

Cour	ntry	Institu	tion	Non-Common Module	ECTS
G	R	Hellenic Militar Combat Supp		Budget & Finance in the EU Defence Sector	2.0
Lan	ervice All guage glish	<ul><li>(CEFR) or NAT</li><li>Experience in c</li></ul>		lectures.	juages
Prerequisites for international participants• English: Common European Framework of Reference for Languages (CEFR) level B1 or NATO STANAG level 2.• Knowledge of basic budget & finance concepts.		<ul> <li>Goals of the Module:</li> <li>EU budget &amp; finance processes in the defence sector.</li> <li>EU funding mechanisms in the area of defence.</li> <li>Basic principles of military procurement and contracting in the EU.</li> <li>EU financial initiatives and funding procedures in crises and emergencies.</li> <li>Provision of best practices and lessons learned.</li> </ul>			
omes	Know <sup>.</sup> ledge				
Learning outcomes	Skills	<ul> <li>Exercises successfully negotiation techniques.</li> <li>Enhances individual financial decision-making processes.</li> <li>Becomes familiar with basic forecasting models.</li> </ul>			
	Respor sibility and auto- nomy	<ul> <li>EU defence sector.</li> <li>Adopts innovative procedures in the financial field to fulfil the mission.</li> <li>Seeks actively to improve his/her performance through best practices on the</li> </ul>			

## Verification of learning outcomes:

- **Observation**: Trainees are evaluated during each session, in order to document the understanding of the individual topics of the module.
- **Test**: At the end of the course an integrated theoretical test is conducted.

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Created by LtCdr Sartzetaki & LtCdr Smaraidos / Hellenic Military Academy of Combat Support Officers	03 May 2021
Revised by Col Assoc. Prof. Gell, PhD / Chairman Military Erasmus (EMILYO) Implementation Group	16 May 2021
Revised by LtCol Spinello / Chairman LoD 8	30 May 2021
Revised by LtCdr Sartzetaki & LtCdr Smaraidos / Hellenic Military Academy of Combat Support Officers	09 June 2021
Issued with the status of "Common" by the Implementation Group	DD MM YYYY



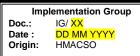


Module details			
Main Topic	Recom- mended WH	Details	
The legal framework of military procurement in the EU (treaties, directives)	3	<ul> <li>Introduction to Common Security Defence Policy (entities, policies).</li> <li>EU and NATO approaches in military procurement.</li> <li>Special topics (refugee/migrant crisis logistics or other case study concerning a specific crisis).</li> <li>Perspectives (green contracting, next generation of the EU).</li> <li>The role of a young officer in the budget &amp; finance sector.</li> <li>Provide guidelines and follow best practices/lessons learned.</li> </ul>	
Financial initiatives in the area of the EU defence sector	2	<ul> <li>Acquaintance with the financial initiatives in the EU defence sector:</li> <li>The function and the responsibilities of the European Defence Agency (EDA).</li> <li>The function of the European Defence Fund (EDF).</li> <li>The role of the Coordinated Annual Review on Defence (CARD).</li> <li>The cooperation between the EU and NATO.</li> </ul>	
Permanent Structured Cooperation (PESCO): Collaborations and economic growth potentials	2	<ul> <li>Participants will be informed on topics relevant to the Permanent Structured Cooperation (PESCO) with focus on:</li> <li>Timeline of EU cooperation on security and defence.</li> <li>PESCO projects on defence areas.</li> <li>Differentiated integration within PESCO: Clusters and convergence.</li> <li>Economic growth potentials through collaborations among EU members in the defence sector.</li> </ul>	
European Peace Facility (EPF): An EU off-budget fund to build peace and strengthen international security	2	<ul> <li>An overview of the EPF and its added value on the implementation of EU CFSP and CSDP</li> <li>The funding and the management of the mechanism.</li> <li>The stakeholders and their respective roles.</li> <li>The drawing up and the implementation of the annual budgets.</li> <li>The Athena Mechanism</li> </ul>	
The perspectives of European Defence Industry (EDI) in the aftermath of Iaunching the European Union Global Strategy (EUGS)	2	<ul> <li>Analysis of EDI's status quo in an environment of emerging threats and challenges.</li> <li>Presentation of the existing debate among statesmen, politicians, academia, and industry's professionals on undertaking the necessary initiatives to ensure a prosperous EDI.</li> <li>Examination of EDI's perspectives by elaborating on the most influential and critical, political, financial, and industrial factors.</li> </ul>	
Budget and finance case study: NATO Support and Procurement Agency (from customer's perspective)	2	<ul> <li>NSPA as a potential model for the development of EU's defence support agencies.</li> <li>NSPA's organizational design.</li> <li>NSPA's principle, rules and regulations.</li> <li>Budgets in NSPA (Administrative Budget, Operational Budget).</li> <li>Audit procedures in NSPA.</li> </ul>	

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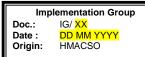


Total WH	50	The detailed number of hours for the respective main topic is up to the course director according to national law or home institution's rules.
Test	1	
Self-Studies	25	
	Additio	onal hours (WH) to increase the learning outcomes
Total lecture WH	24	
		Explain behavioural concepts in strategic interaction.
	2	Apply behavioural concepts to new situations.
Denavioural intance		Improve student's own decision-making process.
Behavioural finance		Explain behavioural concepts in individual financial decision making.
		translated into predicted behaviour.
		<ul> <li>Demonstrate how the standard assumptions in economics and finance are</li> </ul>
		<ul> <li>Internal audits alerts and indicators.</li> <li>Best practices and lessons learned on building integrity.</li> </ul>
the defence sector	2	<ul><li>Key areas of corruption in procurement and contracting.</li><li>Internal audits alerts and indicators.</li></ul>
Building integrity in		Defence integrity system.
	2	Promoting openness and accountability in the defence sector.
		• The application of the financial manoeuvring beyond military organizations.
manoeuvring in the defence sector		<ul> <li>"Multi-level financial manoeuvring" as an "effective equivalent" to the budgetary cuts.</li> </ul>
Financial		application and its elements in the military.
		Conceptual approach of the term financial manoeuvring, its main areas of
the EU armed forces		Familiarise students with basic forecasting models.
logistics provided by		Investigate potential solutions proposed by the current literature.
facilitators in humanitarian	3	Critically explore the main boundaries and existing limitations.
Boundaries and		<ul> <li>Present the different actors that cooperate while providing humanitarian aid.</li> </ul>
		Analytical and negotiations skills through examples and case studies.
procurement	2	Basic structural elements and the optimum negotiation techniques.
Negotiations in defence and security		in the defence procurement processes.
Negotiations in		• Establishing awareness of future officers on the importance of negotiations

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# List of Abbreviations:

B1, B2	CEFR Levels
CARD	Coordinated Annual Review on Defence
CEFR	Common European Framework of Reference for Languages
CFSP	Common Foreign and Security Policy
ECTS	European Credit Transfer and Accumulation System
EDA	European Defence Agency
EDF	European Defence Fund
EDI	European Defence Industry
EPF	European Peace Facility
ESDC	European Security and Defence College
EU	European Union
	European Union Global Strategy
GR	Greece
HMACSO	Hellenic Military Academy of Combat Support Officers
IG	Implementation Group
MENA	Middle East and North Africa
NATO	North Atlantic Treaty Organization
NSPA	NATO Support and Procurement Agency
PESCO	Permanent Structured Cooperation
STANAG	Standardization Agreement
TDB	to be determined
WH	Working Hour

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