Academic Training Directorate***	Yes			
	Hellenic Naval Academy	Yes	Yes		
	Hellenic Supreme Joint War College (HSJWC)	Yes		Yes	
	Institute of Continuous Education			Yes	
	Ministry of Foreign Affairs (Greece)***	Yes			
Greece	The European Union Agency for Cybersecurity (ENISA)***	Yes			
	University of Aegean			Yes	
	University of Macedonia	Yes	Yes	Yes	
	University of Piraeus (Athens)	Yes		Yes	
	University of Thessaly	Yes		Yes	
Hungary	European Union Agency for Law Enforcement Training - CEPOL***	Yes			
	Institute for International Studies National Public Service University	Yes	Yes	Yes	
	Károly Kratochvil Military Secondary School				Yes
	Ministry of Defence (Hungary)	Yes			
Indonesia	Association of Southeast Asian Nations (ASEAN)*				
Ireland	Edward M. Kennedy Institute for Conflict Intervention at NUI Maynooth	Yes		Yes	
	Ireland - Defence Forces Training Centre (J7 Training		Yes		

	Education Branch)				
	Oglaigh na hEireann Irish Defence Forces*	Yes			
	Permanent Representation of Ireland to the EU***	Yes			
	Trinity College of Dublin	Yes			
Italy	Centro Alti Studi per la Difesa (CASD)	Yes			
	Ecole Universitaire Internationale*	Yes			
	European Gendarmerie Force (EUROGENDFOR)*	Yes			
	Foundation SAFE	Yes			
	Guardia di Finanza Academy		Yes		
	Institute for Global Studies*	Yes			
	Italian Air Force Academy		Yes		
	Italian Interagency Law Enforcement Academy of Advanced Studies	Yes			
	Italian Naval Academy		Yes		
	Italy - Education and Training Command and School of Applied Military Studies	Yes	Yes		
	Libera Universitá Internazionale degli Studi Sociali (LUISS)*	Yes			
	Link Campus University*	Yes		Yes	
	Military Academy of Modena (Carabinieri Officers)		Yes		
	Post Conflict Operations Study Centre (PCOSC)	Yes			
	Universita' Politecnico di Torino*	Yes			
	Scuola Militare "Teulie"				Yes
	Navy Military High School "Francesco Morosini				Yes
	Airforce Military School "Giulio Douhet				Yes
	Scuola Militare "Nunziatella				Yes
	University of Turin		Yes	Yes	
Latvia	Ministry of Foreign Affairs Latvia***	Yes			
	National Defence Academy of Latvia		Yes		
	Colonel "Oskars Kalpaks" Military High School				Yes
Lithuania	Kaunas University of Technology (KTU)*	Yes			

Country	Institution				
	Military Academy of Lithuania		Yes	Yes	
	Ministry of Foreign Affairs of Lithuania***	Yes			
	Ministry of National Defence of Lithuania***	Yes			
Luxembourg	RP du Luxembourg, Représentation au COPS***	Yes			
	Security made in Lëtzebuerg g.i.e. – SMILE (CIRCL, C-3, CASES)	Yes			
Malta	Ministry for Home Affairs and National Security (Malta)***	Yes			
Netherlands	Civil-Military Cooperation Centre of Excellence (CCOE)	Yes			
	Ministry of Defence Netherlands***	Yes			
	Ministry of Foreign Affairs Netherlands***	Yes			
	Netherlands Defence Academy Faculty of Military Science		Yes	Yes	
Poland	Cyber Security Training Centre of Excellence, Polish MoD (CST CoE)*	Yes			
	General Tadeusz Kosciuszko Military Academy of Land Forces, Wroclaw; Faculty of Management		Yes		
	Military University of Aviation / Polish Air Force University		Yes		
	Ministry of National Defence Poland***	Yes			
	Polish Military University of Technology		Yes		
	Polish Naval Academy		Yes		
	University of Lodz	Yes			
	War Studies University	Yes			
Portugal	Directorate-General for National Defense Resources, Education and Qualification Division			Yes	
	Guarda Nacional Republicana (GNR)	Yes			
	Military Academy - Research and Development Center CINAMIL			Yes	
	Ministry of Defence Portugal , National Defence Policy Directorate ***	Yes			

	Permanent Representation of Portugal to the EU***	Yes			
	Portugal - National Defence Institute	Yes			
	Portuguese Air Force Academy (AFA)		Yes		
	Portuguese Joint Command and Staff College		Yes		
	Instituto dos Pupilos do Exército				Yes
	Colégio Militar				Yes
	Portuguese Military Academy		Yes		
	Portuguese Naval Academy		Yes		
Romania	"Henri Coandă" Air Force Academy		Yes		
	"Nicolae Balcescu" Land Forces Academy (Sibiu)		Yes		
	Alexandru Ioan Cuza Police Academy	Yes			
	Alexandru Ioan Cuza Police Academy (CNAI)	Yes	Yes	Yes	
	Babes-Bolyai University of Cluj-Napoca			Yes	
	Constanta Maritime University	Yes			
	Gheorghe Asachi Technical University of Iasi			Yes	
	Military Technical Academy (Bucharest)*	Yes	Yes	Yes	
	Mircea cel Batran Naval Academy (Constanta)		Yes		
	National Defence College	Yes			
	National Institute for Development and Research in Informatics (ICI Bucharest)	Yes			
	Romanian Diplomatic Institute	Yes			
	Alexandru Ioan Cuza" National Military College				Yes
	CNM "Dimitrie Cantemir" - Breaza				Yes
	National Military School Mihai Viteazul Airf-Hq				Yes
	CNM "Tudor Vladimirescu" – Craiova				Yes
	The National Military High School Ștefan cel Mare, Câmpulung Moldovenesc				Yes
	Romanian Mihai Viteazu National Intelligence		Yes	Yes	

	Academy				
	Romanian Ministry of Interior's School of Applications for Gendarmerie*	Yes			
	Romanian National Defence University "Carol I"			Yes	
	University Politehnica of Bucarest*	Yes		Yes	
	West University of Timisoara	Yes		Yes	
Slovakia	Armed Forces Academy of General Milan Rastislav Štefánik	Yes	Yes		
Slovenia	Centre for European Perspective	Yes			
	Military Schools Centre		Yes		
	Ministry of Defence Slovenia***	Yes			
Spain	Centro Superior de Estudios de la Defensa Nacional (CESEDEN)	Yes			
	Ministry of Defences Spain***	Yes			
	Ministry of Foreign Affairs Spain***	Yes			
	Permanent Representation of Spain to the EU***	Yes			
	Rey Juan Carlos University			Yes	
	Spanish Air Force Academy, San Javier, Murcia		Yes		
	Spanish Military Academy, Zaragoza,		Yes		
	Spanish Naval Academy, Marãn, Pontevedra		Yes		
	University Institute General Gutiérrez Mellado-UNED			Yes	
	University of Granada			Yes	
Sweden	Folke Bernadotte Academy	Yes			
	Swedish Armed Forces International Training Centre (SWEDINT)	Yes			
	Swedish Defence University		Yes		
	Swedish National Courts Administration	Yes			
Total - 210 Members		133	55	48	14
* Acceding status					
*** Long-life Member					

Associated Network Partner					
MS / Seat	Institute	ESDC Network	Military Erasmus	CSDP Doctoral	EUMSSF
Bosnia and Herzegovina	Peace Support Operations Training Centre (PSOTC), Bosnia and Herzegovina	Yes			
Croatia	RACVIAC - Centre for Security Cooperation	Yes			
Czech Republic	Multinational Logistics Coordination Centre (MLCC-Prague)	Yes			
Finland	European Centre of Excellence for Countering Hybrid Threats	Yes		Yes	
Greece	"Deree" American College of Athens	Yes			
Indonesia	Indonesia Defence University*	Yes			
International Organisation	PM² ALLIANCE	Yes		Yes	
	Transparency International (Berlin)	Yes			
NATO	NATO DEEP	Yes			
	NATO Maritime Interdiction Operational Training Centre (NMIOTC)	Yes			
	NATO Stability Policing Center of Excellence (SP COE)	Yes			
Norway	Norwegian Defence University College (NDUC)		Yes		
Republic of North Macedonia	Military Academy "General Mihailo Apostolski"	Yes			
Serbia	Military Vocational Secondary School "1300 Kaplara"*	Yes			
	Serbian Peacekeeping Operations Center*	Yes			
Switzerland	Switzerland - Geneva Centre for Security Policy (GCSP)	Yes			
	Switzerland - International Security Sector Advisory Team (DCAF/ISSAT)	Yes			
	United Nations Institute for Training and Research (UNITAR)*	Yes			
Ukraine	National Defence University of Ukraine	Yes			
	Naval Lyceum "Vice Admiral Volodymyr Bezkorovainyi"*	Yes			

United Kingdom	Defence Academy of the United Kingdom	Yes			
	Hellenic Observatory			Yes	
	University of Buckingham Centre for Security and Intelligence Studies (BUCSIS)			Yes	
	University of Nottingham			Yes	
Total - 202 Members		20	1	5	0
* Acceding status					
*** Long-life Member					
	Institute	ESDC Network	Military Erasmus	CSDP Doctoral	EUMSSF
	234	153	56	53	14

ANNEX IV. **Autonomous Knowledge Units –AKUs (e-Learning)**

AKU number	AKU title	AKU date of creation/revision and in blue those under update	Actors involved
AKU 1	History and Context of ESDP/CSDP Development	April 2017 Currently under update	Geneva Centre for Security Policy (GCSP) - ESDC
AKU 2	The EU Global Strategy (EUGS)	July 2021	Egmont Royal Institute for International Relations - ESDC
AKU 3	Role of EU Institutions in the field of CFSP/ CSDP	March 2016 Currently under update	Institute for Strategy and Security Policy National Defence Academy Austria
AKU 4	CSDP Crisis Management Structures and the Chain of Command	March 2016 Currently under update	Federal Ministry of Defence and Sports of the Republic of Austria – EEAS - ESDC
AKU 5	EU Crisis management capability development	September 2021	EEAS (SECDEFPOL 1, ISP1, CPCC) – EUMS – EDA - ESDC
AKU 6	CSDP Decision Shaping/Making	January 2022	ESDC - Federal Ministry of Defence and Sports of the Republic of Austria
AKU 7	Impact of Lisbon Treaty on CSDP	May 2020	Portuguese Military Academy
AKU 9	The Security Implications of Climate Change	May 2018	EEAS-DG CLIMA-ESDC
AKU 10	EU Mediation and Negotiation Capacities	June 2012	Finnish Foreign Ministry - ESDC
AKU 11A	Gender and the UNSCR 1325	June 2018 Currently under update	European Centre of Excellence for Civilian Crisis Management – Gothenburg University - ESDC
AKU 11B	Gender in missions and operations	October 2012	Ministry of Defence and Ministry of Foreign Affairs of the Kingdom of the Netherlands and the Kingdom of Spain - ESDC
AKU 16	Introduction to the protection of civilians	October 2018	Federal Ministry of Defence and Sports of the Republic of Austria
AKU 23	Security Sector Reform	June 2020	UNITAR/ISSAT - ESDC
AKU 29	Operating in conflict affected regions	September 2017	DG DEVCO
AKU 33A	ELearning training material - But, will it work online?	August 2018	Norwegian Defence University College
AKU 33B	ELearning training material - Yes, it does work online	August 2018	Norwegian Defence University College
AKU 34	Project Management – PM2 methodology to support	May 2019	PM2 Alliance - ESDC

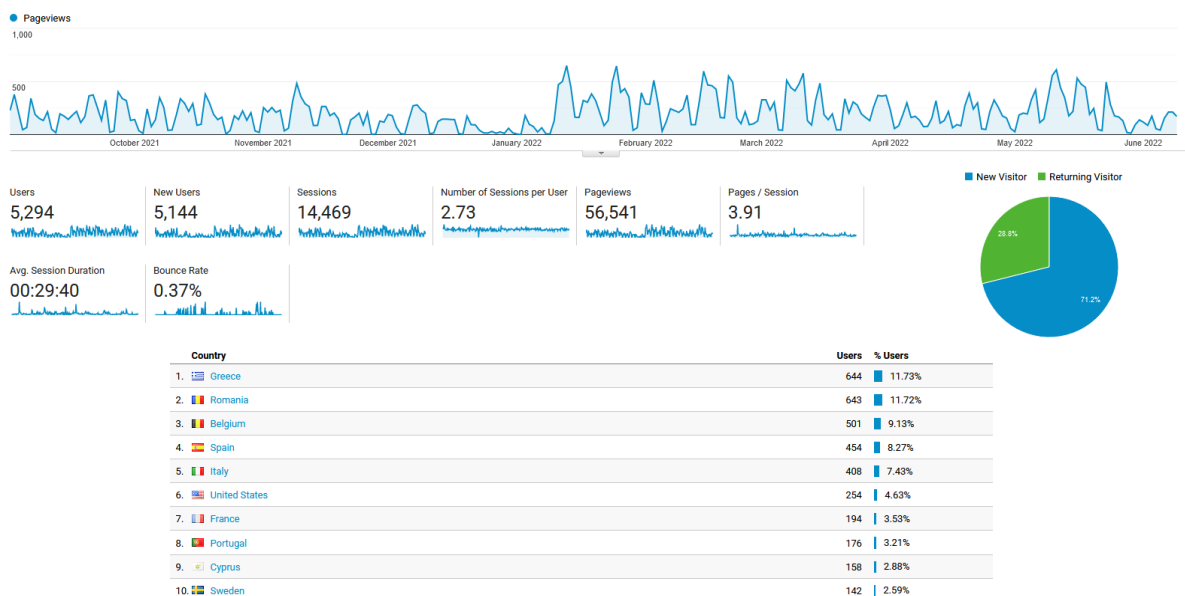|	missions and operations		
AKU 35	Project Portfolio Management	March 2020	PM2 Alliance - ESDC
AKU 36	Civilian CSDP Compact	May 2021	EEAS-EUISS - ESDC
AKU 37	Conflict Analysis	January 2021	EEAS-ESDC
AKU 38	Space, Defence and Security	May 2021	EUISS - ESDC
AKU 39	Armaments Cooperation	May 2021	EUISS - ESDC
AKU 40	EU Military Medical Operations Introduction Course	July 2021	EUMS - ESDC
AKU 41	Key principles of the legal framework of defence related EU policy making	June 2021	BMVG/ESDC
AKU 42	Selection of the appropriate legal basis for defence related EU policy making	June 2021	BMVG/ESDC
AKU 43	The legal framework of defence related EU policymaking	June 2021	BMVG/ESDC
AKU 44	Framing EU defence cooperation	June 2021	BMVG/ESDC
AKU 45	Permanent Structure Cooperation (PESCO)	June 2021	BMVG/ESDC
AKU 107	Awareness course on Cyber Diplomacy	June 2021	EUISS - ESDC
AKU 108	The Cyber Defence Policy Framework (CDPF)	June 2021	ESDC-EEAS
AKU 104B	Information Security Management and ICT Security	July 2019	ENISA
AKU 104C	Complementary Cryptography ELearning	March 2021	ENISA
AKU 105	Cyber Situational Awareness for Decision Makers	September 2018	Belgian Royal Military Academy
AKU 106A	H-CoE Adversarial Behaviour	January 2020	The European Centre of Excellence for Countering Hybrid Threats - ESDC
AKU 106B	H-CoE The Landscape of Hybrid Threats	January 2020	The European Centre of Excellence for Countering Hybrid Threats - ESDC
AKU 106C	H-CoE The changing security environment	January 2020	The European Centre of Excellence for Countering Hybrid Threats - ESDC
AKU 106D	H-CoE Introduction to Hybrid Deterrence	January 2020	The European Centre of Excellence for Countering Hybrid Threats - ESDC
AKU 106E	H-CoE Hybrid Warfare	January 2020	The European Centre of Excellence for Countering Hybrid Threats - ESDC
AKU 106F	H-CoE Hybrid Threats in the maritime field	January 2020	The European Centre of Excellence for Countering Hybrid Threats - ESDC
AKU 109	Open Source Intelligence	July 2021	ESDC – Hellenic National

	Introduction Course		Defence General Staff
AKU 200	Conflicts and Crisis Management: the EU as a global actor	February 2019	EEAS - ESDC
AKU 206	Get blended with ILIAS LMS	April 2020	ESDC
AKU 207	BBB+ILIAS: Be "Synchronous"	May 2020	ESDC
AKU 208	Introduction to SQF-MILOF	June 2021	ESDC
AKU 300	Intercultural Competence in Civilian Crisis Management	November 2019	ENTRI
AKU 301	Stress Management	February 2019	ENTRI
AKU 41.a	Établir un premier contact	May 2022	Ministry of the Interior France
AKU 41.b	Assurer la mission de sécurité routière	May 2022	Ministry of the Interior France
AKU 41.c	Communiquer des conseils, des consignes, des instructions	May 2022	Ministry of the Interior France
AKU 41.d	Recueillir des déclarations	May 2022	Ministry of the Interior France
AKU 42.1	Planning Cycle of a Civilian CSDP Mission	July 2022	EEAS/CPCC
AKU 42.2	The Mission Implementation (MIP) methodology	July 2022	EEAS/CPCC
AKU 42.3	The benchmarking approach	July 2022	EEAS/CPCC
AKU 42.4	The Mission Review Process	July 2022	EEAS/CPCC
AKU 42.5	The reporting and conduct	July 2022	EEAS/CPCC

ANNEX V. Statistics of IT solutions for e-Learning

ESDC Website (https://esdc.europa.eu)

	Country	Users	% Users
1.	Ireland	21,874	50.29%
2.	Italy	2,595	5.97%
3.	Belgium	2,220	5.10%
4.	Greece	2,181	5.01%
5.	Spain	1,435	3.30%
6.	United States	1,216	2.80%
7.	Romania	1,205	2.77%
8.	Portugal	892	2.05%
9.	France	839	1.93%
10.	Germany	778	1.79%
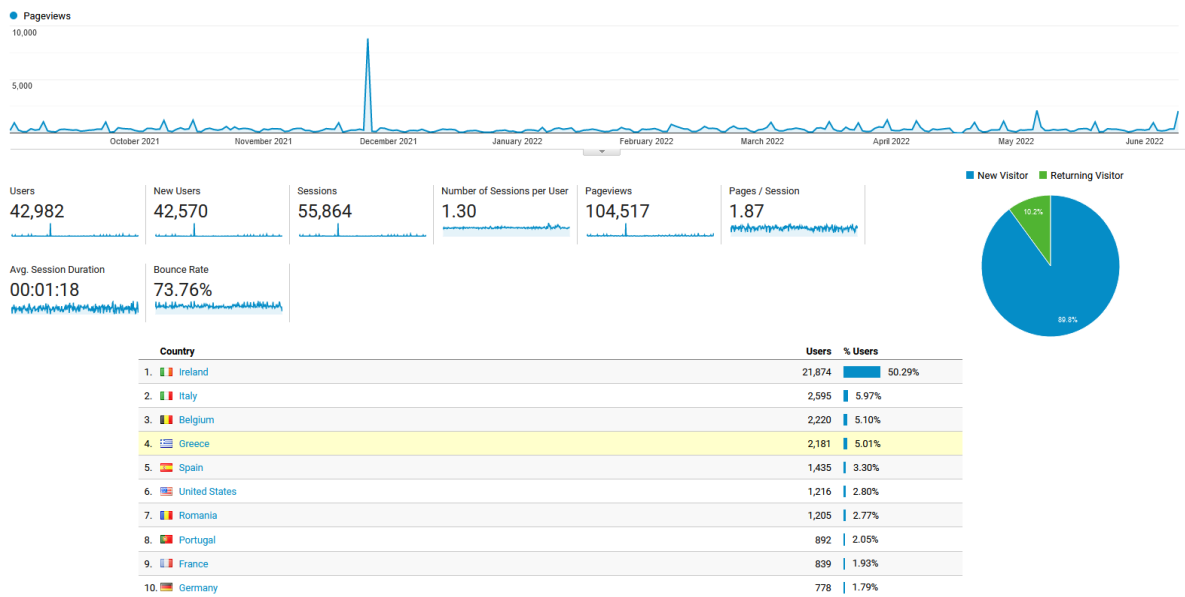
ENLIST Registration System (https://esdc.europa.eu/enlist)

	Country	Users	% Users
1.	Greece	644	11.73%
2.	Romania	643	11.72%
3.	Belgium	501	9.13%
4.	Spain	454	8.27%
5.	Italy	408	7.43%
6.	United States	254	4.63%
7.	France	194	3.53%
8.	Portugal	176	3.21%
9.	Cyprus	158	2.88%
10.	Sweden	142	2.59%

ESDC Journal Site (https://esdc-journal.eu)

	Country	Users	% Users
1.	Greece	61	27.48%
2.	United States	48	21.62%
3.	Belgium	29	13.06%
4.	Romania	14	6.31%
5.	Italy	9	4.05%
6.	Germany	7	3.15%
7.	China	6	2.70%
8.	Finland	6	2.70%
9.	Hungary	6	2.70%
10.	Austria	4	1.80%

ESDC ILIAS Learning Management System (https://esdc.adlunap.ro/)

Total ILIAS Users - New Users 2021-22

767
1681
23067

- ILIAS Auth Accounts 2021-22
- New EU Login Accounts 2021-22
- Total ILIAS Users

Sessions

38367 3443

- Total Sessions
- Visits 2021-22

Users Statistics - Gender

Total ILIAS Users	23067
Males	16245
Females	5852
Unspecified	