

**68th meeting of the Implementation Group
for the European initiative for the exchange of young officers inspired by Erasmus
(EMILYO)**

**24 - 26 November 2025
Hellenic Military Academy of Combat Support in Thessaloniki/Greece**

Approved Minutes

- 1) Welcome address by the representative of the Chief of Hellenic National Defence General Staff, Real Admiral Panagiotis PAPAGEORGIOU and the Commander of the HMACSO, Brigadier General Petros KOURIDAKIS.
- 2) The Chair and the ESDC Training Manager welcomed 107 participants from 19 EU Member States and Norway representing 41 different institutions.
- 3) **Approval of the minutes**
The members of the IG approved the minutes of the 67th meeting. The approved minutes are available at <https://www.emilyo.eu/approved-meeting-minutes>.
- 4) **Adoption of the agenda of the 68th IG Meeting**
The agenda was adopted, with the addition of the following items:
 - a) Statement: sharing photos
 - b) 8th CSDP Olympiad: exclusion of 1 participant
 - c) Nominations for 2 Honorary Members
 - d) Questionnaire LoD-03
 - e) ESDC TC: New financial procedures
 - f) Internship at EUMC
 - g) Offer Dr. Francesca Sterzi, POLAD to Commander NRDC Italy as a teacher.
 - h) Request for officers/professors interested to teach on the upcoming EMILYO courses in HAA
 - i) Terms of Reference for the IG.
 - j) Past and future offers from the institutions.
- 5) **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 (mcristi@gmail.com) to be uploaded to the secure area on the EMILYO website.

6) 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: mccristi@gmail.com, to Chair Harald Gell: harald.gell@inode.at and to LoD-06 Chair Irena COVO-BAUCIC irena.covo.baucic@gmail.com only for publication to EMILYO Social Media.

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

7) Publishing Photos of EMILYO activities on social media

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

8) 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 must send the statistics from September-December 2025. The deadline for submission is 31 January 2026 to the Chair Harald Gell (harald.gell@inode.at) and the ESDC Military Erasmus Coordinator Christoforos.CHRISTOFOROU@eeas.europa.eu.

9) 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 revising (hours) starting from the International Naval Semester and then the International Air Force Semester.
- b) LoD-3: A request to the Members to respond to a questionnaire regarding the eLearning Materials
- c) LoD-06: Finalise the "Information Awareness" Module and forward it to the plenary for approval as a Common Module.
- d) LoD-09: Create a system for accessing both future and past projects.

10) Update on the ESDC Administrative Instructions 2026

The ESDC Military Erasmus Coordinator provided the Members with updates on the Co-financing EMILYO activities by the ESDC for the new academic year and the new ESDC Administrative Instructions.

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

In parallel to point 12, the meeting with the IG Chair, Vice Chairs, and LoD Chairs took place.

The IG + Vice + LoD Chairs discussed the next steps for revising Common Modules. Priority will be set to the revisions of the INS's modules, then the IAFS's ones, then the EuCTsd's ones. These priorities will not touch the on-going revisions of new proposals for common modules. The group decided to develop during a VTC clear procedures for the revisions of common modules. The IG Chair proposed with a sketch the idea of a re-organisation of the IG. All Chairs agreed to it - it was proposed to integrate a Legal Adviser as well. Those functions, which are foreseen to be on a "*Vice Chair Level*", will provide maximum 5 points of responsibilities (to be discussed in the next meeting). It was agreed that future Chairs` meetings will take place 2 hours before the newcomers` meetings.

12) 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>.**

13) Establishment of new Common Modules

The Chair request from the Members, when they creating a new Common Module to use the EMILYO template available at the EMILYO website <https://www.emilyo.eu/templates> and not creating new formats.

14) 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.
- b) Check, if the CM UAV is that what we need? A kind request was passed to HAFA.
- c) Check, if we can / should / must implement the optronic field. A kind request was passed to the Vice Chair for Technical Support.
- d) Integrate / facilitate more competitions (sports, such as Olympiad) facilitating the "*will to win*".

15) Future CSDP Olympiads and EUMACS

The Chair informed the members that the CSDP Olympiad 2026 and EUMACS + EUAFA-CC 2026 would be held in Cyprus. A detailed presentation will be delivered during the next IG meeting in Oslo. 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, in2028.

16) 8th CSDP Olympiad 2026, Paphos Cyprus

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

a) Cover Page

The Chair requested to correct the cover page by adding the correct countries that are participating in the competition, after the confirmation of the participants and use it for publication, folders, presentations, presents, posters, roll-ups, etc.

b) Essay Competition

For participating cadets, the essay submission **deadline was November 14, 2025, at 24:00 (CET)**. 45 essays received before deadline and 1 essay received after the deadline. The Chair proposed to exclude the participant whose essay was received after the deadline. The Members agreed to this proposal; therefore, the participant will be informed by the responsible POC about the disqualification from the competition.

c) Next Steps

The EMILYO Coordinator will send the essays for evaluation to the designated evaluators according to the rules of the CSDP Olympiad. The evaluators are kindly requested to send back to the EMILYO Coordinator the evaluated essays, no later than **31 January 2026**. If needed, a 2nd round of evaluation from a 3rd Evaluator will take place during the week **2-8 February 2026**.

17) 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'.

18) 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

LoD-1 was held simultaneously with LoD-2 and LoD-8. Six reviewed Common Modules were presented. From LoD-1 perspective the chair presented on what ECTS are, why they are important and how users need to calculate the distribution between residential hours, tutorials and self-study. It was also discussed the need to streamline the process of validating a Common Module.

New Common Modules for approval:

- a) Military History of the 20th Century
- b) Space-Based ISR, Operations and Situational Awareness

Revised Common Modules of the Logistics Semester for approval:

- a) Relief Logistics
- b) Databases
- c) Basics of Military Logistics Information Systems
- d) Multinational Operations Logistics

b) LoD-04 – IT Platform & LoD-6 – Strategic Communication

The session gathered 14 participants representing BG RNDC, CZ UNOB, DE HSU, GR HAFA, LT MAL, PL AWL, PL WAT, RO MTA, and SK AOS. Discussions focused on updating the Pool of Lecturers & Experts and transitioning from PDF/Excel formats to an integrated database solution. A key point of discussion was strengthening the promotion of mobility opportunities, supported by improved social media outreach, statistical monitoring, and exchange-experience mechanisms. The need to collect the updated institutional logos was highlighted (minimum 500 × 500 px or equivalent PNG or SVG format). It was concluded that the documents placed in the LoD-dedicated section of the EMILYO website need to be restructured to ensure that the information is up-to-date, clearly presented, and easily understood.

c) LoD-07 – Financing the Initiative

The meeting was attended by 23 participants. Discussions started with the updates on the Erasmus financing possibilities (according to the new Erasmus+ Guide: what types of mobilities are funded and how the funding works). We then focused on the short-term mobilities, explaining the financial mechanisms and providing examples for demonstration. We insisted also on the possibilities to finance short-term students' and staff mobilities through the Erasmus Program KA131, explaining the flexibility of the Programme. Another important aspect that was highlighted was that higher education institutions can opt to allocate up to 20% of the Erasmus funds to make international mobilities to non-EU countries.

The meeting ended with examples of using ESDC funding to organise international activities.

d) LoD-09 – Future Projects

The During the session of LoD-09 proposals for new projects were introduced and discussed (working titles): Military Physical Education: C2I - Connect to Instruct; Philosophy of Security in the Military Context; Mathematics. A project on gamification developed within the framework of TacTeach: Knowledge Sharing Workshop in September was presented with the aim of expanding it into an in depended on workshop. A proposal to create a meeting/forum bringing together Physical Education teachers from Military Academies, to coordinate and discuss, inter alia, international competitions for cadets, was mentioned.

e) LoD-10 – Gender Mainstreaming

During the LoD-10, 14 participants from 8 countries. The following topics were discussed:

- a) Presentation of the BIP version of CM “Gender Perspectives in Security and Defence” hosted by the Italian Army School in Torino, Italy.
- b) Details of next edition of the CM GPSD, hosted by HAFA and the HMNA in Athens, Greece
- c) Presentation about participation of IG group members and LoD10 experts in the international course "Integration of a Gender perspective in CSDP"
- d) Discussion on the main topics and agenda for the 7th Erasmus Gender Seminar

f) LoD-13 – Science and Technology Education

There were 7 participants, representing PL WAT, RO MTA, IT AoS, and BG RNDC. The group reviewed the 2025 achievements, including progress on the KA2 DIMAS project – Digital Mathematics Applied in Security and Defence Education, as well as developments related to the SQF for Science and Technology Education and initial steps toward building an Innovation Network. Participants discussed future activities, notably the development of three new Common Modules: Optoelectronic Systems, Ballistics, and Avionics & Weapon Systems. For 2026, members agreed to prioritise the finalisation of the DIMAS project outputs and to continue supporting the preparatory work for the future Common Modules in Optoelectronic Systems, Ballistics, and Avionics & Weapon Systems.

g) LoD-14 – Research and Development

During the LoD-14, the following topics were discussed:

- a) Creation of a list of departments and professors/lecturers from the different military academies willing to guide a bachelor or master thesis student: The approach will be like the list used for the Pool of lecturers
- b) Presentation of the Intern. Conference on Sciences and Technologies applied to Defence
- c) Presentation of Drone Challenge organised in July 2026 at the Hellenic Airforce Academy

h) LoD-17 – International Air Defence Semester

For the first iteration of IADS, the Polish Air Force University and the Henri Coandă Air Force Academy will deliver the semester courses integrated into their respective educational programmes. The National Military University Vasil Levski will provide the semester courses through an Erasmus+ mobility framework, as the integration of the IADS curriculum into their national educational program is still in progress. The Bulgarian Air Force Academy and the University of Defence of the Czech Republic will participate by nominating and sending cadets to attend the IADS activities. The number of cadets to be exchanged during the IADS period, 2 March – 30 April 2026, has been formally approved.

i) LoD-18 – Language Education & Training

Altogether 11 participants from 9 institutions (7 EU countries) discussed activities carried out under LoD-18 in 2025. Further discussion focused on potential future activities. Besides continuation of the activities already implemented/piloted before, the discussion focused on the possibility of designing new common modules for educators and prepare a research project “Language training as a strategic asset in European professional military education”. Furthermore, it was agreed, that to coordinate, prevent any mutual overlapping and competition among the events under LoD18 it will be useful to submit any potential plans for 2027 early in 2026. After this early coordination, there will be enough time for scheduling the activities in ESDC plan and for early notification.

j) LoD-19 – International Logistics Semester

The meeting of LoD-19 - International Logistic Semester session was chaired by Lt Col Małgorzata GRZELAK, PhD and attended by 10 participants from 5 countries (PL, GR, SK, BG and RO). During the meeting proposed logistics semester format was analysed. CM Supply Chain Management AFA/NDU was discussed by panellist, improvement proposals have been presented. A virtual folder with documents related to LoD-19 was made available. In the conclusion of the meeting participants agreed on the course of action for the future. Another CM: Inventory management, transport, warehouse management should be elaborated before next meeting. It was decided the CM cargo handling will be elaborated by PL PAFU.

k) LoD-20 – Space

During the LoD-20 meeting discussion was held around the following topics:

- a) The CM that has been now finalized and has been submitted for approval.
- b) The Teaching Offering that Academies can provide to support the CM.
- c) The possibilities for participating in research projects funded by EU (EDF & Horizon Europe).
- d) Once this CM has been established what would be LoD-20 next goals.

l) LoD-21 – Hybrid Threats

Participants in the LoD-21 Meeting in Thessaloniki debated on: (1) the short report on 1st TTT Module Hybrid Threats; (2) preparation of the 1st Hybrid Threats CM and (3) other aspects/ status of the Journal of Hybrid Threats. The 1st TTT meeting, that will be held by RO HCAFA between 8-12 December registered 18 trainees from 8 military universities/ 5 European countries and professors from 5 European countries and the USA. The second section of debates included the Hybrid Threats CM syllabus and the deadlines for the 1st HTh CM. The syllabus will be sent to LoD-1, LoD-2, LoD-8, and then to the IG in order to be approved. The third section included aspects related to the next events in 2026. Participants voted Lars Ole Fichte to be the vice-chair of the LoD-21 Hybrid Threats.

19) Honorary members

The chair informed the members that proposing some personalities as honorary members is possible and he put forward the proposals for the candidacy of **Major General Anastasios POLYCHRONOS**, Commander of the Hellenic Army Academy, and **Brigadier General Pilot Krzysztof CUR, PhD, Eng**, Commander of the Polish Air Force University. The Members voted them unanimously **Major General Anastasios POLYCHRONOS** and **Brigadier General Pilot Krzysztof CUR** as the 13th and 14th Honorary Member of the Implementation Group respectively.

20) 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.

21) 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 **69th IG** meeting will take place at NDUC in Oslo, NO, **02-04 March 2026**. NDUC presented the meeting (available at <https://www.emilyo.eu/temporary-documents>); A workshop on How to Financing the activities of EMILYO and how to apply for Erasmus Projects will be organised on Monday 02 March from 08:30-15:30.
- b) The **70th IG** meeting will take place at NDAL in Riga, LV, **25-29 May 2026** back-to-back with the iMAF 2026;
- c) The **71st IG** meeting will take place at ESDC in Brussels, BE, **08-09 September 2026**, back-to-back with the **EAB** meeting;
- d) The **72nd IG** meeting will take place at MAL in Vilnius, **01-02 December 2026**;
- e) The Chair invited the institutions to host the **73rd IG** meeting in **Feb/Mar 2027**;
- f) The **74th IG** meeting will take place at MTA in Bucharest, RO, **16-21 May 2027** back-to-back with the iMAF 2027;
- g) The **75th IG** meeting will take place at ESDC in Brussels, BE, in **September 2027**, back-to-back with the **EAB** meeting;
- h) The Chair invited the institutions to host the **76th IG** meeting in **Nov/Dec 2027**.

22) 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.

23) Any other business 1 (AOB)

- a) IG members are asked to register for the next IG as soon as they receive the invitation and the link for better organisation.
- b) LoD Chairs should indicate a proposal for duration of their LoD session for the next IG meeting.
- c) The LoD-05 Chair informed the Members about internship opportunity at the EUMC.
- d) Vice Chair Education: Offer Dr. Francesca Sterzi, POLAD to Commander NRDC Italy as a teacher.
- e) The HAA representative request officers and/or professors that are interested in going to teach on the EMILYO Common Modules Interoperability, Military Leadership A & B in Athens next semester.
- f) The ESDC Training Coordinator informed the Members on the draft Terms of Reference for the EMILYO IG and explained the way forward. Members will receive the Final Draft of the ToRs for comments until the 15 January 2026 and will put the Final ToRs under silence procedure for 10 working days. Then the ToRs will send to ESDC EAB for adoption and to the SC for approval.

24) Any other business 2 (AOB)

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

Request	Send to
Create the exchange (incoming) statistics for the academic year 2025/2026 (starting 1 Sep. 2025 – ending 31 Aug. 2026) according to the uploaded templates. In January 2026 the statistics for the winter semester 2025 will be requested. https://www.emilyo.eu/templates	harald.gell@inode.at christoforos.christoforou@eeas.europa.eu
Respond to the questionnaire for the establishment of a cadet's body within EMILYO.	https://ec.europa.eu/eusurvey/runner/EMILYO_SURVEY
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!	harald.gell@inode.at & christoforos.christoforou@eeas.europa.eu mcrristi@gmail.com
Mark the autumn/winter and spring/summer academic semesters of your institution in blue and red. Create new lines if necessary. https://www.emilyo.eu/academic-semesters	mcrristi@gmail.com & harald.gell@inode.at
Draw up (or update) a pool of lecturers for your institution, indicating the names of those willing to teach abroad, preferably under Erasmus+. https://www.emilyo.eu/pool-lecturers (password-protected area). Template is available at: https://www.emilyo.eu/templates	mcrristi@gmail.com & harald.gell@inode.at
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), or a link if you post it on your own website. https://www.emilyo.eu/mobility-offers-multiplier-events	mcrristi@gmail.com & harald.gell@inode.at
Encourage cadets or students to write a report on an event with international participants. Please include pictures. http://www.emilyo.eu/exchange_experience	mcrristi@gmail.com & harald.gell@inode.at & konsanakas@gmail.com
Report your institution's highest celebration day of the year (date & short description). The purpose is sending congratulation messages.	jerzy.markowski@wat.edu.pl & harald.gell@inode.at
Basic officer education fact-sheets revision 2024 , as soon as possible. Template is available at: https://www.emilyo.eu/temporary-documents	fsandberg@mil.no harald.gell@inode.at & christoforos.christoforou@eeas.europa.eu