

Country	Institution	Common Module	ECTS
GR	Hellenic Military Academy of Combat Support Officers	Budget & Finance in the EU Defence Sector	2.0

Service	Minimum Qualification of Instructors
All	<ul style="list-style-type: none"> Level B2 of the Common European Framework of Reference for Languages (CEFR) or NATO STANAG Level 3. Experience in conducting academic lectures. Knowledge of the EU financial system.
Language	
English	
SQF	Competence area - Military Technician
MILOF	Learning area - Sustaining the force
	Organisation level - Single Service

Prerequisites for international participants	Goals of the Module:
<ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) level B1 or NATO STANAG level 2. Knowledge of basic budget & finance concepts. 	<ul style="list-style-type: none"> Explain the budget & finance support capabilities of units and formations specific to the service during full spectrum of operations and take the budget & finance requirements into account during planning of full spectrum operations Provision of best practices and lessons learned.

Learning outcomes	Know- ledge	<ul style="list-style-type: none"> Formulate basics of the legal framework in the EU military procurement and EU funding mechanisms Define aim and role of the EU funding initiatives and basic forecasting models
	Skills	<ul style="list-style-type: none"> Adopt innovative procedures in the financial field to fulfil the mission Demonstrate a thorough understanding of the budget & finance processes in the EU defence sector
	R&A	<ul style="list-style-type: none"> Make decisions in accordance with the individual financial decision-making processes. Seeks actively to improve his/her performance through best practices on the finance field.

Verification of learning outcomes:
<ul style="list-style-type: none"> Observation: Trainees are evaluated during each session, in order to document the understanding of the individual topics of the module. Test: At the end of the course an integrated theoretical test is conducted.

Module details (the content is as an example and depend on the course director decision)		
Main Topic	Recom- mended WH	Details
The legal framework of military procurement in the EU (treaties, directives)	3	<ul style="list-style-type: none"> • Introduction to Common Security Defence Policy (entities, policies). • EU and NATO approaches in military procurement. • Special topics (refugee/migrant crisis logistics or other case study concerning a specific crisis). • Perspectives (green contracting, next generation of the EU). • The role of a young officer in the budget & finance sector. • Provide guidelines and follow best practices/lessons learned.
Financial initiatives in the area of the EU defence sector	2	<p>Acquaintance with the financial initiatives in the EU defence sector:</p> <ul style="list-style-type: none"> • The function and the responsibilities of the European Defence Agency (EDA). • The function of the European Defence Fund (EDF). • The role of the Coordinated Annual Review on Defence (CARD). • The cooperation between the EU and NATO.
Permanent Structured Cooperation (PESCO): Collaborations and economic growth potentials	2	<p>Participants will be informed on topics relevant to the Permanent Structured Cooperation (PESCO) with focus on:</p> <ul style="list-style-type: none"> • Timeline of EU cooperation on security and defence. • PESCO projects on defence areas. • Differentiated integration within PESCO: Clusters and convergence. • Economic growth potentials through collaborations among EU members in the defence sector.
European Peace Facility (EPF): An EU off-budget fund to build peace and strengthen international security	2	<ul style="list-style-type: none"> • An overview of the EPF and its added value on the implementation of EU CFSP and CSDP • The funding and the management of the mechanism. • The stakeholders and their respective roles. • The drawing up and the implementation of the annual budgets. • The Athena Mechanism
The perspectives of European Defence Industry (EDI) in the aftermath of launching the European Union Global Strategy (EUGS)	2	<ul style="list-style-type: none"> • Analysis of EDI's status quo in an environment of emerging threats and challenges. • Presentation of the existing debate among statesmen, politicians, academia, and industry's professionals on undertaking the necessary initiatives to ensure a prosperous EDI. • Examination of EDI's perspectives by elaborating on the most influential and critical, political, financial, and industrial factors.
Budget and finance case study: NATO Support and Procurement Agency (from customer's perspective)	2	<ul style="list-style-type: none"> • NSPA as a potential model for the development of EU's defence support agencies. • NSPA's organizational design. • NSPA's principle, rules and regulations. • Budgets in NSPA (Administrative Budget, Operational Budget). • Audit procedures in NSPA.

Negotiations in defence and security procurement	2	<ul style="list-style-type: none"> Establishing awareness of future officers on the importance of negotiations in the defence procurement processes. Basic structural elements and the optimum negotiation techniques. Analytical and negotiations skills through examples and case studies.
Boundaries and facilitators in humanitarian logistics provided by the EU armed forces	3	<ul style="list-style-type: none"> Present the different actors that cooperate while providing humanitarian aid. Critically explore the main boundaries and existing limitations. Investigate potential solutions proposed by the current literature. Familiarise students with basic forecasting models.
Financial manoeuvring in the defence sector	2	<ul style="list-style-type: none"> Conceptual approach of the term financial manoeuvring, its main areas of application and its elements in the military. "Multi-level financial manoeuvring" as an "effective equivalent" to the budgetary cuts. The application of the financial manoeuvring beyond military organizations.
Building integrity in the defence sector	2	<ul style="list-style-type: none"> Promoting openness and accountability in the defence sector. Defence integrity system. Key areas of corruption in procurement and contracting. Internal audits alerts and indicators. Best practices and lessons learned on building integrity.
Behavioural finance	2	<ul style="list-style-type: none"> Demonstrate how the standard assumptions in economics and finance are translated into predicted behaviour. Explain behavioural concepts in individual financial decision making. Improve student's own decision-making process. Apply behavioural concepts to new situations. Explain behavioural concepts in strategic interaction.
Total lecture WH	24	
Additional hours (WH) to increase the learning outcomes		
Self-Studies	25	
Test	1	
Total WH	50	The detailed number of hours for the respective main topic is up to the course director according to national law or home institution's rules.

List of Abbreviations:

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