



**EUROPEAN  
SECURITY AND  
DEFENCE COLLEGE**

**ANNUAL  
REPORT**

**2022 - 2023**

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## Abbreviations

AKU	Autonomous Knowledge Unit
CCT	Civilian Coordinator for Training
CFSP	Common Foreign and Security Policy
CIVCOM	Committee for Civilian Aspects of Crisis Management
CPCC	Civilian Planning and Conduct Capability
CSDP	Common Security and Defence Policy
DDR	Disarmament, Demobilisation and Reintegration
EAB	Executive Academic Board
EaP	Eastern Partnership
EAPTC	European Association of Peace Operations Training Centres
EC	European Commission
ECTS	European Credit Transfer and Accumulation System
EEAS	European External Action Service
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
EUMACS	European Union Military Academies Commandants' Seminar
EUMS	European Union Military Staff
EUMTG	European Union Military Training Group
EQF	European Qualifications Framework
HQ	Headquarters
ICJ	International Court of Justice

IG	Implementation Group in support of Military Erasmus
iMAF	International Military Academic Forum
IT	Information Technology
JHA	Justice and Home Affairs
MPCC	Military Planning and Conduct Capability
Military Erasmus OC	European Initiative for the Exchange of Young Officers, inspired by ERASMUS (CSDP) Orientation Course
OECD DAC	Organisation for Economic Co-operation and Development Development Assistance Committee
PDT	Pre-Deployment Training
PSC	Political and Security Committee
SAP	Stabilisation and Association Process
SNE	Seconded National Expert
SQF-MILEG	SQF-MILOF Executive Group
SQF-MILOF	Sectoral Qualifications Framework for the Military Officer Profession
SSR	Security Sector Reform
TAIEX	Technical Assistance and Information Exchange instrument
TRA	Training Requirements Analysis
UNSC	United Nations Security Council
WB	Western Balkans
WG	Working Group
WGMOT	Working Group on CSDP Missions and Operations-related Training

# Who we are

## Letter from the Head

Distinguished Reader,

In a context where global security is increasingly under threat and unstable, we must strengthen the common strategic security culture. The ESDC's work on training and education is key to achieving this aim.

### **Implementing the Strategic Compass and the Civilian CSDP Compact**

The implementation of the Strategic Compass, the Civilian CSDP Compact and related policy orientations are crucial objectives for the ESDC. Indeed, the new Civilian CSDP Compact assigns a leading role to the ESDC as regards delivering on training and education.

Both the Strategic Compass and the Civilian CSDP Compact focus on four pillars - 'act, secure, invest, and partner' – each of which imply fields of action for the ESDC. One such pillar, namely "to partner", has encouraged the ESDC to build new, strategically meaningful partnerships, amongst others with the Diplomatic Academy of Ukraine, the Defence Institution Building School in Georgia or the University of Montenegro in Podgorica. In total, eight academic institutes joined as Network Members and eight additional institutions from outside the EU joined as associate network partners during the course of the academic year 2022-2023.

Furthermore, the ESDC is currently exploring cooperation with the 'Global South', and more specifically with Latin America, the Sahel region and the Gulf of Guinea.

Existing partnerships were reinforced – such as with NATO and the United Nations and the ESIWA

project – and others are being explored. Fostering such strong relationships implies that the ESDC can be used as a European diplomatic tool. The HRVP, the Member States and the EEAS have been key in driving this development. The added value of the ESDC as a diplomatic tool is its unique network structure, through which the strong bonds it forms with partners over years benefit the network itself, but also the wider objectives of the CSDP.

As regards the need to act, the Civilian Compact refers repeatedly to training and the climate change and security nexus. Hence, we have taken concrete steps to make a training platform on climate security and defence a reality. Likewise as regards the cyber skills academy. The Strategic Compass calls to further strengthen our initiatives to act and secure our Union. The new War Colleges initiative under the auspices of the ESDC is an important contribution to this.

### **Priority-setting**

In 2023, the ESDC conducted a revamped prioritisation exercise for the academic year 2023-2024, evaluating and prioritising training requirements, as derived from Member States' input and EU policy orientations. Our obligation is to deliver on the requirements of Member States and the EU, by paying particular attention to more recent key domains, without neglecting those more traditional courses that remain relevant. These areas include hybrid threats, maritime security, space, climate change and foreign information manipulation and interference, and – very importantly – leadership skills for CSDP missions.

### **Evaluation and Quality Management**

During the last year, the ESDC has actively engaged in productive and structured lessons learnt processes, both internally and externally. As part of the Knowledge Management mandate within the

EEAS Integrated Approach to Security and Peace Directorate, the ESDC is part of the annual Conflict Prevention and Crisis Response lessons process, validated by the PSC. Internally, it conducted evaluations of its working practices and procedures through dedicated team retreats, with the involvement of external facilitators. Important, easily recognisable results can be seen for example in the return to the presence-only policy of ESDC courses, but also in a more streamlined communication.

Tangible outcomes include the periodic review of all curricula through the EAB and the regular update of autonomous knowledge units (AKU) used for pre-course eLearning. More than 30 curricula were reviewed and six AKUs updated or created. The 2024 review process will provide for further substantial and actionable evaluation of activities.

The ESDC also continues to innovate, for example by ensuring a higher diversity of speakers and teaching methods. This process of innovation has benefited the EAB, which is indeed the forum of debate it is designed to be. With a first elected chair in a competitive process, the EAB has worked to define the political, strategic and operational aspects of training and education. While the present structures are effective, some technical adjustments are needed to ensure further progress.

### **Strengthening Diversity**

Diversity has many different layers. Diversity within training activities, through more focus on the comprehensive approach, involves ensuring a broader mix of speakers and participants. This is fostered through the prioritisation exercise and the strategic bonus attribution, but also in reviewed curricula.

In the same spirit, the ESDC Secretariat has also made steps forward, in terms of the number of women working at the ESDC, with seven women on

duty in the relevant period. Absolute gender parity, also as regards course participant applications or speaker profiles, is challenging in a context where more men than women work. However, the ESDC is strongly committed not to perpetuate any underrepresentation through its courses and its internal working. Fully implementing the new EEAS action plan on diversity and equality is a priority. Accordingly, endeavouring towards an OECD DAC certification on gender of our activities is a key priority in the coming academic year. Each colleague at the ESDC is committed to an inclusive, gender-sensitive and discrimination-free environment in which everyone benefits from equal opportunities, thus ensuring that the ESDC and its partners can reach their true potential.

I conclude by emphasizing the key role and contribution of each and every staff member at the ESDC. The ESDC consists of many highly committed, skilled, and qualified people, working to promote our common security and defence on a daily basis. The chair and the delegates of the Steering Committee, the chair and the members of the EAB, the staff of the training institutes in Member States and outside the EU, the speakers and participants that interact and engage in our courses and activities, and all those in Member States and outside working on the ESDC: All of them are a tremendous testimony to the quality and the recognition of the work of all of us at the ESDC. My profound thanks to each and every one of them.

Brussels, 20/10/2023

Holger Osterrieder, Head of the European Security and Defence College

## Our Team

### HEAD

**Holger OSTERRIEDER**

### DEPUTY HEAD

**Fergal O' REGAN** (from April 2023)

Strategic Adviser/Training Manager

**Simone COCCIA**

Strategic Adviser/Policy Officer

**Moritz HERZBERG** (from March 2023)

## Training and Education

### Igor CEBEK

Training Manager/ Focal point for climate change, security and defence

**Christoforos CHRISTOFOROU** (from March 2023)

Military Erasmus Coordinator/Military Training Manager

**Kristian EDQVIST** (until January 2023)

Training Manager

### Per Isak ENSTROM

Training Manager/Focal point for certification and standardisation

**Horatius-Nicolae GARBAN** (until December 2022)

Training Manager

**Laurențiu Constantin GIUREA** (from August 2023)

Training Manager/focal point for JHA

**Jessica GUSSARVIUS** (from May 2023)

Training Manager/ HR focal point

### Georgios KAPOGIANNIS

Co-Deputy Head (coordination)/Training Manager

**Stanislava KRAYNOVA** (from March 2023)

Training Manager/Policy Officer

**Ilias MAKRIS** (until February 2023)

Military Erasmus Coordinator/Military Training Manager

**Maria do Rosário PENEDOS** (from February 2023)

Training Manager/High-level course coordinator

## Partnerships & Engagement

**Jugoslav JOZIĆ** (from July 2023)

Team Coordinator Partnerships and Engagement

**Enver FERHATOVIC** (from December 2022)

EAB SSR/DDR Working Group Coordinator (from Jul 2023)/Policy Officer/Training Manager

**Maria Grazia ROMANO**

Co-Deputy Head (coordination)/Training Manager

## Digital solutions, Communications and Security

**Marios IOANNOU**

Team Coordinator digital solutions, communications and security

**Jerzy SYPEK**

Training Manager

## Research & Development

**Georgică PANFIL**

Team Coordinator Research and development

## Cyber Education, Training, Exercise and Evaluation (ETEE)

**Giuseppe ZUFFANTI**

Team Coordinator Cyber (from October 2023)

**Panagiotis MARZELAS**

Cyber Training Manager/ Team Coordinator Cyber (until October 2023)

**Evangelos ENGLEZAKIS**

Cyber Training Manager

**Anna MALEC** (from June 2023)

Cyber Training Manager

**Gregor SCHAFFRATH** (until February 2023)

Cyber Training Manager

## Administration and Finance

**Ovidiu BERENDE**

Team Coordinator Administration

**Alberto BRAGADIN**

Data Protection Coordinator (DPC, from July 2023)

**Federica FANTINI** (July 2023-December 2023)

Financial assistant

**Paul LORENZ** (February-June 2023)

Financial & administration assistant

**Ceslova MATACIUNAITE-MARTIN** (November 2022-January 2023)

Administration assistant

## Trainees

**Giulia CORBO** (October-December 2022)

**Laura GUXHOLLI** (January-March 2023)

**Laura ZAVARISE** (May-July 2023)

## ESDC mandate

The European Security and Defence College (ESDC) was created in 2005 to further promote a common security and defence culture among experts, policymakers, and practitioners in Member States and EU institutions.

In particular, the college provides training and education activities on the common security and defence policy (CSDP) in the wider context of the EU's common foreign and security policy (CFSP). Through these, it aims to deepen civilian and military staff's common understanding of the CFSP and the CSDP and to identify and spread best practices regarding various CFSP and CSDP issues.

The ESDC is organised as a network linking civilian and military institutes, colleges, academies, universities, institutions, centres of excellence, and other bodies dealing with security and defence policy issues in the EU as identified by Member States, as well as the EU Institute for Security Studies (EUISS). The current legal basis for the college is

Council Decision 2020/1515. The ESDC network now has over 240 member institutions (from Member States) and associate network partners (from non-EU countries).



Training and education in the field of the European Union's Common Security and Defence Policy (CSDP)



Common Understanding of CFSP and CSDP among civilian and military personnel



Dissemination of best practices on CFSP and CSDP issues

## Management

### The Steering Committee

The Steering Committee is the decision-making body that coordinates and directs the ESDC's work. It is composed by representatives of all 27 Member States, and is chaired by a senior representative appointed by the High Representative of the Union for Foreign Affairs and Security Policy.

ADVISES  
**EXECUTIVE  
ACADEMIC  
BOARD**

DRAFTS  
**ESDC  
SECRETARIAT**



DECIDES  
**STEERING  
COMITTEE**

PROPOSES  
**HEAD OF  
ESDC**

Most Member State representatives are Ministry of Defence and Ministry of Foreign Affairs staff. The Steering Committee meets quarterly and its decisions are normally taken by qualified majority. The EEAS and, where appropriate, other EU institutions participate in the Steering Committee meetings without voting rights. The Steering Committee assigns tasks to the Head and holds him to account for his work.

### The Executive Academic Board (EAB)

The core task of the Executive Academic Board is to ensure the coherence and quality of the ESDC's training and education activities. The EAB comprises representatives of institutions that are members or associate partners of ESDC's academic network. The EAB meets quarterly, usually ahead of the Steering Committee. It makes recommendations to the Steering Committee 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. Besides meeting in a plenary session, under the direction of the EAB Chair, the board meets in seven project-focused configurations, each of which operates under a configuration Chair.

### The Head of the ESDC

The Head of the ESDC is responsible for the ESDC's activities, is its sole legal representative, advises the Steering Committee and is responsible for the day-to-day financial and administrative management of the ESDC.

### ESDC Secretariat

The ESDC Secretariat assists the Head to perform his tasks, supports the Steering Committee, and the EAB (including its working groups) to ensure the overall quality and consistency of the ESDC's training and education activities.

## Financial and administrative overview

The number of staff at the ESDC increased from 18 in September 2022 to 26 by August 2023. This expansion was essential to effectively implement the EU's and Member States' strategic priorities. EU bodies and Member States have seconded highly qualified and experienced staff who play critical roles in managing, overseeing, and strategically developing complex and politically sensitive high-level training programs. These programs target entry- to senior-level staff from across Europe and beyond.

As of August 2023, the ESDC comprises the Head, who is appointed by the High Representative of the European Union for Foreign Affairs and Security Policy / Vice-President of the European Commission, a Deputy Head, an EU official seconded to serve in that function, and 22 seconded national experts. Additionally, the ESDC has one contract agent (seconded from the EEAS) and a trainee.

The ESDC follows a recruitment policy of equality, inclusion and diversity and does not discriminate on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion

or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation.

Currently, the ESDC boasts a diverse workforce with staff from 12 nationalities, namely Italy (20%), Cyprus (12%), Germany (12%), Romania (12%), Sweden, Poland, Greece, Bulgaria, Croatia, Ireland, Portugal, and Slovenia. This signifies a 50% increase in national diversity over the past twelve months.

The ESDC has improved gender equality within its workforce. As of August 2023, seven women work at the ESDC, accounting for 28% of its workforce. This represents an increase of six women compared to September 2022. While this progress is commendable, the ESDC remains committed to continue its efforts to promote gender equality, evidenced by the fact that the number of women recruited in 2023 exceeded that of men.

The ESDC operates with an annual budget of EUR 2,417,423.89 for 2023. This budget is allocated from the general budget of the European Union.

# How We Work

## EAB and its Configurations

The EAB, chaired by Philipp Agathanos, meets regularly to provide expert input and give academic advice to the ESDC: It's activities are mainly structured through thematic 'configurations' or working groups. These thematic areas include:

### European Initiative for the Exchange of Young Officers, inspired by ERASMUS (Military Erasmus)

The Military Erasmus aims to promote exchanges of cadets, midshipmen, students, military officers, teachers and instructors from basic officer education institutions around the EU. Exchanges of young officers, during their initial training, are crucial for long-term interoperability and a common European security and defence culture. The EAB's implementation group has made significant progress since it was set up in February 2009, with the support of EU Member States, their basic officer education institutions and the ESDC Secretariat.

#### Participating institutions

The initiative envisions the participation of all Member States offering basic officer education. Among the 65 military institutions located in 24



Member States, 48 institutions from 21 Member States are actively involved. Norway holds the status of an associate network member within the implementation group.

#### Achievements

Since September 2022, the implementation group, chaired by Harald Gell, has met four times in-person. The basic officer education institutions have developed new courses and academic semesters, bringing the number of common modules to 55, or 146.5 European Credit Transfer and Accumulation System (ECTS) credits. The academic year 2022/2023 had the highest number of exchanges and the most activities organised. Three institutions signed the agreement for the international Military Academic Forum, which links

the ESDC, the implementation group, and 24 institutions now.

The Military Erasmus (EMILYO) implementation group was again very active in the 2022-2023 academic year, organising events and meetings all over the EU on a variety of topics. These included

### Priorities for the next academic year

- ▲ Ensure that all Basic Officer Education Institutions of all Member States are involved in the European Initiative for the exchange of young officers inspired by Erasmus.
- ▲ Review and update the existing Common Modules according to the SQF-MILOF guidelines and to priorities, as well as create new modules based on the most current requirements.
- ▲ Every Basic Officer Education Institution should integrate at least one common module into its curriculum.
- ▲ Implementation of the European Common Technical Semester on Defence and Security (E<sub>u</sub>CTS<sub>DS</sub>) and launch of new projects for international semesters in the fields of air defence, logistics, and navy.
- ▲ Reorganisation of the Implementation Group in accordance with the new Vice Chairs to maintain and ensure quality.

the international Military Academic Forum meeting in Greece, and the 5<sup>th</sup> Erasmus Gender Seminar, in Portugal. In total, 3,569 cadets participated in military Erasmus activities. 238 events were held under the programme, and 110,840 days of training were conducted.

 **3,569**  
CADETS

 **238**  
EVENTS

 **110,840**  
DAYS

**55**  
COMMON  
MODULES

**146.5**  
ECTS

**26**  
IMAF MEMBERS

 **72 % MALE**  **28 % FEMALE**

**24**  
EU MEMBER  
STATES



**65**  
MILITARY  
INSTITUTIONS

**48**  
ACTIVE  
PARTICIPATION

## Security Sector Reform and Disarmament, Demobilisation and Reintegration (SSR/DDR)

In 2010, the security sector reform (SSR) board was established as a project-oriented configuration of the Executive Academic Board (EAB) to support EU SSR training. In 2023, the SSR board expanded to include the disarmament, demobilisation and reintegration (DDR) of former combatants, making it the ESDC executive academic board on SSR and DDR (EAB SSR/DDR).

The board's main mission is to support the coordination, coherence and quality of EU SSR and DDR education and training provided by ESDC training institutions, by:

- ▲ proposing training-related activities;
- ▲ harmonising the calendar of SSR- and DDR-related courses and workshops;
- ▲ ensuring the quality, complementarity, and consistency of courses;
- ▲ reviewing ESDC SSR and DDR curricula;
- ▲ better linking deployable staff and EU crisis management structures, including those of the EEAS;
- ▲ serving as a forum for all engaged and interested stakeholders to share best practices and experiences in SSR and DDR training;
- ▲ Providing expert training advice to EU Civilian Training Group (EUCTG) as civilian coordinator for Training on SSR (CCT SSR) and to EU Military Training Group (EUMTG) as discipline leader for military support in SSR and DDR.

### Participating institutions

The ESDC training institutions from EU Member States involved in SSR and DDR training are full members of the SSR/DDR board. Currently these are:

- ▲ the Swedish Folke Bernadotte Academy (SSR and DDR training);
- ▲ the Italian Post Conflict Operations Study Centre Torino (SSR training);
- ▲ the Romanian National College of Home Affairs (CNAI) (SSR training);
- ▲ the Spanish Centre for Advanced National Defence Studies (CESEDEN) (SSR training);
- ▲ the Austrian Ministry of Defence, Implementation Office for Arms Control and International Stabilisation Measures (SSR training) in cooperation with the Austrian Centre for Peace (ACP);
- ▲ Further non-EU participating partners are:
- ▲ the International Security Sector Advisory Team (ISSAT) of the Geneva Centre for Security Sector Governance (DCAF);

▲ the Georgian Defence Institution Building School, Tbilisi (SSR Training), as an associate partner.

Representatives of the EEAS, the European Commission, other EU institutions, other organisations and non-EU countries may be invited to send representatives with SSR and/or DDR experience and expertise to attend the SSR/DDR board meetings and other related events. Where appropriate, experts from other training institutions specialised in SSR and DDR training may also be invited to share their lessons learned and expertise in SSR and DDR training.

## Achievements

▲ Board Meetings. The board convened on three occasions, namely 22 September 2022, 7 December 2022, and 26 April 2023, to discuss and address matters related to SSR and DDR.

▲ Expansion and renaming. On 24 March 2023, the SSR board's proposal to expand its scope and change the name to the ESDC executive academic board on SSR/DDR was approved by the ESDC Steering Committee.

This expansion aimed to integrate DDR into the configuration, leading to the revision of the configuration's rules of procedure.

▲ Training Requirements Analysis. The designated discipline leader of discipline military support for SSR and DDR, the SSR/DDR board, conducted a thorough analysis of training requirements for the EU's Common Security and Defence Policy (CSDP) military missions/operations and staff involved in SSR and DDR activities. The resulting report was submitted to the chair of the EU military committee working group/headline task force (EUMCWG/HTF) on 4 April 2023, and subsequently endorsed by the EUMC on 30 May 2023.

▲ Updated Curricula. The ESDC SSR curricula, including the basic course on SSR, the core course on SSR, and the in-mission course on SSR, underwent updates in accordance with the Steering Committee priorities. Additionally, the ESDC Steering Committee approved the course on Disarmament, Demobilisation and Reintegration within the EU Integrated Approach.

▲ Online Seminar. A notable online seminar titled "Navigating Non-State Justice and Security Actors in Hybrid Governance Settings" was conducted jointly with the Folke Bernadotte Academy. This seminar took place on 26 April 2023, back-to-back with the board meeting.

### Priorities for the next academic year

The SSR/DDR board is committed to leveraging the interconnections between SSR and DDR, organising thematic seminars and workshops in conjunction with SSR/DDR board meetings, as well as working collaboratively with the EU task force on SSR, the EU task force on DDR, as well as other relevant EU instruments.

Moreover, the SSR/DDR board aims to contribute to the EEAS SSR task force in evaluating the 2016 EU-wide strategic framework for supporting the SSR. The review will focus on evaluating the current policy's execution as well as the effectiveness of the tools and strategies employed in its implementation, with SSR/DDR board's contribution to SSR/DDR training being a pivotal factor.

In light of the training requirements analysis conducted, the SSR/DDR board will provide expert training guidance to the EU Military Training Group (EUMTG) through the Military Committee Working Group or Headline Task Force (EUMCWG/HTF).

Additionally, the SSR/DDR board will continue to support the EU Civilian Training Group (EUCTG), while fulfilling its role as the Civilian Coordinator for SSR Training. This process will unfold in close partnership with CPCC and the EEAS Peace, Partnerships and Crisis Management Directorate.

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

The Working Group on Missions and Operations-related Training (WGMOT) brings together representatives from the relevant training bodies of EU Member States, EU institutions and CSDP structures to improve the link between experts to be deployed, or who are already serving in CSDP missions and operations and the EU crisis management structures. The objective of this working group is to ensure the quality, complementarity, and coherence of courses related to CSDP missions and operations, while also establishing stronger connections among experts slated for deployment or already engaged in CSDP missions, operations, and EU crisis management frameworks. The changing nature of the security landscape is a key component of the working group's focus on missions and operations-related training. The ESDC's top priority courses remain pre-deployment training (PDT) for CSDP missions and operations and hostile environment awareness training (HEAT). In line with its duty of care, the 2017 EU policy on

## PRE-DEPLOYMENT TRAININGS

**8**  
TRAININGS

**8**  
TRAINING INSTITUTIONS



**150**

PEOPLE TRAINED

### PROFILE



**POLICE**  
23



**CIVILIAN**  
97



**MILITARY**  
30



**SECONDED**  
105



**CONTRACTED**  
45



**108 MALE**



**42 FEMALE**

### TRAINING INSTITUTIONS



training for the CSDP<sup>1</sup> and its 2022 Implementing Guideline<sup>2</sup> stipulate that both courses are mandatory before deployment. They must be continuously updated and aligned with current mission realities and the latest training requirements in the area in question and/or at HQ level.

To enable future mission staff to do these mandatory mission preparedness training courses before their assignments and given the often short time between selection and deployment, the PDT course is held nine times a year and the HEAT course eight. The working group coordinates the yearly calendar so that participants can do the PDT and HEAT courses back-to-back before deployment.

### Participating Institutions

The WGMOT consists of representatives of relevant national training actors of EU Member States, EU institutions and CSDP structures. Currently the group has 30 members.

### Achievements

The working group began to standardise and streamline the implementation of HEAT courses, pending the development of detailed training

<sup>1</sup> <https://data.consilium.europa.eu/doc/document/ST-7838-2017-INIT/en/pdf>

<sup>2</sup> <https://data.consilium.europa.eu/doc/document/ST-11437-2022-INIT/en/pdf>

standards to complement the existing curriculum and ensure high-quality delivery of HEAT courses. A sub-group of HEAT experts created under the working group is leading this task building on the foundations of the former EU Commission-funded Europe's New Training Initiative for Civilian Crisis Management project. Once the standards are in place, the next step will be to create a certification mechanism for HEAT courses. This is in line with a key action in the 2022 implementing guidelines for the EU policy on training for the CSDP, highlighting the need for quality assurance standards and an official certification mechanism for HEAT courses.

The PDT course curriculum underwent revision to align with the training requirements of CSDP missions and operations. This update introduces new subjects such as environmental and climate considerations within CSDP missions, mediation techniques, negotiation and dialogue strategies, as well as the safeguarding of cultural heritage.

The training structure was reconfigured to incorporate more specialised military sessions, rendering it highly relevant for participants destined for military CSDP missions and operations. This flexibility was further exemplified by the revision of three additional curricula, each tailored to meet distinct training requirements.

Irene-Maria Eich, from Germany's Center for

International Peace Operations, was unanimously elected as Chair of the working group in March 2023, for a period of one year.

In response to escalating demand for missions and operations, the provision of HEAT courses for the 2022-2023 academic cycle was doubled, meeting these needs effectively. Additionally, to enhance preparedness, a series of five specialised 4x4 vehicle safety driving courses were organised.

### Priorities for the next academic year

The introduction of new HEAT standards and a corresponding certification mechanism will take centre stage. In February 2024, these improvements will be presented to the EAB for endorsement. This is a crucial step in enhancing the quality and efficacy of HEAT courses. Moreover, a comprehensive revision of the HEAT curriculum is in the pipeline, planned to be unveiled before the EAB meeting in February 2024.

The first half of 2024 will witness the implementation of the newly established HEAT standards, marking an important phase in aligning training with the evolving demands of CSDP missions and operations. As part of a gradual rollout, the HEAT certification mechanism will undergo a pilot run at a selected HEAT course, further refining the certification process and

ensuring its effectiveness.

Collectively, these priorities underline the commitment to continuous improvement and adaptation, reinforcing the readiness and preparedness of individuals engaged in CSDP missions and operations.

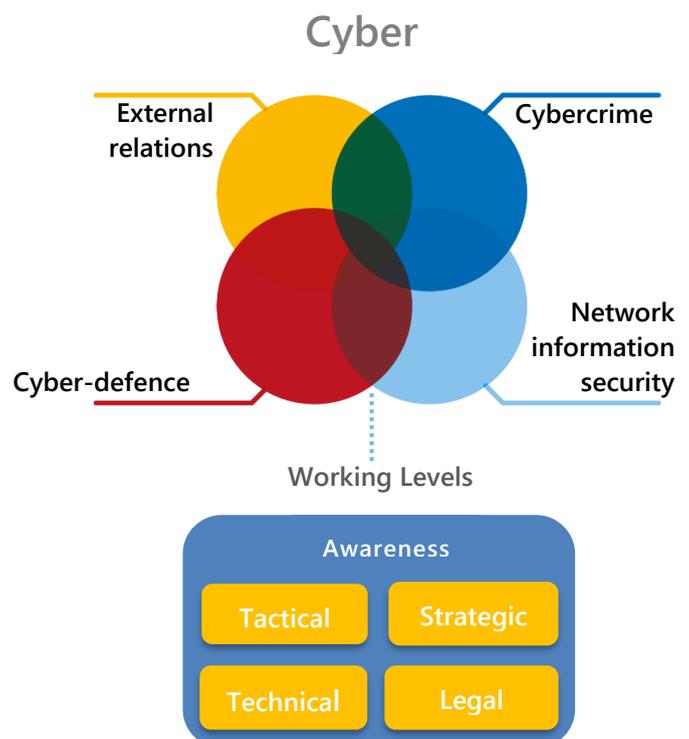
## The CYBER Education, Training, Exercise and Evaluation Platform



In 2018, with encouragement and endorsement from representatives from the European Commission (DG GROW and DG CNECT), the EEAS, the European Defence Agency, and the ESDC established a Cyber Education, Training, Exercise, and Evaluation platform (ETEE), designing and coordinating cyber courses for all 27 EU Member States. The Executive Academic Board on Cyber (EAB.Cyber) was in that context established to ensure the quality and coherence of

all cyber related activities and to facilitate the creation of a network of training institutions focused on providing education on cyberspace.

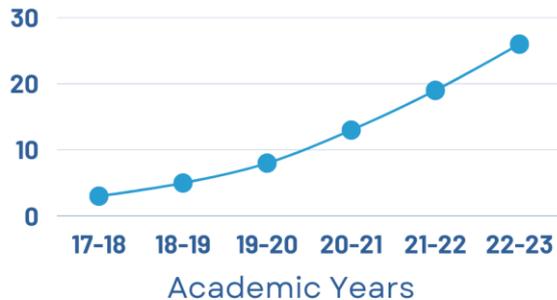
After five years of operation, the EAB.Cyber training institution network, together with the ESDC Cyber ETEE platform, has created a wide variety of cybersecurity courses. The courses are designed to cover topics across three areas. The first pillar covers four sub-areas: external relations (cyber diplomacy), cybercrime, network information security (technical aspects); and cyber defence. The second area covers strategic, tactical/operational, technical, and legal awareness. The third area is the EU's 'Cyber Security Strategy for the Digital Decade'<sup>3</sup>.



<sup>3</sup> [EU Cybersecurity Strategy for the Digital Decade](#)

# CYBER ETEE

## Number of Training Activities



## 755 PARTICIPANTS



70 % male | 30 % female

## WORKING FIELDS



9 %  
DIPLOMATS



20 %  
POLICE



46 %  
CIVILIANS



25 %  
MILITARY

## TRAINING LOCATIONS



The publication of the EU's Policy on Cyber Defence on 10 November 2022 led to the creation of a fourth pillar: a set of courses to help the civilian and military workforce upscale their skills in a continuous effort to protect the European way of life, defend the EU's critical infrastructures and financial transactions, eliminate disinformation and enforce democracy.

## Participating institutions

The EAB.Cyber is a specialised working group, which consists of representatives from 44 participating institutions from 16 EU Member States and non-EU countries such as the United States of America or Montenegro, as well as EU institutions and agencies, national authorities, and think tanks.

During the academic year, the EAB.Cyber voted to prolong the current chair, Prof Stavros Stavrou of the Open University of Cyprus, for two more years. The members of this working group meet four times a year to coordinate their actions with the training managers of the cyber ETEE platform and to produce courses, organise conferences, update curricula, review the evaluation reports on past activities and to set future priorities.

## Achievements

- ▲ During the academic year 2022-2023, 26 cyber training activities were organised under the

Cyber ETEE platform. A total of 755 EU and non-EU personnel participated in these activities, which. The activities included regular and pilot courses as well as four conference and seminars, covering different working levels from technical to strategic level.

- ▲ Four EAB.Cyber meetings took place in Brussels (7 September 2022, 7 November 2022, 22-23 February 2023 and 23 May 2023), in both residential and hybrid format. The meetings built upon the working group's decisions from the previous year and focused on aligning the Cyber ETEE platform with the latest cyber policy developments at EU level. EAB.Cyber members suggested and the Chair endorsed that, unless new restrictions arise, future EAB.Cyber meetings should be held in residential format. Further actions will also take place to emphasize the in-person networking of the EAB.Cyber meetings, where new ideas and innovations are proposed, decided and take shape.
- ▲ During the EAB.Cyber meetings, course curricula were revised and ten new curricula, aligned with ENISA's European Cybersecurity Skills Framework (ECSF)<sup>4</sup> job profiles, were introduced and approved.
- ▲ The Annual Cyber ETEE Conference and Summer

School was organised in Constanta, Romania, by the Constanta Maritime University in June 2023.

- ▲ The Cyber ETEE was also engaged with the ESIWA (Enhancing Security Cooperation in and with Asia) project. During the academic year, 'The role of the EU's cyber ecosystem in global cybersecurity stability' course was delivered in Brussels in collaboration with ESIWA and the Ministry of Foreign Affairs of the Netherlands, with over 70 participants from European Union Member States and from the Indo-Pacific region. On 15 June 2023, the EEAS and the Ministry of Foreign Affairs of Sweden hosted the Cyber Ambassadors of Indo-Pacific States and European Union Member States at a high-level roundtable event in Brussels where the activity of the ESDC was highlighted and where it was also emphasized that the next iteration of the ESDC course in Brussels will include 19 Indo-Pacific states, nine more than the first iteration.
- ▲ Training managers of the Cyber ETEE platform contributed with their expertise to policy documents, namely the Cyber Defence Policy<sup>5</sup> and the Cyber Skills Academy<sup>6</sup>.
- ▲ Two new training institutes (New York University and the University of Montenegro) joined the network of the EAB.Cyber and ESDC as associate

<sup>4</sup> [ENISA European Cybersecurity Skills Framework](#)

<sup>5</sup> [Council Conclusions of EUs Cyber Defence Policy](#)

<sup>6</sup> [Communication on The Cybersecurity Skills Academy](#)

network partners.

### Priorities for the next academic year

Looking ahead to the upcoming academic year, the EAB.Cyber discussed and endorsed a series of strategic priorities to bolster proficiency and influence in the cybersecurity realm. Foremost among these is the development of advanced courses designed to provide skills certification harmonised with the Cyber Defence Policy and the Cyber Skills Academy policy documents. This initiative is poised to further elevate the skills of cyber professionals in alignment with evolving standards and challenges.

A concerted effort will be directed towards augmenting external cyber capabilities through targeted training efforts spanning regions such as the Eastern Partnership, Western Balkans, Indo-Pacific, and MENA countries. By expanding training activities to these areas, the ESDC fortifies cybersecurity preparedness on a broader scale.

Focus will be given to emerging technologies such as machine learning/artificial intelligence, leveraging the existing knowledge of the EAB.Cyber members.

The commitment to policy refinement continues, as participation in the drafting of key cyber-related policy documents persists. This ongoing engagement underscores the ESDC's dedication to shaping cybersecurity strategies and practices.

Moreover, efforts are underway to integrate certification with the EUeID. This forward-looking approach exemplifies the convergence of cutting-edge technology and education, setting a precedent for the seamless integration of qualifications into the digital landscape.

Collectively, these priorities encapsulate a dynamic and comprehensive roadmap for the upcoming year, symbolising a commitment to excellence, collaboration, and innovation in the cybersecurity realm.

### The Sectoral Qualification Framework for Military Officers executive group (SQF-MILEG)

The SQF-MILEG is a project-oriented EAB configuration established in November 2021 to facilitate and support EU Member States' voluntary implementation of the sectoral qualification framework for military officers (SQF-MILOF). The group was chaired by Alin Bodescu and meets on a quarterly basis. It consists of Member State delegates from human resources management and training departments in the field of military qualifications, representatives of Member State education/training institutions, and experts on specific subjects.

Within the framework of the agreed SQF-MILOF implementation protocol, the SQF-MILEG

mandate stands as a pivotal force, directed towards accelerating the alignment of national military qualifications. This task is achieved through a multifaceted approach, encompassing several key elements: Firstly, the assignment of a learning complexity tier ranging from one to four to each national military qualification, ensuring a cohesive understanding of the educational strata. Secondly, the delineation of its military emphasis, spanning a spectrum from single-arm or branch focus to single or multiple-service orientation, or even broadening to encompass the political and civilian-military dimension. Lastly, a principal task involves the publication of national military qualifications that are in line with the SQF-MILOF standards within the ESDC's online repository of military qualifications, thereby fostering transparency and coherence in the intricate landscape of military education. The executive group is also working on standardising the peer accreditation of courses or institutions in the SQF-MILOF framework.

### Participating Member States

The number of Member State representatives that attended the SQF-MILEG meetings ranged from six to 21 during the 2022-2023 academic year. Two Member States have already signed the implementation protocol, and there is an expectation that two more will follow suit in the near future.

### Achievements

In its current consolidation phase, the SQF-MILEG is actively expanding its cadre of national experts, through effective familiarisation courses. Notable successes have been achieved through such courses, as demonstrated by their implementation at institutions such as the Henri Coandă Air Force Academy in Brasov, Romania, from 20 to 22 September 2022, and the Centre for Higher Defence Studies in Rome, Italy, from 15 to 17 May 2023.

A pivotal step in the rejuvenation of the SQF-MILOF was unveiled during the EAB plenary meeting in February 2023. This operational blueprint meticulously lays out qualitative and quantitative benchmarks, envisaging a multi-pronged approach that includes simplifying the comparison of Member States' qualifications, deepening comprehension of the SQF-MILOF framework, and amplifying its significance in unifying military education and training practices among Member States.

The innovative efforts of the Lithuanian representative have given rise to a peer accreditation mechanism as presented at the Executive Academic Board's plenary meeting in September 2023. This initiative underscores the dynamic engagement within the SQF-MILOF community, signifying a collective dedication to

enhancing and enriching the landscape of military education and standards.

### Priorities for the next academic year

Anticipating the upcoming academic year, a series of pivotal priorities have been outlined to strengthen the alignment and synergies within military education.

Central to these aims is the invitation extended to Member States, urging their endorsement of the SQF-MILOF implementation protocol. By doing so, the seamless comparison of national military qualifications with the SQF-MILOF established levels is streamlined, fostering a harmonious educational landscape.

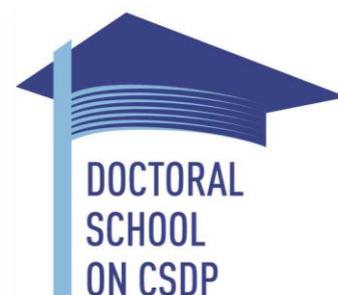
Furthermore, the proactive dissemination of national military qualifications, through the ESDC's online repository, marks another important step forward. This transparent approach bolsters accessibility and comprehension of the military qualification complex domain.

In addition, Member States are encouraged to embark on the formulation of their respective national SQF-MILOF implementation roadmaps. This strategic initiative not only paves the way for a cohesive approach to military education, but also serves as a catalyst for involving relevant institutions and stakeholders. The creation of courses tailored to develop multifaceted skills amongst military officers contributes to a nuanced comprehension of the CSDP throughout the EU

and reinforces a collective understanding and commitment to this important project.

During the upcoming academic year, one of the main actions to be implemented is the establishment of a peer-evaluation mechanism. This mechanism will seek to transition from a centralised, broadly applied approach to facilitating implementation, toward a decentralised approach that empowers individual Member States.

### The European Doctoral School on CSDP



This configuration of the ESDC's Executive Academic Board (EAB), chaired by Prof Foteini Asderaki, focuses on facilitating doctoral (PhD) studies and research on the Common Security and Defence Policy (CSDP). It pools and shares the relevant expertise of the European Higher Education Area's academic institutes, non-academic civilian and military bodies, research institutes and EU bodies. It makes this expertise available for scientific research as part of PhD curricula developed by its network institutions, as a supplementary programme of doctoral training

on CSDP-related knowledge, skills and competences. It helps to implement the European Commission's and the EEAS's priorities by linking higher education and research, and raises awareness of the EU's global role. This configuration of the EAB aims to transform European experience and expertise into scientific research at the highest level, by reinforcing a European security and defence culture.

### Participating institutions

The European Doctoral School on the CSDP is the largest configuration of the EAB, with 70 participating entities (academic institutions, research bodies, think tanks, EU agencies) from 18 EU Member States and non-EU countries such as Canada and the United Kingdom.

The school currently has four PhD graduates and 42 doctoral fellows, all working on various research projects in both technical and non-technical areas related to European Security and Defence.

### Achievements

The EU Member States revised and approved the charter regulating the working group's activities to better respond to current needs and challenges (such as the thesis defence procedure and the status of fellows) and further aligned the regulations with those on Erasmus mobility.

The ESDC Steering Committee granted the doctoral school a dedicated budget line, reflecting EU Member States' full support for the ESDC's research work and enabling it to increase funding for ESDC doctoral fellows.

- ▲ Four working group meetings took place (in Brussels on 7 September 2022 and between 20–21 February 2023; in Piraeus on 2 May 2023; and in Bucharest on 6 July 2023), both in residential and hybrid format. The meetings built on the working group's decisions of the previous year, focusing on aligning the doctoral school with the latest trends in research at EU level.
- ▲ Three training activities took place under the aegis of the doctoral school: the annual conference of the doctoral school in Budapest (6–7 March 2023); a research methodology course in Piraeus (3–5 May 2023), and the summer university in Bucharest (3–7 July 2023). Moreover, the doctoral school participated in the 'Séminaire doctoral multidisciplinaire' and the Conference entitled 'Les multiples visages de l'autonomie stratégique', co-organised by the Sorbonne War programme, Université Paris 1 Panthéon-Sorbonne between 27–28 October 2022. These events brought together researchers, academics and professionals from all over Europe to further develop a common understanding of European security-related research.

- ▲ Ten new institutions joined the working group as active members, bringing with them new research and development expertise.
- ▲ Two alumni published doctoral theses through the European Publications Office.
- ▲ Two new volumes of articles by doctoral fellows are being compiled for publication by the end of the year.

### Priorities for the next academic year

Looking ahead to the approaching academic year, a comprehensive set of priorities has been outlined to elevate the trajectory of doctoral research endeavours:

At the forefront of these priorities lies the development of post-doctoral research topics on pressing EU concerns, spanning domains like artificial intelligence, countering disinformation, climate change and more. This strategic alignment ensures that research pursuits remain inextricably linked to the challenges of our time.

Building on existing momentum, we envisage a concerted drive to foster research-focused training events. These initiatives, encompassing diverse areas such as qualitative-quantitative research methodologies and artificial intelligence, will also profoundly explore recent security evolutions and the latest policy documents relevant to the CSDP.

In a concerted effort to broaden the sphere of expertise, an expansion of members is in motion. This envisages active participation from across the EU Member States as well as beyond its boundaries. The concerted infusion of subject matter experts in research and regional matters not only enriches the intellectual landscape but also bolsters scholarly discourse.

Stepping up the doctoral school's activities has an emphasis on a multi-pronged approach involving enhanced visibility, more frequent meetings, and an expanded contingent of doctoral fellows both within the EU and in regions beyond. A harmonised and consistent model for aspiring scholars and partner nations is a pivotal objective, aiming to foster scholarly interest in the school's offerings.

These priorities have led to a notable surge in doctoral fellows dedicated to probing regional intricacies. The emphasis on regions such as the Middle East/North Africa (MENA) and the Indo-Pacific region ties in with the EU's strategic outlook and fosters a cadre of researchers attuned to matters of paramount significance to the Union and its Member States.

## The European Union Military Secondary Schools Forum (EUMSSF)

This project-oriented configuration of the EAB, under the chairmanship of Symeon Zambas, aims to bring together military secondary schools, create common modules for inclusion in their curricula, promote a common security and defence culture, share best practices, create partnerships and common projects, facilitate exchanges of trainers and trainees from an early age, and foster a European dimension of teaching. This project is in line with the European Parliament resolution of 12 April 2016 and the Council Recommendation of 22 May 2018.

### Participating institutions

This forum is one of the most recent configurations of the EAB. It brings together 15 military secondary schools from Austria, Belgium, Czech Republic, Hungary, Italy, Portugal and Romania, along with two from Serbia and Ukraine.

### Achievements

The European Union Military Secondary Schools Forum created two common curricula on 'EU history and core values' and 'EU institutions', to be agreed upon and implemented by schools. Portugal's Colégio Militar ran a pilot course on 'EU

history and core values' in Lisbon from 13 to 17 March 2023. The course aimed to familiarise military secondary school students with the EU, its history and core values. The course provided a comprehensive and contemporary understanding of the Union's history, values, and achievements. It was designed to be engaging and relevant to the target audience, ensuring that participants gained solid knowledge of the EU's foundations and values. Strengthening Europe was a core aspect of the course. The course was remarkably successful with 17 students representing 11 military schools across 5 EU Member States.

In March 2023, the Technisch Instituut Sint-Vincentius, a civilian high school in Belgium with a security and defence department, joined the forum.

During this academic year, the Forum successfully organised its Second Essay Writing Olympiad with ten different schools taking part. The three winners were granted the opportunity to participate in the Forum's 12<sup>th</sup> meeting held on 6 September 2023 in Cyprus. During this meeting, they delivered presentations highlighting the key concepts from their essays on EU integration, security and defence. Following this, a prestigious award ceremony took place at the EU Representation House in Cyprus. This ceremony was honoured by the presence of embassy representatives, the Head of the EU Parliament office, and officials

from the EU Commission in Cyprus.

### Priorities for the next academic year

- ▲ To increase the Forum's memberships, it is important to continue encouraging all EU Member States with military secondary schools to take steps to ensure that the military secondary schools become members. This can be done through targeted outreach and communication at EAB and Steering Committee level, highlighting the benefits and opportunities that the Forum offers. By emphasizing the value of participation and engaging with these schools, the Forum's memberships can be expanded.
- ▲ Organise a second edition of the course on EU history and core values.
- ▲ Encouraging EUMSSF Members to organise pilot courses on EU institutions is another important step. These courses should focus on providing participants with a deep understanding of the structural dynamics and roles of EU institutions. By offering these courses, training institutes can contribute to a well-rounded education for the Forum's participants.
- ▲ Creating more opportunities for pupil and trainer exchanges is crucial for fostering cross-cultural understanding and collaboration within the Forum. These exchanges can be facilitated through partnerships and collaborations with

schools and training institutes across EU Member States. By promoting these exchanges, participants can benefit from diverse perspectives and experiences, enriching their educational journey. By implementing these strategies, the Forum can increase its memberships, provide comprehensive education on EU history and institutions, and foster cross-cultural understanding through pupil and trainer exchanges.

- ▲ With an increasing number of members gradually joining the Erasmus program, organising a pertinent workshop is being prioritised to facilitate the engagement of the remaining members.

## European Higher Military Education - EU War Colleges Initiative

During the War Colleges symposium held in Paris in June 2022, which coincided with France's Presidency of the Council of the European Union, France proposed the creation of a working group on war colleges.

As outlined and proposed in the symposium's official statement, all EU Member States were invited to participate in a working group starting

in autumn 2022. The primary objective of this working group is to explore various options for higher military education, with the intention of presenting these proposals to the EU Military Committee.

The inaugural meeting of the working group convened in December 2022, and an additional three meetings occurred throughout the academic year 2022-2023. One of the notable achievements of this working group was the development of a mutually agreed-upon curriculum for a common training module to be implemented in war colleges or similar institutions across Member States.

General Didier Oustric (Général de Brigade Aérienne, France) chairs this working group. During the 111<sup>th</sup> ESDC Steering Committee meeting on July 2023, the working group was formally established as a project-focused branch of the ESDC's EAB, bearing the name "European Higher Military Education / EU War Colleges Initiative."

## Implementation of the ESDC training concept

### Curricula

The ESDC standard curricula focus on achieving specific skills, knowledge and competence-based learning outcomes. Since 2021, all ESDC curricula have been linked to the training requirements for civilian areas and military disciplines, to ensure that ESDC courses are filling those gaps in training identified by Member States. According to Council Decision (CFSP) 1515/2020, the ESDC participates and regularly informs the Union Civilian and Military Training Groups (EUCTG and EUMTG) on the progress of the civilian and the military training and education activities run by the ESDC, in close cooperation with the EEAS and in particular the Managing Directorate PSD, CPCC, the EUMS and MPCC. The methods used are in line with the standards set by the European Qualification Framework (EQF) for Lifelong Learning. All training activities with a standard curriculum are evaluated using the Kirkpatrick Model Level 1 evaluation, measuring course participants' satisfaction (online questionnaire). Evaluations following Kirkpatrick Model levels 3 and 4 are conducted on a case-by-case basis, where judged appropriate by the EAB. The ESDC curricula are available for download on the [ESDC website](#). The curricula are reviewed every



two years - during the academic year 2022-2023, 36 ESDC curricula were reviewed.

### Training Concept

Because the ESDC is supported by the EEAS and has close ties with EU institutions, bodies and agencies, it can organise lectures and coaching sessions involving esteemed high-level speakers and expert staff who are actively engaged in the relevant EU institutions and agencies. Additionally, the ESDC training concept benefits from the diverse composition of the course participants. During the residential phase of the courses, this diversity fosters interpersonal interaction and builds trust among participants who come from diverse professional and educational backgrounds, including military, police, diplomatic, and civilian personnel.

## Learning Methodology

The ESDC's innovative approach to learning is centred on the concept of blended learning, which combines both online and in-person elements to enhance the acquisition and application of knowledge. This dual approach provides a comprehensive and dynamic educational experience.

**Seamless integration of e-learning.** By seamlessly integrating e-learning into every curriculum, the ESDC acknowledges the importance of online resources in today's digital age. E-learning allows learners to access foundational materials at their own pace, providing flexibility in their learning journey.

**Solid foundation.** This blended approach ensures that learners have a solid foundation of knowledge before moving on to immersive in-person training. This is essential as it allows participants to build a strong understanding of fundamental concepts, which serves as the basis for more advanced learning.

**Holistic learning experience.** The blended approach offers a holistic learning experience. Learners not only acquire knowledge, but also develop practical skills. This combination is vital for preparing students for real-world challenges, as it bridges the gap between theory and practice.

**Flexibility and convenience.** E-learning provides the convenience of learning from anywhere at any

time, catering to diverse student needs and schedules. Learners can progress through materials at their own pace, ensuring they grasp concepts thoroughly before moving forward.

**Invaluable face-to-face interactions.** In-person training offers the unique advantage of face-to-face interactions. These interactions can foster deeper understanding, collaboration, and networking opportunities that are often challenging to replicate in an online environment. **Hands-on experiences.** The hands-on experiences offered during in-person training are invaluable, especially for fields that require practical skills. These experiences can enhance a student's ability to apply theoretical knowledge in real-world scenarios.

**Best of both worlds.** The ESDC's commitment to this blended learning model ensures that learners benefit from the advantages of both e-learning and in-person training. They can enjoy the convenience and flexibility of online resources, while also capitalising on the richness of face-to-face interactions and practical experiences.

In summary, the ESDC's innovative approach to blended learning acknowledges the importance of adapting to the changing educational landscape. It recognises that technology can enhance learning, but also values the human element of in-person training. This combination creates an effective educational experience for its students.

## Course prioritisation

The ESDC conducts an annual exercise to prioritise its training activities in line with the strategic priorities of the EU and the Member States. This prioritisation process serves several key objectives.

**Objectivity and transparency.** The exercise prioritises training activities in an objective and transparent way and ensures that resources are allocated in accordance with the strategic goals of the EU and the Member States.

**Identification of modular, regular, and pilot activities.** By identifying and offering modular, regular, and pilot activities, the ESDC is able to meet its stakeholders' diverse training needs.

**De-conflicting regularly organised courses.** The exercise ensures efficient scheduling and optimal use of resources, avoiding clashes between courses that are held regularly (such as orientation courses or other courses with multiple iterations).

**Alignment with the training requirement analysis.** The exercise identifies and accepts pilot



activities that match the comprehensive training requirement analysis conducted by the capability, training, and exercise working groups (EUCTG/EUMTG). This ensures that the training activities effectively address the needs identified.

Calendar-year activity planning. The prioritisation exercise determines the number of training activities in the calendar year ahead and feeds into the development and planning of the academic programme.

In 2023, the prioritisation exercise was guided by two strategic priorities:

▲ Covering Member States' priorities.

The exercise prioritised courses that address the specific priorities of Member States to ensure their requirements were effectively addressed. The prioritisation was based on training requirement analyses, which involved a voting process by Member States. This process categorised priorities into three groups: normal, advanced, and high, allocating varying levels of co-funding.

▲ Alignment with the EU's strategic priorities.

The exercise aimed to align the ESDC's activities with the EU's strategic priorities as outlined in key documents such as the Strategic Compass, the

Civilian CSDP Compact, and the Council Decision regulating the ESDC's activities. For the first time, next academic year, financial bonuses will be awarded to courses that incorporate EU strategic priorities alongside Member States' priorities and priorities of the EU. Any course that matches at least one strategic priority will be eligible for a strategic bonus.

## Training Activities

The ESDC's achievements in the past academic year demonstrate a significant increase in its activities and a return to normalcy following the challenges posed by the COVID-19 pandemic.

Outreach. This academic year, the ESDC welcomed 19 new partners, from associate network partners to full network members.

Increased activities. ESDC conducted a total of 207 activities during this academic year. These activities included a variety of educational and collaborative events such as trainings, conferences, seminars, and meetings.

Significant growth. The number of activities conducted increased by 44.75%<sup>7</sup> compared to the previous year. This growth indicates a positive trend and a return to normalcy in terms of activities and engagement.

Diverse audience. ESDC provided dedicated training to a diverse audience of 6,802 individuals. These participants came from various professional fields and backgrounds, including both EU and non-EU countries. The reach extended to over 40 countries, including those in the Western Balkans, Eastern Partnership, Africa, and Asia. This global

**157**  
TRAININGS

**12**  
CONFERENCES  
SEMINARS

**38**  
MEETINGS

**44.75 %**  
GROWTH



### PEOPLE TRAINED



**6,802**



70% MALE

30% FEMALE

**40**  
COUNTRIES



#### PROFILE



**20 %**  
DIPLOMATS



**10 %**  
POLICE



**30 %**  
CIVILIANS



**40 %**  
MILITARY

<sup>7</sup> During 2021-2022, the ESDC conducted a total of 143 activities, comprising 119 trainings and 24 events such as meetings, conferences, and seminars.

outreach highlights the ESDC's commitment to promoting security and defence knowledge on a broader scale.

Gender balance efforts. The ESDC recognises the importance of gender balance in its activities, acknowledging that peace, security and defence issues affect all genders. While there is still progress to be made, with approximately 30% of participants being women and 70% men, the ESDC is actively working to increase female participation. This commitment to gender balance is essential for fostering diversity and inclusivity in the field of security and defence.

Encouraging female participation. The ESDC actively encourages and commends female applications for its programs. This approach aims to increase the representation of women in the field of security and defence.

Positive trend. Despite the current gender distribution, the information available suggests a positive trend in female participation. The ESDC is committed to continuing its efforts to achieve a more balanced representation of genders in its activities.

In summary, the ESDC has demonstrated significant growth in its activities, reaching a diverse audience across multiple countries. While there is room for improvement in achieving gender

balance, the organisation's commitment to promoting female participation is evident, and the trend suggests progress in this regard. This reflects a positive step towards inclusivity and diversity in the field of peace, security and defence training and education.

In this spirit, strengthening elements of gender mainstreaming in its activities continues to be a key priority of the ESDC in the upcoming academic year.

## Outreach

As the annual report cannot give a comprehensive overview about the ESDC's partnerships' efforts, it will in the following highlight some noteworthy examples. The ESDC commits to further strengthen these ties in the upcoming academic year, together with a strong focus on its cooperation with relevant bodies of the United Nations (UN), such as the UN Integrated Training Service (ITS) in the field of peacekeeping.

### EU-NATO



Within the context of the collaborative efforts outlined in joint EU and NATO declarations regarding EU-NATO cooperation, the

partnership with NATO as a pivotal strategic ally has grown stronger. On 30 September 2022, the ESDC Steering Committee formally welcomed the NATO Security Force Assistance Centre of Excellence as an associate network partner of the ESDC. This collaboration officially commenced in 2023, marked by the initiation of a new pilot course.

In order to further enhance the rapport with NATO through training and educational endeavours, the Head of the ESDC annually represents the institution at the NATO Defence College Academic Advisory Board. In this capacity, the Head offers guidance on enhancing the academic, research, and outreach activities of the college from a European Union perspective, while also addressing the principal challenges currently confronting the EU. Furthermore, in May 2023, the Head of the ESDC represented the institution during the 52<sup>nd</sup> NATO Conference of Commandants, hosted by the Baltic Defence College in Tallinn. The Conference of Commandants serves as a platform for the exchange of information and innovative ideas, fostering mutual understanding and facilitating improvements in training and educational methodologies.



The commitment to implementing EU-NATO cooperation through high-level training, conferences, and events is evident in the participation of NATO representatives who attend courses organised by the ESDC. In May 2023, during the seminar on "The Challenges of Maritime Security for the European Union, with a Focus on the Indo-Pacific Region", a NATO official presented the NATO's perspective on maritime security.

In the spirit of strengthening its (trans-) Atlantic outreach, the ESDC established contact with the George C. Marshall European Center for Security Studies. Further developing on a common course on EU-NATO relations and potentially formalising a partnership shall be among the ESDC's priorities in terms of partnerships for the upcoming academic year.

## Indo-Pacific

The European Union recognises the strategic significance of the Indo-Pacific region and, on 19 April 2021, the Council adopted conclusions on an EU Strategy for cooperation in the Indo-Pacific. Building upon this, the Commission and the High Representative presented a Joint Communication on the EU's Indo-Pacific Strategy on 16 September 2022.

In April 2020, the European Union launched the ESIWA project (Enhancing Security Cooperation In



and With Asia) with the support of the German Federal Foreign Office and the French Ministry for Europe and Foreign Affairs. The project was designed to foster deeper and operational security dialogues with partner countries in the Indo-Pacific region and promote convergence between the EU and Indo-Pacific countries' security policies and practices.



Since 2021, the ESDC and the ESIWA project have collaborated to offer specialised training courses in four thematic areas: counter-terrorism and the prevention of violent extremism, crisis

management, cybersecurity, and maritime security. These courses aim to provide participants, including mid-ranking to senior level officials from EU Member States and selected Indo-Pacific countries, with a comprehensive understanding of the EU ecosystems. They outline key EU policies, regulations, and instruments in different aspects of security and defence.

The ESDC, in collaboration with the ESIWA project, organised two significant events during the academic year. Firstly, the course on "The Role of the EU Cyber Ecosystem in Global Cybersecurity Stability" took place in Brussels from 22-24 November 2022, in collaboration with the Ministry of Foreign Affairs of the Netherlands. This course enhanced participants' understanding of the EU cybersecurity ecosystem and its key policies, regulations, and instruments. It also highlighted the role of the EU in strengthening global security, stability, trust building, and cooperation in cyberspace. Notably, high-ranking representatives from India, Indonesia, Japan, the Republic of Korea, Malaysia, the Philippines, Singapore, Sri Lanka, Thailand, Timor-Leste, and Vietnam joined officials from EU Member States, as well as relevant EU institutions and agencies, adding up to a total of 69 participants.

Secondly, the seminar on "The Challenges of Maritime Security for the European Union with a

Focus on the Indo-Pacific Region" was organised in collaboration with the Romanian National College of Home Affairs. This residential event brought together over 60 officials from EU Member States, relevant EU institutions and agencies, as well as representatives from Indo-Pacific countries such as India, Indonesia, Japan, the Republic of Korea, Malaysia, the Maldives, the Philippines, Sri Lanka, Timor-Leste, Thailand, and Vietnam. The participants, who were mid-ranking to senior officials working in state institutions/agencies in the field of maritime security, had the opportunity to exchange experiences and ideas on addressing common regional and global maritime security challenges. The seminar proved to be an excellent platform for supporting security dialogues and promoting greater convergence among partners.

Importantly, all the activities organised under the ESIWA project provided the ESDC with opportunities to collaborate closely with EU delegations in the Indo-Pacific countries. These engagements helped strengthen relationships with the staff and officials working in EU delegations, particularly in areas of interest related to the ESIWA project.

## Western Balkans

In 2022, the 14<sup>th</sup> cycle of the CSDP Training Programme for Stabilisation and Association Process (SAP) partners took place, under the auspices of the ESDC. This training programme is facilitated by the Technical Assistance and Information Exchange (TAIEX) instrument which is managed by the European Commission. A consortium of EU Member States, including Austria, Croatia, and Hungary, collaborated to orchestrate this training initiative. It was carefully customised to cater to the requirements of Western Balkan participants, all the while upholding regional diversity and advocating for an all-encompassing approach that incorporates diplomatic, civilian, military, and police viewpoints.

The overarching objectives of the training programme remained steadfast: to foster a strategic community well-versed in CFSP/CSDP matters, thereby contributing to the process of

institution-building within a shared European security culture, and to support partners in aligning, implementing, and enforcing EU legislation. In line with these objectives, two events were organised in 2022.

The first event was the CSDP Orientation Seminar held in Vienna from 25 to 27 October 2022. The seminar brought together participants from the six Western Balkan partners (Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia, and Kosovo<sup>8</sup>). The seminar received very positive feedback, as it provided a valuable platform for exchanging knowledge and insights.

The second event was the CSDP Reflection Seminar held in Skopje from 22 to 24 November 2022. Once again, participants from the Western Balkan partners actively engaged in the seminar, further enhancing their understanding and skills. The feedback received from the participants indicated a high level of satisfaction with the



<sup>8</sup> This designation is without prejudice to positions on status, and is in line with UNSCR 1244 (1999) and the ICJ Opinion on the Kosovo Declaration of Independence.

training and its relevance to their respective contexts.

Overall, these training initiatives represented important milestones in the ongoing collaboration between the EU and Western Balkan partners. By equipping participants with comprehensive knowledge and skills, these events contributed to the development of a strategic community and supported the partners in their efforts to align with EU legislation and enhance regional security cooperation. The positive feedback received from the participants underscored the effectiveness and value of these training programs.

## European Association of Peace Training Centres Annual Conference

From 7 to 9 June 2023, the ESDC hosted the annual conference of the European Association of Peace Operations Training Centres (EAPTC) in Brussels. The event brought together over 120 participants, representing a diverse range of institutions, including military, police, diplomatic, and civilian training organisations, as well as think tanks, universities, international organisations, and EU institutions. This edition of the conference marked the 20th anniversary of the inaugural Common Security and Defence Policy (CSDP)

mission, providing a significant opportunity to reflect on experiences and to chart a path forward.



The conference commenced with a keynote address by Benedikta von Seherr-Thoß, Managing Director for Peace, Security and Defence, who presented the latest developments in CSDP within the current strategic and security landscape. Additionally, an informal exhibition on the future of CSDP was held during the welcome reception, featuring nine different entities from the EEAS and CSDP stakeholders displaying their work and engaging with conference attendees.

Throughout the conference, participants had the chance to engage in discussions on six key topics during dedicated working group sessions. These sessions benefited from the expertise of panellists and covered the following areas:

- ▲ Civilian Compact – Practical Implications.
- ▲ Leadership and Management in CSDP Missions and Operations.
- ▲ The Training Architecture of the European Union.
- ▲ Knowledge Management within the EU and UN.
- ▲ Environmental Peace Building and Climate Security.

▲ The Influence of the UN's New Agenda for Peace on the European Union.

The outcomes of the working groups and insights shared by the panels underscored the conference's significance. Participants not only identified valuable synergies within the working groups, but also engaged critically, leading to reflections on current stances and inspiring efforts to enhance peace-training capabilities further. Notably, the evaluation of training activities emerged as a central theme across multiple working groups.

## Where we are heading

There are three cornerstones regarding where the ESDC is heading, namely consolidation, priority setting, and diversity.

Consolidation is important for the ESDC that has grown constantly since its early days. Consolidation implies greater stability, predictability and, hence reliability for all stakeholders.

Priority setting is crucial to ensuring the intrinsic value of the ESDC's activities. Consolidation and priority setting together imply effectiveness and efficiency.

Finally, we need to embrace diversity. Diversity is even more important in the area of training and education, since it implies considering and incorporating multiple perspectives and ensuring buy-in from multiple diverse stakeholders, thus achieving our collective ambitious goals and ensuring sustainability.

In terms of the internal working at the ESDC, these cornerstones involve the full implementation of the newly established organisation structure with several teams (training and education, partnerships and engagement, digital solutions, communications and security, research and development, cyber education, training, exercise and evaluation (ETEE), administration and finance),

but also streamlined procedures that utilise the potential of the training managers to the fullest extent. In that spirit, the foreseen strengthening of the administrative support team will be key.

2024 will bring major challenges. In particular, Article 25 of Council Decision (CFSP) 2020/1515 calls for a review of the ESDC's training and education activities, consulting all stakeholders. Informally, this reflection process has already started.

The ESDC aims to be a stable, well-functioning and consolidated entity. We are heading towards – and with the 2024 budget we will have made significant steps to achieving this aim – stability in terms of the ESDC budget, staffing, number of activities, and network members. Certain further steps are needed, however. We must ensure that the ESDC has a permanent full-time Deputy Head and with regard to diversity of its staff is fully reflective of best EU and international practices.

There is a continually growing interest in the ESDC's work, both from Member States, with new membership applications reaching us on a regular basis, and from EU institutions. This proves the relevance of the ESDC's work and the quality of what it delivers. It is in that sense that the whole team at the ESDC will continue to strive, with utter conviction, to provide top-quality training and education for CSDP and beyond. 

# Annexes

## Annex 1: Training Activities

### September 2022

Vehicle Safety and 4x4 Driving, Germany  
CSDP Orientation Course, Belgium  
HEAT - Hostile Environment Awareness Training, Germany  
The Contribution of Cyber in Hybrid Conflict, Finland  
EU Integrated Crisis Management, Finland  
Strategic Communication in the Context of Security and Defence, Romania  
CSDP Orientation Course, Bosnia and Herzegovina  
SQF-MILOF Familiarisation Course, Romania  
Cyber Security Essentials Practical Course, Greece  
Common Module on CSDP, Portugal  
Challenges of European Cyber Security, Belgium  
High Level Course (1<sup>st</sup> Module), Belgium  
Cyber Range - Defensive Capabilities, Poland  
Basic Course on Security Sector Reform, Italy  
Integration of a Gender Perspective in CSDP, Cyprus

### October 2022

Common Module on CSDP, Greece  
Common Module on Cultural Awareness, Austria  
Common Module on Space Applications for Security and Defence, Portugal  
Change Management in Civilian Crisis Management [pilot], Portugal  
Pre-deployment Training for CSDP Missions, Belgium  
Common Module on Law on Armed Conflict, Austria  
Common Module on Military Ethics A, Portugal

CSDP Orientation Course, Austria

Implementing Behavioural Science Perspectives for Improved Cybersecurity Awareness Education in Organisations [pilot], Belgium

Disarmament, Demobilisation and Reintegration within the EU Integrated Approach [pilot], Sweden

Core Course on Security Sector Reform, Austria

Common Module on Media Relations Training, Austria

Cultural Property Protection Course [pilot], Austria

HEAT - Hostile Environment Awareness Training, Italy

Cyber Range - Pentester Tools, Poland

Common Module on CSDP, Austria

Common Module on Maritime Security, Italy

Course on European Armament Cooperation, Belgium

Information Security Management and ICT security, Hungary

CSDP Orientation Seminar, Austria (CSDP training programme for WB countries, module II)

Common Module on Cyber Warfare, Greece

Integrated Border Management in CSDP, Greece

## November 2022

Common Module on Military Ethics, Greece

Course on Data Governance [pilot], Belgium

High Level Course (2nd Module), Finland

CSDP Orientation Course, Belgium

Pre-deployment Training for CSDP Missions, Belgium

Mediation, Negotiation and Dialogue Skills for CSDP, Italy

Intelligence Security Challenges and Opportunities in the EU, Belgium

Comprehensive Protection of Civilians, Austria

Common Module on Gender Perspectives in Security and Defence, Austria

Course on European Armament Cooperation, Netherlands

Civilian Aspects of EU Crisis Management, Italy

The role of the EU Cyber Ecosystem in the Global Cyber Security Stability, Belgium

CSDP Reflection Seminar, North Macedonia (CSDP training programme for WB countries, module III)

Vehicle Safety and 4x4 Driving, Germany

Common Module on Crises Management Operations, Latvia

A Comprehensive Approach to Gender in Operations, Netherlands

HEAT - Hostile Environment Awareness Training, Germany

Climate Change and Security, Belgium

## December 2022

Basic Image Intelligence (IMINT) Analyst Course, Greece

EU Facing Hybrid Threats Challenges, Belgium

Cybersecurity and Smart City, Belgium

## January 2023

Cyber Diplomacy Advanced Course, Belgium

Conflict analysis to Integrated Action, Austria

Vehicle Safety and 4x4 Driving, Germany

Course on Cybersecurity and International Laws, Belgium

HEAT - Hostile Environment Awareness Training, Germany

Senior Strategic Course (1<sup>st</sup> Module), Belgium

## February 2023

Pre-deployment Training for CSDP Missions, Belgium

Common Module on Infantry Officer Winter Warfare, Estonia

Challenges of space for CSDP, France

Common Module on Budget and Finance in the Defence Sector, Greece

Common Module on Basic Military English, Greece

Senior Strategic Course (2<sup>nd</sup> Module), Germany

Common Module on Cross-Cultural Communication, Greece

## March 2023

Common Module on Cultural Awareness, Greece  
Pre-deployment Training for CSDP Missions, Belgium  
Common Module on Cross-Cultural Communication, Portugal  
EU Logistics Fundamentals Course, Belgium  
New Peace Operations as a Stabilising Factor for the EU, Italy  
EU History and Core values (EUMSSF) [pilot], Portugal  
Vehicle Safety and 4x4 Driving, Germany  
Core Course on Security Sector Reform, Austria  
Common Module on Digital Leadership, Portugal  
Common Module on Interoperability, Romania  
Common Module on Military Leadership B, Greece  
Cyber Defence Policy on National and International Levels, Estonia  
CSDP Orientation Course, Greece  
HEAT - Hostile Environment Awareness Training, Germany  
Cyber Range - Cybersecurity in practice [pilot], Poland  
Common Module on Maritime Security, Greece  
Common Module on Unmanned Aerial Systems, Greece  
Common Module on Law of Armed Conflict, Portugal  
Common Module on Leadership, Motivation and Influence, Portugal  
Diplomatic skills for CSDP, Cyprus  
Conflict Analysis to Integrated Action, Ireland  
Intelligence Analysis Course, Greece  
Climate Change and Security, Bulgaria

## April 2023

Common Module on CSDP, Portugal  
Common Module on CSDP, France  
Common Module on Military Leadership B, Portugal

Common Module on Cyber Security, Lithuania

High Level Course (Module 3), Denmark

HEAT - Hostile Environment Awareness Training, Italy

Pre-deployment Training for CSDP Missions, Belgium

CSDP Cyber Mission Resilience [pilot], Belgium

Common Module on Irregular Warfare, Portugal

Common Module on Law of Armed Conflict, Greece

CSDP Orientation Course, Belgium

Advanced Course for Political Advisors in CSDP Missions and Operations (Module 1), Belgium

Advanced Modular Training (Module 1), Belgium

## May 2023

Common Module on Space Applications for Security and Defence, Portugal

Common Module on Leadership in Communication and Cybersecurity, Portugal

Research Methodology Course, Greece

Common Module on Law of Armed Conflict, Italy

Common Module on Military Leadership A, Romania

Comprehensive Protection of Civilians, Austria

Strategic Communication in the Context of Security and Defence, Romania

CSDP Orientation Course, Belgium

The EU's Cybersecurity Strategy for the Digital Decade, Italy

SQF-MILOF Familiarisation Course, Italy

CSDP Orientation Course, Cyprus

Blockchain and Smart Contracts, Greece

Common Module Military Leadership C, Portugal

Common Module Problem Solving and Critical Thinking [pilot], Italy

Common Module on Biosafety and Bioterrorism, Italy

Common Module on Technologies in Cybersecurity, Portugal

Common Module on Cyber Security, Greece

Project Management in support of CSDP Missions and Operations, Greece  
Shared Security Challenges in the Black Sea Region: Impact for Europe and its Neighbourhood,  
Romania

HEAT - Hostile Environment Awareness Training, Portugal

Mediation, Negotiation and Dialogue Skills for CSDP, Ireland

Pre-deployment Training for CSDP Missions, Belgium

Senior Strategic Course (3<sup>rd</sup> Module), France

## June 2023

Modern Leadership in the context of Law of Armed Conflicts and OSINT [pilot], Greece

Advanced Modular Training (Module 2A), Greece

Pre-deployment Training for CSDP Missions, Belgium

Cyber Security Basics for Non-Technical Experts, Hungary

CSDP Orientation Course, Austria (7<sup>th</sup> CSDP training programme for EaP countries, module II)

Vehicle Safety and 4x4 Driving, Germany

Common Module on Gender Perspectives in Security and Defence, Portugal

High Level Course (Module 4), Austria

HEAT - Hostile Environment Awareness Training, Germany

CSDP Orientation Course, Belgium

Open Source Intelligence (OSINT), Greece

Cyber ETEE Summer School, Romania

Civilian Aspects of EU Crisis Management, Belgium

Common Module on Leadership in Communication, Spain

Global Security and Hybrid Warfare [pilot], Greece

## July 2023

Summer University, Romania

Pre-deployment Training for CSDP Missions, Belgium

Investigating & Preventing Sexual and Gender-Based Violence in Conflict Environments, Germany

Course on European Armament Cooperation, France

Advanced Course for Political Advisors in CSDP Missions and Operations (Module 2), Belgium

Strategic Planning Process of Civilian CSDP Missions, Belgium

Disaster Relief in CSDP Context, Romania

CSDP Reflection Seminar, Georgia (7<sup>th</sup> CSDP training programme for EaP countries, module III)

Team and Conflict Management in Peace Operations [pilot], Germany

## August 2023

Common Module Military Leadership B, Cyprus

Cross-Cultural Competence in CSDP Missions and Operations, Greece

## Annex 2: Conferences and Seminars

### Conferences

Doctoral Seminar *'The Social Sciences, Violence and War'* and *'Entretiens de la Défense Européenne'*, 4<sup>th</sup> Edition, October 2022, France

ESDC European Forum, November 2022, Austria

Doctoral School Annual Conference, March 2023, Hungary

EU Secure Connect: *Protecting Connectivity Infrastructure and improving Cyber Security*, March 2023, Romania

eLSE Conference, May 2023, Romania

International Military Academic Forum (iMAF), May 2023, Greece

EAPTC Conference, June 2023, Belgium

Cyber ETEE Conference, June 2023, Romania

### Seminars

European Military Academies Commandants' Seminar 2022 (EUMACS), October 2022, Czech Republic

*Understanding the civil-military dimension of cyberspace considerations*, December 2022, Belgium

ESDC EAB SSR & DDR Seminar, *Navigating Non-State Justice and Security Actors in Hybrid Governance Settings*, April 2023, Belgium

*The Challenges of Maritime Security for the European Union*, May 2023, Belgium

## Annex 3: Meetings

### Steering Committee

27 September 2022 (107<sup>th</sup>), Brussels, Belgium

7 December 2022 (108<sup>th</sup>), Brussels, Belgium

24 March 2023 (109<sup>th</sup>), Brussels, Belgium

23 May 2023 (110<sup>th</sup>), Brussels, Belgium

7 July 2023 (111<sup>th</sup>), Brussels Belgium

### Executive Academic Board

8 September 2022, Brussels, Belgium

8 November 2022, Brussels, Belgium

22 February 2023, Brussels, Belgium

23 June 2023, Vienna, Austria

### Military Erasmus

21-22 September 2022 (55<sup>th</sup>), Sintra, Portugal

5-7 December 2022 (56<sup>th</sup>), Gdynia, Poland

28 February-2 March 2023 (57<sup>th</sup>), Sofia, Bulgaria

21-24 May 2023 (58<sup>th</sup>), Athens, Greece

### EAB SSR/DDR

22 September 2022 (35<sup>th</sup>), Brussels, Belgium

7 December 2022 (36<sup>th</sup>), Brussels, Belgium

26 April 2023 (37<sup>th</sup>), Brussels, Belgium

### WGMOT

7 September 2022 (22<sup>nd</sup>), Brussels, Belgium

9 November 2022 (23<sup>rd</sup>), Brussels, Belgium

22-23 February 2023 (24<sup>th</sup>), Brussels, Belgium

6 June 2023, Brussels (25<sup>th</sup>), Belgium

## EAB Cyber

- 7 September 2022 (17<sup>th</sup>), Brussels, Belgium
- 7 November 2022 (18<sup>th</sup>), Brussels, Belgium
- 22-23 February 2023 (19<sup>th</sup>), Brussels, Belgium
- 23 May 2023 (20<sup>th</sup>), Brussels, Belgium

## SQF-MILEG

- 19 September 2022 (5<sup>th</sup>), Brasov, Romania
- 26 January 2023 (6<sup>th</sup>), Brussels, Belgium
- 5 April 2023 (7<sup>th</sup>), Brussels, Belgium
- 6 July 2023 (8<sup>th</sup>), Brussels, Belgium

## Doctoral School

- 7 September 2022 (WG1) Brussels, Belgium
- 20-21 February 2023 (WG2), Brussels, Belgium
- 1-2 May 2023 (WG3), Athens, Greece
- 6 July 2023 (WG4), Bucharest, Romania

## EUMSSF

- 6-7 September 2022 (10<sup>th</sup>), Brussels, Belgium
- 17 March 2023 (11<sup>th</sup>), Lisbon, Portugal

## EU War Colleges Initiative (preliminary meetings)

- 5 December 2022 (1<sup>st</sup>), Brussels, Belgium
- 21 February 2023 (2<sup>nd</sup>), Brussels, Belgium
- 25 April 2023 (3<sup>rd</sup>), Brussels, Belgium
- 29 June 2023 (4<sup>th</sup>), Brussels, Belgium

## Annex 4: New Stakeholders

### Acceding Network Members

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- ▲ Vasil Levski National Military University, Tarnovo, Bulgaria
- ▲ Institute for Development and International Relations (IRMO), Zagreb, Croatia

### Network Members

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- ▲ Theresan Military Academy (Wiener Neustadt), Neustadt, Austria
- ▲ University of National and World Economy, Sofia, Bulgaria
- ▲ Peace Journalism Lab, School of Journalism and Mass Communications, Aristotle University of Thessaloniki, Thessaloniki, Greece
- ▲ Corvinus University of Budapest, Budapest, Hungary
- ▲ National University of Political Studies and Public Administration, Bucharest, Romania
- ▲ Applied Mechanics and Vibrations Lab, Department of Mechanical Engineering and Aeronautics, University of Patras, Patras, Greece

### Acceding Associate Network Partners

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- ▲ University of Montenegro, Podgorica, Montenegro
- ▲ NATO Security Force Assistance Centre of Excellence, Italy, Rome
- ▲ New York University, Global Security, Conflict and Cyber program within the Center of Global Affairs (CGA), New York, USA
- ▲ Diplomatic Academy of Ukraine, Kyiv, Ukraine
- ▲ Defence Institutional Building School, Tbilisi, Georgia
- ▲ Ministry of Education and Sports of the Republic of Albania, Tirana, Albania
- ▲ Institute of Special Communications and Information Protection of National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute", Kyiv, Ukraine
- ▲ Albanian Institute for International Studies (AIIS), Tirana, Albania