



European Security and Defence College

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**69th meeting of the Implementation Group
for the European initiative for the exchange of young officers inspired by Erasmus
(EMILYO)**

**2 - 4 March 2026
Norwegian Defence University College (NDUC) in Oslo/Norway**

Draft Minutes

- 1) Welcome address by the Lt. General Ingrid Gjerde, Vice Chief of Defence Norway and Major General Dag Rist Aamoth, Commandant NDUC.
- 2) The Chair and the ESDC Training Manager welcomed 126 participants from 19 EU Member States and Norway representing 45 different institutions.
- 3) **Approval of the minutes**
The members of the IG approved the minutes of the 68th meeting. The approved minutes are available at <https://www.emilyo.eu/approved-meeting-minutes>.
- 4) **Adoption of the agenda of the 69th IG Meeting**
The agenda was adopted, with the addition of the following items:
 - a) 8th CSDP Olympiad: exclusion of students
 - b) Reorganisation of the IG (after Chairs' Meeting)
 - c) Statement & request (interviews) for European Citizens Association (ECA)
 - d) Statement Albania
 - e) Statement on reminder mails for events and responses
 - f) Statement on organising common modules
 - g) Procedure establishing a Common Module
 - h) Conference in Wroclaw (WSB University)
 - i) Past and future offers from the institutions.
- 5) **Workshop on How to Finance the Initiative**
Following requests from numerous members, a workshop on financing the initiative was organised ahead of the 69th EMILYO IG meeting. Held on Monday, 2 March 2026, from 09:00 to 15:00, the session saw 80 members in attendance. The following three topics were presented:
 - **Financing Opportunities** (LoD-7 Chair, Ms. Ramona Herman)
 - **Blended Intensive Programme (BIP)** (Vice-Chair Education, Enrico Spinello)
 - **KA Erasmus Projects** (LoD-11 Chair, Catalin Popa; Marius Cucu).

Participants had the opportunity to interact and ask questions. The workshop was highly successful and serves as a best practice for the future; when a topic of general interest arises, members may request similar workshops to address specific subjects.

6) Meeting IG Chair, Vice Chairs and LoD Chairs:

The meeting of IG Chair, Vice Chairs and LoD Chairs, took place on Monday 02 March 2026 from 16:00-18:00.

The Chair, Training Coordinator, Vice Chairs, and LoD Chairs discussed the future structure of the IG. It was decided that the Chair's proposal is accepted with merging the logistics and financial area. The new structure will be under silence procedure and nomination letters for applying for a Vice Chair are to be sent by 30 April. During the 70th meeting of the IG, the Vice Chairs are foreseen to be elected. Further discussions took place concerning the IG mailing and institutions lists. A proposal for evaluating EMILYO activities was shown.

7) Update the Pool of Lecturers

The Chair of the IG requested from the Members of the IG to update their lecturers on the Pool of Lecturers. The template is available at <https://www.emilyo.eu/templates>, is to be sent to Chair Harald Gell (harald.gell@inode.at) and to Vice Chair Cristian Emil Moldoveanu (emilyo.vcts@gmail.com) to be uploaded to the secure area on the EMILYO website. The Vice Chair Technical Support and the LoD-04 Chair are working on a database to provide a new way for entering the data of the lecturers. Also, the elder pool of Lectures we will be deleted.

8) Update on the new EMILYO Website

The Chair of the IG requested from the Members of the IG to send the documents they want to upload on the EMILYO website to Vice Chair Cristian Emil Moldoveanu (emilyo.vcts@gmail.com) to Chair Harald Gell (harald.gell@inode.at).

IG Members can also **request access to the secure area** of the website, by sending an email to the ESDC Military Erasmus Coordinator ESDC-EMILYO@eeas.europa.eu.

9) Publishing photos and videos of EMILYO activities on social media

The Chair informed the IG members on the regulations that should apply when members publishing photos of EMILYO events on their personal and work social media.

10) 8th CSDP Olympiad (Exclusion of 4 cadets)

The Chair informed the IG members that four Olympiad participants did not follow the regulations and scientific rules regarding their essays. Consequently, he asked the Members to vote on their exclusion from the residential phase. The Members voted to exclude the four cadets, and the Chair will notify their respective institutions of this decision.

11) EMILYO Annual Report –Statistics 2025-2026

The Chair informed the Members on the Annual Statistics and the new way of collecting them, starting from the upcoming January, institutions had to send the statistics from September-December 2025. The deadline for submission was 31 January 2026.

Very limited number of institutions responded so far. The Chair requested from all Members to send their statistics to harald.gell@inode.at and the ESDC Military Erasmus Coordinator ESDC-EMILYO@eeas.europa.eu as soon as possible.

12) New (structured) Process - How to establish an EMILYO Common Module

The Chair informed the IG members of the new procedure for creating an EMILYO Common Module. Members may refer to the specific guidelines outlined in the instructional document, which has been uploaded to the EMILYO website.

13) Information about Lines of Development (LoD)

The Chair provided a brief update on the status of all the Lines of Development (LoDs), and specifically regarding:

- a) LoD- 01, 02 & 08: The revision procedure for Common Modules will be continued with focus on reviewing all International Air Force Semester Common Modules.
- b) LoD-06: Finalise the "Information Awareness" Module and forward it to the plenary for approval as a Common Module.

14) Past and future contributions of IG members

Representatives of the institutions presented past and future contributions of Military Erasmus activities. **All presentations would be temporarily available at <https://www.emilyo.eu/temporary-documents>.**

15) Reorganisation of the IG Administrative Instructions 2026

The ESDC Military Erasmus Coordinator provided Members with detailed update on the co-financing of EMILYO activities by the ESDC. The ESDC has amended the ESDC Administrative Instructions by simplifying the procedures for EMILYO activities. The new ESDC Administrative Instructions 2026, as well as the new Annexes B1 (Financial Plan for EMILYO) and C1 (Payment Request for EMILYO), will be uploaded to the EMILYO website and sent by email to all members. The new procedure will apply to all EMILYO co-financed activities from 1 April 2026.

16) Reorganisation of the EMILYO Implementation Group

The Chair presented the new proposal for the reorganisation of the EMILYO Implementation Group. This proposal increases the number of Vice Chair positions from 4 to 7, covering the following areas:

Vice Chair 1: Human Resources

Vice Chair 2: Security

Vice Chair 3: Education

Vice Chair 4: Logistics & Finance

Vice Chair 5: Strategic Communication

Vice Chair 6: Technical Support

Vice Chair 7: Legal Advisor

The proposal will be subject to a silence procedure following the distribution of these minutes. If the silence is not broken, members may submit their interest in one of these positions by providing a nomination letter from their Commander no later than 30 April 2026. During the next EMILYO IG meeting in Riga, the members will vote on respective Vice Chairs.

17) Participation of non-EU institutions in EMILYO activities

The Chair informed Members about the participation of non-EU countries in EMILYO activities. Any participation by cadets from non-EU countries should be based on a bilateral agreement between the two institutions (receiving- sending). Moreover, the hosting EU institution (EMILYO Member) must inform the Chair and the Coordinator of the sending cadets' origin for approval. There are cases where the EU does not allow participation from specific countries for various reasons.

For clarification, this rule applies only if an institution is organising an event under the auspices of EMILYO. For any other national activity, institutions are eligible to accept participation from any country with which they have bilateral agreements and close cooperation.

18) Establishment of new Common Modules

The Chair requested from the Members, when they are creating a new Common Module to use the EMILYO template available at the EMILYO website <https://www.emilyo.eu/templates> and follow the agreed procedure for approval.

19) EUMACS 2025

The Chair reported about the EUMACS 2025, and EUAFA-CC 2025 held at the MUT Warsaw and PAFU Deblin from 27-29 May 2025. As it refers to the Implementation Group, the following points were agreed with the Commandants/Superintendents:

- a) Procedure for structured Lessons Learnt (incl. how to fight / protect against UAVs). Eventually create a new LoD. Outcome open.
- b) Check, if the CM UAV is that what we need? A kind request was passed to HAFA. Outcome open.
- c) Check, if we can / should / must implement the optronic field. A kind request was passed to the Vice Chair for Technical Support. Outcome open.
- d) Integrate / facilitate more competitions (sports, such as Olympiad) facilitating the "will to win". Outcome on-going.

20) Future CSDP Olympiads and EUMACS

The Chair informed the members that the EUMACS +EUAFA-CC 2027 will be organised by the HAFA. More details will be provided during the 2nd quarter 2026. Latvia's and Italy's representatives agreed that EUMACS 2028 could take places in Latvia and the CSDP Olympiad in Italy, in 2028.

21) 8th CSDP Olympiad 2026 – EUMACS 2026, Paphos Cyprus

The 8th Common Security and Defence Policy (CSDP) Olympiad and the EUMACS will be held in Paphos, Cyprus, from June 15 to 19, 2026 and 15-18 June 2026, respectively.

The representative of the hosting institution the Cyprus Security and Defence Academy, made a presentation on the next steps and provided the members with all the administrative details for the participants of those two events.

Presentations are uploaded on EMILYO website.

22) International Military Academic Forum

The representatives of the Latvian National Defence Academy gave a presentation on the 70th IG meeting and the iMAF 2026, which will be held at their premises in Riga from 25 to 29 May 2026.

The chair informed the IG members about the organisation of the iMAF 2027 by the Military Technical Academy 'Ferdinand I' in Bucharest, Romania and the iMAF 2028 by the Slovak Armed Forces Academy 'General Milan Rastislav Štefánik'.

23) Presentations by LoD Chairs

The LoD Chairs presented the outcomes of the LoD sessions that took place as follows:

a) **Joint LoD-01 System of Equivalences, LoD-02 – Development of Competences & LoD-08 – Common Modules**

Meetings for LoD-1, LoD-2, and LoD-8 were held simultaneously. Nikos Karadimas presented the progress of LoD-8 to date, including 13 reviewed Common Modules (CMs):

- **New CMs:** 1. European Economic and Financial Security; 2. Unmanned Aerial Systems.
- **Revised International Naval Semester CMs:** 1. Computer Networks, 2. Gender Perspectives in Naval Forces, 3. Maritime Security, 4. Naval Architecture, 5. Naval Communications, 6. Naval Cyberthreats, 7. Naval Electronics, 8. Naval Leadership, 9. Naval Sensors, 10. Naval Power Plants, and 11. Oceanography.

LoD-1 Chair, Prof. Tom Simoens presented the newly adopted, streamlined process for CM validation. During the discussion with module developers, procedural and thematic issues arising during the review were clarified in accordance with SQF-MILOF.

b) **LoD-04 – IT Platform**

The LoD-4 Chair reviewed the status of the ongoing project, highlighting implemented functionalities such as account management, dedicated information blocks for both recent and upcoming events, a lecturers list, and an ongoing image gallery organized by meeting collections. Key proposals were also presented to further enhance the platform, including an interactive map of Basic Officer Education Institutions (BOEI) that allows users to view participating institutions and participant numbers by country through clickable access. Additionally, the update featured the introduction of animated statistical counters to showcase high-level impact, such as the involvement of over 50 institutions and 27 countries, more than 5,000 exchanged cadets, and 21 LoDs (of which 2 ones are frozen at current stage).

c) **LoD-6 – Strategic Communication**

The Vice Chair for Human Resources, Assist. Prof. Sofia Menezes (LoD-6 Acting Chair) proposed the development of an interactive BOEI map for EMILYO, to be initiated and operationalised in coordination with the LoD-4 Chair. To support ongoing efforts, a new LoD-6 Digital Team (LoD-6 DT) will be established to facilitate collaborative online work between IG meetings. Furthermore, the Chair announced the conclusion of the revision for the Common Module on Information Awareness and led a discussion on the rules of procedure for EMILYO-related social media content, for which the LoD-6 DT will be responsible for creating formal guidelines.

d) **LoD-09 – Future Projects**

The LoD-9 session addressed several key administrative and project-related issues. The Chair reviewed the information currently available on the LoD-9 webpage and discussed the revision of the template for both ongoing and completed projects. Following this, an email will be sent to participants requesting updated information regarding their respective institutions' projects. The session also included the presentation of a new proposal template, applicable to both future and recently submitted projects, alongside a review of new project proposals. The group discussed a proposal to create a database of observing officers and shared personal experiences regarding the "human factor" within Blended Intensive Programmes (BIP)

e) LoD-10 – Gender Mainstreaming

The LoD-10 meeting brought together 20 participants from 13 countries to review the history and recent outcomes of the "Gender Perspectives in Security and Defence" (GPSD) Common Module, specifically the February 2026 edition in Athens. Members discussed hosting arrangements, noting a call for 2026 volunteers and confirming the Land Forces Academy in Sibiu for 2027. Additionally, the group deliberated on the agenda for the 7th Erasmus Gender Seminar and shared recent research updates regarding gender implementation.

f) LoD-11 – International Naval Semester

The LoD-11 workshop was attended by 14 participants from 10 European Naval and Military Academies across 10 EU Member States. The session marked the conclusion of the NAVY-INS-Tech project, with 11 syllabuses officially approved as Common Modules under the LoD 2–8 framework. Partners also presented upcoming modules and activities scheduled for the Spring semester. Finally, it was proposed that LoD-11 (International Naval Semester) be renamed to LoD-11: Naval Education and Training.

g) LoD-12 – International Air Force Semester

The LoD-12 session, attended by 20 participants, focused on LL from the IAFS 2025-26 implementation, specifically addressing disciplinary issues involving cadets who failed to adhere to host academy rules or requested benefits identical to those at their home institutions. To mitigate this, the group agreed to develop a joint handbook outlining conduct standards and potential sanctions. Each academy will provide detailed briefings on daily life and facilities to better prepare visiting students. Regarding academic and physical training, three proposals for a common physical education program will be refined in future virtual meetings and a document will be implemented to track all cadet and instructor exchanges.

h) LoD-13 – Science and Technology Education

Twenty representatives from 15 institutions across 11 countries (including RMA, AFA, NDC, HSU, EMA, SASFA, FASFA, HAFA, HNA, AOS-UoT, NMA, NDUC, AWL, WAT, and MTA) convened for the LoD-13 session. Discussions focused on five key technical areas:

- Innovation Network: Debates regarding the KA2 project proposal for the "Innovative Defence and Security Education Network for Scientific Research" (IDEAS), led by a consortium including MTA, WAT, NMU AADCIS, AoO-UNITO, HSU, and HAFA.
- CM IMINT/GEOINT Analysis: Coordination for the upcoming module to be hosted by MTA in Bucharest from June 22 to July 3, 2026.
- Curricula Development: Elaboration of draft curricula for two new Common Modules: "Optoelectronic Systems for Defence and Security" and "Ballistics."
- Avionics: 2nd round of debates on "Integrated Avionics and Weapon Systems" module.

i) LoD-14 – Research and Development

The LoD-14 session focused on technical competitions and academic networking. The Drone Challenge, is scheduled for 13–17 July 2026 at the Hellenic Air Force Academy. Following a presentation on the International Conference on Sciences and Technologies Applied to Defence in Tunisia, participants discussed organizing a European edition in 2027. Additionally, the group initiated the creation of a database for departments and professors willing to supervise Bachelor or Master theses, adopting a framework like the existing Pool of Lecturers.

j) LoD-18 – Language Education & Training

The LoD-18 session, attended by eight participants from six institutions across five EU countries, summarized the activities conducted in 2025 and outlined plans for the 2025/2026 academic year. The group discussed two potential new Train-the-Trainer (T-t-T) Common Modules: AI-Based Pedagogy in Military Education (AIMED), which will be submitted for formal approval, and Academic Writing, which will remain on hold unless IG members declare a specific demand. The next LoD-18 meeting is scheduled for the 72nd IG meeting. Member institutions are encouraged to support the LoD-18 mobile team to organize T-t-T modules for faculty members or to volunteer as hosts for LoD-18 training events in 2026/2027.

k) LoD-19 – International Logistics Semester

The LoD-19 meeting was attended by 11 participants from seven institutions, including MUT, HAA, HAFA, PAFU, BAFA, HMACSO, and AFA. The session focused on refining the draft for the International Logistics Semester, resulting in the decision to combine the subjects of Transport and Cargo Handling (TCH).

The group conducted a detailed review of the Inventory Management and Warehouse Management Common Module (CM), which is now available for member feedback. Additionally, the Supply Chain Management CM programme was officially approved, and the development of the TCH module will be spearheaded by MUT and PAFU. To facilitate collaboration, links were provided to the LoD's [document folder](#) and [network spreadsheet](#).

l) LoD-20 – Space

The LoD-20 session centered on the requirements for the successful implementation of the Space Common Module (CM), with a specific focus on the role of academic engagement. Participants examined how universities, military academies, and training institutions can contribute to the development, delivery, and continuous improvement of the module through joint teaching, knowledge exchange, and the provision of specialized expertise. The meeting concluded by exploring next steps and potential expansion opportunities, focusing on broadening participation, strengthening stakeholder collaboration, and refining future iterations of the CM.

m) LoD-21 – Hybrid Threats

The LoD-21 agenda featured progress reports on the inaugural Train-the-Trainer (TTT) module and the "Hybrid Threats on Protection and Enhanced Resilience of Critical Infrastructure" session. Preparations continued for the Hybrid Threats Common Module at HCAFA, alongside discussions regarding the Debate Forum and the Hybrid Journal. Key conclusions from the session included the decision to continue the TTT module with a December 2026 edition and to organise a Common Module for cadets, formatted as a Blended Intensive Programme (BIP), in March 2026. Furthermore, a Debate Forum will be held in May 2026 to evaluate trainee skill development, complemented by the launch of a specialised scientific publication. Finally, the group successfully established the agenda for the 70th IG Meeting in Riga.

24) Honorary members

The chair informed the members that proposing some personalities as honorary members is possible.

25) Implementation coordination

The IG Chair recommended that the members send their requests for EU academic semesters, those who haven't yet to send the fiches of their institution and update their lists for the pool of lecturers and trainers.

26) IG meetings

The Chair informed participants of the IG meetings to be held in during the new academic year 2025-2026 and beyond as follows (in the late afternoon/early evening on the respective day before, the chairs' meeting and the newcomers' meeting will always take place):

- a) The **70th EMILYO IG** meeting will take place at NDAL in Riga, LV, **25-29 May 2026** back-to-back with the **iMAF 2026**.
- b) The **71st EMILYO IG** meeting will take place at ESDC in Brussels, BE, **08-09 September 2026**, back-to-back with the **ESDC/EAB** meeting.
- c) The **72nd EMILYO IG** meeting will take place at MAL in Vilnius, LT, **01-02 December 2026**.
- d) The **73rd EMILYO IG** meeting will take place at AWL in Wroclaw, PL, **16-17 Mar 2027**.
- e) The **74th EMILYO IG** meeting will take place at MTA in Bucharest, RO, **16-21 May 2027** back-to-back with the **iMAF 2027**.
- f) The **75th EMILYO IG** meeting will take place at ESDC in Brussels, BE, in **September 2027**, back-to-back with the **ESDC/EAB** meeting.
- g) The **76th EMILYO IG** meeting will take place at UoD in Brno, CZ, **Nov/Dec 2027**.
- h) The Chair invited the institutions to host the **77th IG** meeting in **Feb/Mar 2027**.
- i) The **78th EMILYO IG** meeting will take place at AFA in Liptovsky Mikulas, SK, **May 2028** back-to-back with the **iMAF 2028**.

27) Work plan

One week before each IG meeting, on a Monday, a VTC coordination meeting will take place at 18:00 CET with the IG Chair, Vice IG Chairs, ESDC Training Manager, LoD Chairs, and the organiser of the upcoming meeting.

28) Any other business 1 (AOB)

- a) The Chair informed the members of the upcoming Conference at WSB-University that will take place in Wroclaw from 18-19 June 2026 with the title "Leader 2050: Future Sustainability Competencies in the Face of Systemic Resilience, Ecological and Socio-Economic Crises".
- b) The Chair informed the members that they work on a development of a Common Module Artificial Intelligence.
- c) The representative of the Polish Naval Academy, Radoslaw Tyslewicz informed the Members that even though EMILYO reached the requested number to participate in the De 4Daagse march under the EMILYO flag, the organisers decided this year to exclude small teams, therefore the EMILYO team was not accepted to participate this year.

29) Any other business 2 (AOB)

Below is a summary of all requests made at the meeting.

Request	Send to
<p>Create the exchange (incoming) statistics for the academic year 2025/2026 (starting 1 Sep. 2025 – ending 31 Aug. 2026) according to the uploaded templates. As soon as possible the statistics for the winter semester 2025 should be sent.</p> <p>https://www.emilyo.eu/templates</p>	<p>harald.gell@inode.at ESDC-EMILYO@eeas.europa.eu</p>
<p>Presentations for the IG meeting: if you would like to present anything during the forthcoming IG meeting (plenary session), please submit your presentation 2 weekends prior to the meeting. Each presentation should last no longer than five minutes!</p>	<p>harald.gell@inode.at & ESDC-EMILYO@eeas.europa.eu emilyo.vcts@gmail.com</p>
<p>Mark the autumn/winter and spring/summer academic semesters of your institution in blue and red. Create new lines if necessary.</p> <p>https://www.emilyo.eu/academic-semester</p>	<p>emilyo.vcts@gmail.com & harald.gell@inode.at</p>
<p>Draw up (or update) a pool of lecturers for your institution, indicating the names of those willing to teach abroad, preferably under Erasmus+.</p> <p>https://www.emilyo.eu/pool-lecturers (password-protected area). Template is available at: https://www.emilyo.eu/templates</p>	<p>emilyo.vcts@gmail.com & harald.gell@inode.at</p>
<p>If you wish to post a mobility offer and/or administrative document(s) on the EMILYO homepage, send the dates and a short description (in PDF format).</p> <p>https://www.emilyo.eu/mobility-offers-multiplier-events</p>	<p>emilyo.vcts@gmail.com & harald.gell@inode.at</p>
<p>Encourage cadets or students to write a report on an event with international participants. Please include pictures.</p> <p>http://www.emilyo.eu/exchange_experience</p>	<p>emilyo.vcts@gmail.com & harald.gell@inode.at</p>
<p>Report your institution's highest celebration day of the year (date & short description). The purpose is sending congratulation messages.</p>	<p>jerzy.markowski@wat.edu.pl & harald.gell@inode.at</p>
<p>Basic officer education fact-sheets revision 2024, as soon as possible. Template is available at:</p> <p>https://www.emilyo.eu/temporary-documents</p>	<p>fsandberg@mil.no harald.gell@inode.at & ESDC-EMILYO@eeas.europa.eu</p>
<p>Academic offering for teaching the attached topics for the CM Space-based ISR, Operations & Situational Awareness"</p> <p>https://www.emilyo.eu/temporary-documents</p>	<p>byr.anton@gmail.com</p>