

Mobility Newsletter

European mobility of young officers and trainers

This newsletter, edited with the support of the European Security and Defence College Secretariat, intends to highlight information on mobility events, as provided by the European Member States and their military higher education institutes.

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Editorial by Symeon Zambas
(Member of the Implementation Group)

Dear Colleagues,

this Autumn our initiative celebrates its five years of existence, common work, and creation. A lot of work has been done, many exchanges, common modules, a lot of ideas have materialized, but nevertheless, this can be considered the beginning of an effort, rather than the end of it. The Initiative is reaching its mature stage, as all the stakeholders are well experienced and Academies have realized the benefits of the exchanges. Now, is the time to reinforce our efforts, having on our shoulders the experience and all the positive feedbacks from the exchanges of the previous five years.

I would like to take the opportunity to welcome Lt.Col Dirk Dubois as the new IG chairman and to thank him for sharing with us his thoughts and aspirations concerning our Initiative in his comprehensive article.

Yours, faithfully
Symeon Zambas



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Editor: Symeon Zambas

The Way Ahead for the next 5 years
by the IG Chairman LCL (GS) Dirk DUBOIS (BELARM)
1/4



EUROPEAN INITIATIVE FOR THE EXCHANGE OF YOUNG OFFICERS -

THE WAY AHEAD FOR THE NEXT 5 YEARS

When I was asked if I wanted to become the new Chairperson for the implementation group for Military Erasmus, I had mixed feelings. I have been involved in the Initiative for five years now and have detailed knowledge of it. It was also partly my "baby", although this Initiative has had many fathers. However, since I had been so familiar with the Initiative from the start, could I bring to it the new ideas needed to shape a new way forward? So far, I'm not sure that I do have all the necessary ideas, but I will listen carefully to everybody who comes up with suggestions.

The whole initiative is built around two assumptions: the first is that young officers will increasingly be required to work in an international environment in the very early stages of their career. This is relatively easy to see in the field, especially for soldiers from the medium-sized and smaller Member States. It can thus be easily accepted by most military leaders.

The second assumption is not so easy to prove: namely, that young officers will perform better in the field if they have been brought into contact with colleagues of other nationalities before they leave on mission. At the very least, it gives them an opportunity to learn some cultural awareness and to learn that what is 'normal' in one Member State is not necessarily so in another.

But even if our political and military leaders were convinced by this argument, would the added value be enough to justify the cost? This leads us to the environment in which the Initiative must operate, both now and in the future. The most obvious factor is the financial crisis and the resulting budgetary constraints. In the economic field we can see that the situation in the EU is slowly improving. However, this will not lead to an increase in defence-related budgets in the foreseeable future. The financial stability requirements, for the Eurozone Member States in particular, are too strict to allow that. Public debt in most countries needs to be reduced and – barring the appearance of an unforeseen and immediate military threat in the near future – increased defence spending is not a top priority on the political agenda. Moreover, demographic trends in the EU will lead to an increase in public spending on retirement and healthcare in all Member States for at least the next two decades.

The Way Ahead for the next 5 years by the IG Chairman 2/4

So, basically, we are facing an unproven added value and lack of funding. That didn't stop people like Marc Zuckerberg, Steve Jobs or Bill Gates. Or for those who prefer more classical quotes, I found one by US President Abraham Lincoln: "The probability that we may fail in the struggle ought not to deter us from the support of a cause we believe to be just".

So what do we need to do over the next five years? So far, the Implementation Group has found ways of solving almost all the challenges identified at EU level. The next phase must come at national level.

Most important of all: we must ensure buy-in from the Member States. At the beginning of the Initiative we chose to work with an Implementation Group consisting not so much of the commandants and rectors of the military academies, but of working-level people. This allowed us to achieve the quick wins we needed: after all, we only had one year before the HR had to report back to the Council and we needed to show some progress at least. However, we probably need to involve more higher-ranking persons in the Initiative now, more like the people who are represented in the EMACS, EUAFA or Conference of Superintendents, without duplicating the efforts of these groups.

Whilst the military Erasmus is still restricted to the EU at the present time, countries from outside the EU (including USA, Canada, Turkey, etc.) are involved in the other initiatives and some EU Member States are left out. When questioned just two years ago, most Member States were opposed to opening up the initiative officially. The best approach is probably that chosen by the Member States offering the most modules and exchange

opportunities: "don't ask, don't tell". If there are some non-EU nationals present during the course, they are officially there, not as part of the Initiative but, say, because they belong to the group taking part in the overall course which includes this module. Nevertheless, in the long run, once the Initiative is well established, we must envisage opening up some, if not all, of its activities to selected allies and partner states.

Even if we managed to convince all the commandants and rectors of the military academies of the importance of the Initiative, we would still face another problem. As Sir B. H. Liddell-Hart said: "the only thing harder than getting a new idea into the military mind is to get an old one out". In this case it means that, through force of habit, the military will find it easier to spend money on sending higher-ranking officers on a study-trip than to spend half as much on sending a young second lieutenant. Now, over the last few years, there have been suggestions that the Initiative should focus more on continued education at senior officer level.

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It would indeed be far easier to achieve. Why? Because this is what we have been doing for over sixty years. We would therefore be pushing at an open door, since there are already a vast number of exchanges at this level. It would also indicate that we were oblivious to changing realities: in the cold war, coordination in an operation with other nations was unlikely to take place at junior officer level. This is no longer the case! It would also mean duplicating things that are already done at NATO level. And while on the subject of the Alliance, let's not ignore the fact that NATO has started work on setting minimum standards for initial training as well, thereby underpinning the need for some of the work that we have started. The Initiative is aimed at junior officers in the initial stages of their training and education; this should remain our focus for the coming years.

It is therefore false to claim that there is no money for the exchange of young officers: as always, it is a question of setting priorities! And with the administrative framework in place, the real cost of a mission is largely reduced to the cost of an aeroplane ticket in Europe.

Nevertheless, financing is an issue. If you look at the 'normal' Erasmus programme, it only really started to work when universities and students were given money for the exchanges they took part in. So funding would help to advance the Initiative. Since the EU cannot spend money on the creation of military capabilities – and our future officers need to be seen as a capability – we cannot look to the Commission other than for academic exchanges. So other sources need to be identified and I

would certainly be grateful for any insights into how to achieve this.

Until recently, this argument may have led to the conclusion that it might be better to take the Initiative away from the ESDC, since it had no budget and no legal status. However, now that the ESDC has legal capacity, we can continue to make use of the huge advantages of its academic network. I would strongly urge those Member States that support the initiative, and the Head of the ESDC, to push for a separate budgetary line for the Initiative in the future, even if this is not yet feasible today.

The Initiative must also provide support for regional cooperation initiatives in the field of initial training. Projects such as the cooperation between the Belgian Royal Military Academy and the Netherlands Defence Academy must be closely monitored and, if they prove successful, must be promoted and the lessons learned shared amongst the other partners.

The main obstacle to cooperation is that each party has its own ideas about ways of doing things: "my way is the best way". In some cases, this is set in stone – or rather the modern-day version known as legal text – to such an extent that cooperation is nearly impossible. We have seen this in civilian universities as well: content is often still considered more important than learning outcome, knowledge as more important than skill.

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This is why I personally feel that the success of the current work on creating common descriptors for learning outcomes in military education is so important. As this work is coming to an end, the next step is for national training providers to start using these descriptors in their course curricula. If we can agree that a learning outcome may be achieved through different pedagogical approaches, even at times through different content, we will be ready to start really trusting each other's education and training.

Although, in the first five years, we have been most active in the exchange of students during common modules, in the following five years the emphasis should shift more to the exchange of education and training staff. Now do not misunderstand me: I do not mean we should have fewer students travelling abroad. What I'm saying is we should have more trainers travelling. If the ESDC, together with the EU Military Staff, were to establish their mobile training teams, the IG should be involved and we should be able to contribute actively.

Strategic theory, both in the military and in civilian business models, teaches us that we should set ourselves objectives. These objectives should, inter alia, be sufficiently ambitious yet still attainable. It is excellent if you can send all your students on an exchange programme, but personally I would be more than happy if, on an EU scale, the military academies could align themselves with the Commission's objective of having 20% of all higher education students engage in a mid to long-term exchange programme during their initial education and training.

By way of conclusion, let me sum up what should keep the group busy in the next

couple of years:

1. Ensure buy-in from the Member States;
2. Reallocate funding to exchanges of young officers;
3. Find (alternative form of) funding;
4. Keep within ESDC network;
5. Support regional cooperation in the field of training;
6. Promote use of common course descriptors based on learning outcomes and trust each other!;
7. Coordinate even more closely with conferences of commandants/superintendents;
8. Progressively open up the initiative to allies and partners as appropriate;
9. Promote teacher mobility, mobile training teams!;
10. Keep the focus on young officers;
11. Align ourselves to the objective of a 20 % rate of exchange students.

Report on the activity of the Romanian Cadets during the Erasmus exchange at the Theresan Military Academy 1/2

A group of six Romanian Cadets from the “Nicolae Bălcescu” Land Forces Academy in Sibiu took part in the three-month Erasmus exchange programme at the Theresan Military Academy in Austria. Between the 4th of March and the 5th of June, 2013, OCdt Bianca Bulgar, OCdt Simona Ciobanu, OCdt Nicoleta Ciulei, OCdt Rareş David, OCdt Ştefan Farmatu and OCdt Doina Toader prepared their bachelor theses under the guidance of both Austrian and Romanian tutors.

In order to be able to provide the final and proper version of the thesis in time, the cadets had to accomplish weekly assignments, which were checked by the tutors in charge. Each research was based on documents and books found in the library of the Academy, and expert interviews were organised where there was the need for further information.

During this period of three months the cadets focused mainly on the research work required by the topic of their bachelor theses, but were also given the opportunity to join the cadets of the second year of study in sports classes. Besides that, they chose from a set of volunteer sports, such as swimming, horseback riding or climbing.



Romanian Cadets in front of the Theresan Military Academy_source_TMA

Report on the activity of the Romanian Cadets 2/2
during the Erasmus exchange at the Theresan Military Academy

Throughout their stay at the Theresan Military Academy, the Romanian cadets took part in several non-academic activities which gave them a general view upon the Austrian military training. For example, they participated in a demonstrative exercise with the Austrian military combat vehicles, and also shooting sessions with individual weapons.





Introduction to Austrian APCs_source_Maj Lampersberger_B




A riding lesson at the Academy_source_TMA_B

The Romanian students viewed this exchange as an opportunity to study, to socialise, to improve their English skills and vocabulary, to practice sports on daily basis, to visit new places and to find out about the cultural background of Austria. Concerning the research work, the theses would have been difficult to finalise without the support and scientific papers provided by the tutors, Col. Dr. Harald Gell, Maj. Mag. Iur. Markus Bernhart and Mag. Christian Thullner.



Mobility opportunities in the form of Common Modules 1/2

Country	Institution	Event aims to following service(s)	Year	Month	Period	Latest date for registration	Event	Short description	Requirements / profile of the participants	Number of EU students invited	Workflow in ECTS	Workflow in WH	POC name	POC email	POC phone
 Austria	Theresan Military Academy	All	2013	Dec	02-06 Dec	04 Oct 2013	Common Module: CSDP-Module	The CSDP-Module includes an IDL-phase and a one-week residential phase	The Module will be provided in English	40	2	-	Col Dr. GELL Harald	harald.gell@bmlvs.gv.at Detailed module descriptions on our homepage: http://www.miles.ac.at/campus/ep/module.php	+43-664-622-2161
			2013	Nov	18-29 Nov	20 Sep 2013	Common Module: PSO-Sub-Module A	Basics for Crisis Management Operations / Peace Support Operations		20	3	-			
		Army	2013	Dec	02-06 Dec 2013	04 Oct 2013	Common Module: PSO-Sub-Module B	Map exercise with topic CMO / PSO		20	2	-			
			2013	Dec	09-13 Dec 2013	11 Oct 2013	Common Module: PSO-Sub-Module C	Tactical Exercise Without Troops in a CMO / PSO Scenario; IDL in advance		20	3	-			
			2014	March	17-28 March 2014	17 Jan 2014	Common Module: PSO-Sub-Module D	Course for CMO / PSO-Techniques on Platoon-level		20	-	119			
		All	2014	Jan	13-17 Jan 2014	15 Nov 2013	Common Module: Law of Armed Conflicts (LOAC)	According to the curriculum developed within the Implementation Group		20	2	-			
 Greece		All	2014	May	07-09 May 2014	04 Oct 2013	Common Module: 2 nd CSDP Olympiad	Includes an IDL phase , a paper Writing and a residential phase competition (07-09 May 2014).	The module will be provided in English	4/MS	2	60	Lt. Col (HAF) Panagiotis Vlazakis	p.vlazakis@hndgs.mil.gr	: +30 210 657 4028


Mobility opportunities in the form of Common Modules 2/2

Country	Institution	Event aims to following service(s)	Year	Month	Period	Latest date for registration	Event	Short description	Requirements/ profile of the participants	Number of EU students invited	Workload in ECTS	Workload in WH	POC name	POC email	POC phone
 Italy	Scuola d'Applicazione dell'Esercito	All	2013	Dec	16-20 Dec	09 Nov 2013	Common Module: CSDP-Module	The CSDP-Module includes an IDL-phase and a one-week residential phase	The Module will be provided in English	10	3	-	Lt. Col. Enrico SPINELLO	casezrapuni@sca.ppli.esercito.difesa.it	003901156032144


General mobility opportunities (1/6)

Country	Institution	Event aims to following service(s)	Year	Month	Period	Latest date for registration	Event	Short description	Requirements/ profile of the participants	Number of EU students invited	Workload in ECTS	Workload in WH	POC Name	POC Email	POC Phone
 Romania	Military Technical Academy	-	2014	July	1 week	January 2014	Terrain analysis	Basics for operational terrain analysis	The Module will be provided in English	Min. 5	3		Col. Engr. Dan RADUCANU	draducanu@mta.ro	0040213354660/ext.238
		-	2014	May	2 weeks	January 2014	GEOINT exploitation of aerospace imagery	Basics for operational GEOINT analysis	The Module will be provided in English	Min. 5	5		Col. Engr. Dan RADUCANU	draducanu@mta.ro	0040213354660/ext.238
 Austria	Theresan Military Academy	All	2014	Feb	10-28 Feb 2014	13 Dec 2013	General Alpine Winter Course & Military Mountaineer Winter Course	Conducted by the Austrian Alpine Training Centre	The Course will be provided in English	20	-	122	Col Dr. GELL Harald	harald.gell@bmlvs.gv.at	+43-664-622-2161
		Army	2013	Nov	04-08 Nov 2013	06 Sep 2013	Tactical Exercise Without Troops in an area-security scenario	Area-Security Operation, focus on leadership training	The Module will be provided in German	20	3	-			


General mobility opportunities (2/6)

Country	Institution	Event aims to following service(s)	Year	Month	Period	Latest date for registration	Event	Short description	Requirements/ profile of the participants	Number of EU students invited	Workflow in ECTS	Workflow in WH	POC Name	POC Email	POC Phone
 Czech Republic	Defence University	Logistics	2014	01 Oct.	Academic Year	28 Feb 2014	Bsc Study in Logistics	Accredited 3 year Study Programme	Civilian Students	15	180		LTC Jaroslav KOZUBEK	jaroslav.kozubek@unob.cz	+420724692556
		Economics					Bsc Study in National Defence Economy								
		European Universities	2014	Oct	Semester	31 July 2014	Erasmus Student Mobility	2 modules of selected courses for 1 semester (term) student mobility within Erasmus programme-National defence Economy,logistics and Management	Civilian/military undergraduate students	30	30				
		All	2014	March Oct				LOGFAS	1 week course. Students learn to create a map project, appoint tasks and intergrade into NATO structure , produce Logistic Reports, LOGUPDATE and LOGASSESSMENT in the LOGFAS Project.					COL Zbyšek Korecki	zbysek.korecki@unob.cz
European Security and Defence College Secretariat: SECRETARIAT-ESDC@eeas.europa.eu															


General mobility opportunities (3/6)

Country	Institution	Month	Event	Short description	POC Name	POC Email	POC Phone
 <p>Czech Republic</p>	Defence University	TBD	Standard operational procedures I	1 week course. It combines a number of lessons and formative tests including performance and progress during exercises. To prepare officers for the ability to solve issues contain Planning process, Advance Planning, Crisis Response Planning, Cdr's Planning Guidance, Terrain Analysis of AOR and transport and Movement activities. Initial planning conference + personal experience and appointment in working group tasks.	COL Zbyšek Korecki	zbysek.korecki@unob.cz	+42097 344395 5
			Host Nation Support	1 week course. It combines a number of lessons and formative tests including performance and progress during exercises. To prepare officers for the ability to solve issues contain Host national Support planning process, including financial and medical aspect. Initial planning conference + personal experience and appointment in working group tasks	COL Zbyšek Korecki	zbysek.korecki@unob.cz	+42097 344395 5
			Logistics Reconnaissance	1 week course. It includes a number of lessons and formative tests including performance and progress during exercises. To prepare officers for the ability to solve issues contain Logistics Reconnaissance. Initial planning conference + personal experience and appointment in working group tasks	COL Zbyšek Korecki	zbysek.korecki@unob.cz	+42097 344395 5
			Logistics Reports and M&T in NATO and in the Czech AF	1 week course. It includes a number of lessons and formative tests including performance and progress during exercises. The participants learn the issues of LOGISTICS REPORTS and M&T in NATO and in the Czech Armed Forces and issues connected with Road, Air, Railway and Naval Transportation. Initial planning conference + personal experience and appointment in working group tasks.	COL Zbyšek Korecki	zbysek.korecki@unob.cz	+42097 344395 5
			Standard operational procedures II	1 week course. It focuses on MEL/MIL during planning process in the preparation and executive phases: Participants learn to solve situations based on NATO and national SOP. Initial planning conference + personal experience and appointment in working group tasks.	COL Zbyšek Korecki	zbysek.korecki@unob.cz	+42097 344395 5
			Reception, Staging, Onward Movement and Integration (RSOM) & CORSOM	1 week course activities. It includes a number of lessons and formative tests including performance and progress during exercise. Participants learn the issues of RSOM /CORSOM processes.	COL Zbyšek Korecki	zbysek.korecki@unob.cz	+42097 344395 5


General mobility opportunities (4/6)

Country	Institution	Event aims to following service(s)	Year	Month	Period	Latest date for registration	Event	Short description	Requirements/ profile of the participants	Number of EU students invited	Workflow in ECTS	Workflow in WH	POC Name	POC Email	POC Phone
Spain 	ENM	Navy/ Marines	2013	Nov	11-17		Fall training week	A week of instruction and training with Spanish students	2 nd – 3 rd year students B2 Spanish	1-2	0		LTCDR Santa Pau	fdearm@fn.md.e.es	0034-986804791
			2014	Jan	08 Jan-23 May		Spring Semester	Studying and living in ENM with Academic validation. Classes will be taught in Spanish	3 rd year students B2 Spanish	1-2	IAW subjects chosen of the ENM's sillabus				
				March	10-16		Spring training week	A week of instruction and training with Spanish students	2 nd – 3 rd year students B2 Spanish	1-2	0				
				May TBD	TBD		XVIII “ Almte. Rguez-toubes” Trophy	3 days of regatta at Pontevedra estuary	2 nd /3 rd /4 th year students B1 Spanish	3-4	0				





General mobility opportunities (5/6)

Country	Institution	Event aims to following service(s)	Year	Month	Period	Latest date for registration	Event	Short description	Requirements/ profile of the participants	Number of EU students invited	Workflow in ECTS	Workflow in WH	POC Name	POC Email	POC Phone
	ENM	Navy	2014	June	10 Jun-09 Jul		Year ending boarding summer training cruise	Boarding on Spanish Navy Warship/Schooner	2 nd / 3 rd year students B1 Spanish	1-2	0		LTCDR Santa Pau	fdearm@fn.md.e.es	0034-986804791
		Marines		June	Two Weeks		Year ending campment	Activities with Spanish Marines	2 nd – 3 rd – 4 th year students B1 Spanish	1-2	0				
		Navy/ Marines		Jan	07 Jan-16 Jul		B/E Elcano	Boarding on Spanish Top Sail Schooner for training cruise. Classes will be taught in Spanish	4 th year students B2 Spanish	1-2	IAW subjects taught on board «Elcano»				



General mobility opportunities (6/6)

Country	Institution	Event aims to following service(s)	Year	Month	Period	Latest date for registration	Event	Short description	Requirements/ profile of the participants	Number of EU students invited	Workflow in ECTS	Workflow in WH	POC Name	POC Email	POC Phone
Spain 	AGM	Army	2014	June	2 weeks in June		Ending Planning Exercise	To understand the planning process in Bde and Bn echelons in an operation within a stabilization campaign, taking account of all the specific aspects of the planning of military operations related to this type of campaign	5th year students B1 Spanish	1-2	0		OF-4 German Facenda	gfacsar@et.md.e.es	0034-976739729
		All	2013	Oct	07 Oct-20 Dec		Electronic Warfare Seminar	Directed by the Defense University, Classes will be taught part in English and in Spanish	B2 Spanish	8	IAW subjects chosen of the AGA's sillabus		Major Soriano	jsormo3@ea.md.e.es	0034-968189172
		All	2013	Dec	05-10 Dec		Sport Competitions	Fencing/athletics/swimming/orientation	4rth year students B2 Spanish	15(max 3 per Country)	0				

General mobility demands (1/2)

Country	Institution	Event aims to following service(s)	Event	Profile of the expected exchange	Number of participants	Criteria for recognition (ECTS, etc)	Expected (amount)	POC Name	POC Email	POC phone
France 	Military Academy Saint-Cyr Coëtquidan	All	CSDP module and PSO module / TEWT in a CMO scenario	Students	2 / module	NG	NG	LtC Rémy COUPEZ	remy.coupez@st-cyr.terre-net.defense.gouv.fr	NK
			Exercice comprehensive integration	Students	3	NG	NG			
Czech Republic 	University of Defence	All	Erasmus exchanges	Students and teaching staff, including researchers	12	Erasmus bilateral agreement	NG	Jaroslav Průcha	jaro-slav@email.cz	NK
Estonia 	National Defence College	All	Common modules and exchanges of staff	Students and staff	Numbers of staff available for exchanges not yet defined	NG	NG	Nele Rand	nele.rand@ksk.edu.ee	NK
Bulgaria 	Nicola Vaptsarov Naval Academy	Navy	Weaponry training	France, Belgium or Netherlands	1	NG	NG	Svetlana Baneva	NK	0359 052 552 374

General mobility demands (2/2)

Country	Institution	Event aims to following service(s)	Event	Profile of the expected exchange	Number of participants	Criteria for recognition (ECTS, etc)	Expected (amount)	POC Name	POC Email	POC Phone
 Austria	Theresan Military Academy	All	Common Modules "CSDP", "LOAC", "Media Training", "Maritime Leadership	2 nd , 3 rd Year Students	2-4 Students for each Module	Content according to the curricula developed within the IG	NG	Col Dr. GELL Harald	harald.gell@bmlvs.gv.at	(00)43-664-622-2161
 Romania	Military technical Academy		Basics for Crisis Management Operations (CMO)	4th year cadets	2	ECTS		Col. engr. Dan RADUCANU	draducanu@mta.ro	0040213354660 ext.238

Officers' mobility in words and acts...

-Thematic **Bachelor theses** of cadets of the Austrian Theresan Military Academy, focusing on exchange opportunities with European academies:

<http://www.miles.ac.at/campus/iep/ExchangeTheses.php>

- Sylvain Paile, **“Towards the end of the uniform – Comprehensive approach to basic officer training”** , in The European Security and Defence Union, No. 15, February 2013.
- Sylvain Paile, **Common Security and Defence Policy Modules 2012 - External Evaluation Report**, Armis et Litteris 28, Theresianische Militärakademie - Wiener Neustadt, Schutz & Hilfe, 2013, 80 p.
- André Dumoulin, Delphine Deschaux-Beaume, Sylvain Paile (eds.) **Politiques de communication, médias et défense - L'OTAN et la PSDC: visibilité en Belgique et chez ses voisins** (*Communication policies, media and defence – NATO and CSDP: visibility in Belgium and neighbouring countries*), Brussels, P.I.E. Peter Lang, coll. Non-Prolifération et sécurité, 2013, 427 p.
- Sylvain Paile, **“Erasmus militaire : européeniser la formation, former à l'eupéanisation”** (“*Military Erasmus: Europeanising the training, training to the Europeanization*”) in **Revue Défense Nationale**, “Où va l'Europe militaire ?”, Summer 2013, pp. 145-152.
- Sylvain Paile **“Transmission of Political-Military Information in Advanced Education: The Examples of the European Security and Defence College and the NATO Defence College”** **Studia Diplomatica**, Vol. LXV, No. 4, Egmont Royal Institute for International Relations, Brussels, May 2013, pp. 55-76.

Comments, suggestions, information?

Please visit the website of the Initiative:

Or write to the ESDC Secretariat: SECRETARIAT-ESDC@eeas.europa.eu

Officers' mobility in words and acts...

Browsing

- Initiative for the exchange of young officers: <http://www.emilyo.eu/>
- Conference of Superintendents of Naval Academies: <http://www.eunaweb.eu/>
- European Air Force Academies (EUAFAs): <http://www.euafa.eu/EUAFAs/>
- List and websites of the European basic education and training institutes: <http://www.emilyo.eu/>

Next meetings:

- **20th Implementation Group** : 12th December 2013, Brussels (BE)
- **21st Implementation Group** : 28th February 2014, Brussels (BE)
- **22nd Implementation Group** : 09 May 2014, Athinai, (EL)
- **23rd Implementation Group** : 25 September 2014, Brussels (BE)
- **24th Implementation Group** : 11 December 2014, Brussels (BE)