European Security and Defence College

European Initiative for the Exchange of young officers inspired by Erasmus

EMILYO - Military Erasmus - Erasmus Militaire - The initiative

LoD-21

[Hybrid Threats]

Col Prof Adrian Lesenciuc. PhD
Vice-Rector for Science

Tuesday, 3 March 2026, 69th IG Meeting, Oslo, Norway

European Security and Defence College

European Initiative for the Exchange of young officers inspired by Erasmus

EMILYO - Military Erasmus - Erasmus Militaire - The initiative

LoD-21 *Hybrid Threats* Agenda

Tuesday, 3 March 2026, 69th IG Meeting, Oslo, Norway

01

Short report on the 1st TTT Module Hybrid Threats.

Pilot

02

Preparation of the 1st Hybrid Threats CM.

Pilot

03

Other aspects. Status of the Debate Forum and of the Journal on Hybrid Threats.

European Security and Defence College

European Initiative for the Exchange of young officers inspired by Erasmus

EMILYO - Military Erasmus - Erasmus Militaire - The initiative

Short report on 1st TTT HTh Module

[LoD-21, Hybrid Threats]

Tuesday, 3 March 2026, 69th IG Meeting, Oslo, Norway

1st TTT HTh Module Participants

Romania: 6 Staff members and 3 professors, from 'Henri C
Air Force Academy; 2 staff members and 4 professor from General Directorate of Information and Public Relations, Romanian MoD ; 2 staff members and 1 professor from National Institute for Intelligence Studies, 'Mihai Viteazul' National Intelligence Academy

Hungary: 2 professors from Ludovica University of Public Service

Belgium: 1 professor from Belgian Royal Military Academy

Croatia: 1 staff member and 1 professor from 'Franjo Tudman' Defense and Security Unversity

Greece: 1 professor from Hellenic Air Force Academy

USA: 1 professor from University of Texas, Rio Grande Valley USA.

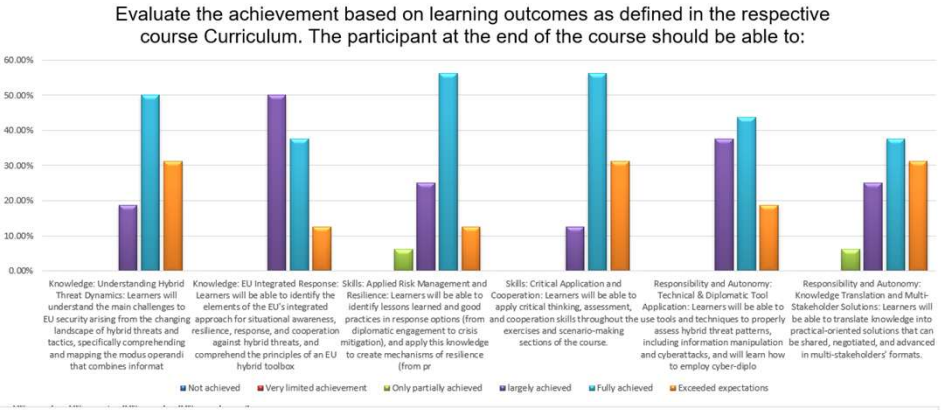
Bulgaria (5): Rakovski National Defence College (2)/ "Vasil Levski" National Military Academy (1)/ "Georgi Benkovski" Air Force Academy (2)

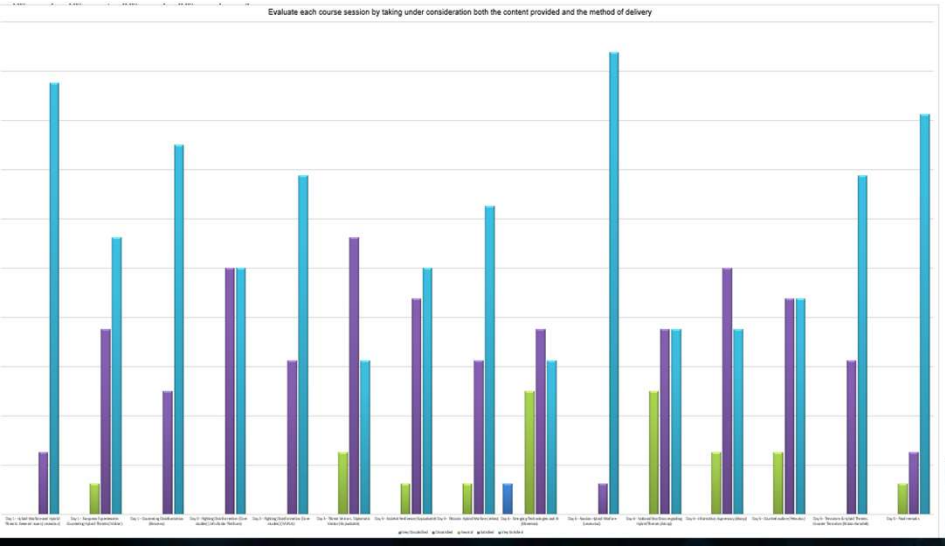
Greece (4): Hellenic Army Academy (4)

Spain (2): Centro Universitario de la Defensa de Zaragoza (1)/ Academia Militar General Zaragoza (1)

Romania (5): „Henri Coandă" Air Force Academy (1)

Evaluation





Participant's engagement during course	5.12/6
Class environment facilitated learning	5.75/6
Participants interest/attention during course	5.44/6
Course applicability (understand how to apply information learned)	5.38/6
Course expectations met	5.69/6
E-Learning	4.81/6
Average	**5.37/6**

Self-assessment

Strengths/What to keep

- very good interactions between trainers and trainees
- interactive lectures
- diversity of topics and

Weaknesses/What to improve

- more exercices, case studies, serious games
- the day in Bucharest at General Directorate of Information and Public Relations and National Institute for Intelligence Studies

Lessons learned. Other comments

Additional Comments from Course Director

For the first iteration, the result was **very satisfying**. Both the trainers and the trainees had an important involvenment in order to carry out the module in good conditions. The **high quality of the trainers and trainees**, plus interpersonal relationships, authentic dialogue and openess to the development of the area of Hybrid threats are the most important strenghts of this pilot edition. It is necessary to identify the resources to have all invited professors physically present, if possible.

Also, the European Center of Excellence for Countering Hybrid Threats (Hybrid CoE) should be involved.

Additional Comments from ESDC Training Manag

In terms of organization and objectives reached, the course ran excellently. No major issues were reported during the 5-day sessions. The agenda was very well followed. From participant feedback, the learning outcomes were achieved to a very satisfying extent. The course was very well accepted, and most participants were engaged, with 95% stating that they would recommend this course to other colleagues. The overall organisation, training room and its equipment and coffee breaks were excellent. Overall, the course was deemed an **"amazing experience"** and an **"outstanding and highly beneficial training experience"** that successfully prepares cadets to become well-rounded and capable officers.

- continuation of the **TTT Hybrid Threats module** with the December 2026 edition;
- organizing a **Common Module (as BIP)** for cadets in March 2026;
- organizing a **Debate forum** in May 2026 to be able to observe the the results of the implementation and skills developed within the module by the trainees;
- establishment and publication of a specialized **scientific publication**.

European Security and Defence College

European Initiative for the Exchange of young officers inspired by Erasmus

EMILYO - Military Erasmus - Erasmus Militaire - The initiative

Reported by Dr.-Ing. Lars Ole Fichte

Helmut-Schmidt-Universität / Universität der Bundeswehr Hamburg
Professur für Theoretische Elektrotechnik

Short report on Hybrid Threats – Protection and Enhanced Resilience of Critical Infrastructure

[LoD-21, Hybrid Threats]

Tuesday, 3 March 2026, 69th IG Meeting, Oslo, Norway

Participating cadets & logistics

- 15 cadets from 7 countries, 9 males, 6 females
- Well matched group, generally very young

- Hosted in single bed dormitories (in a newly constructed building)
- Shuttle service from/to airport was provided
- Meals at “mensa” = cafeteria on campus

- Icebreaker
- Boat trip
- “Swimming competition” & BBQ dinner

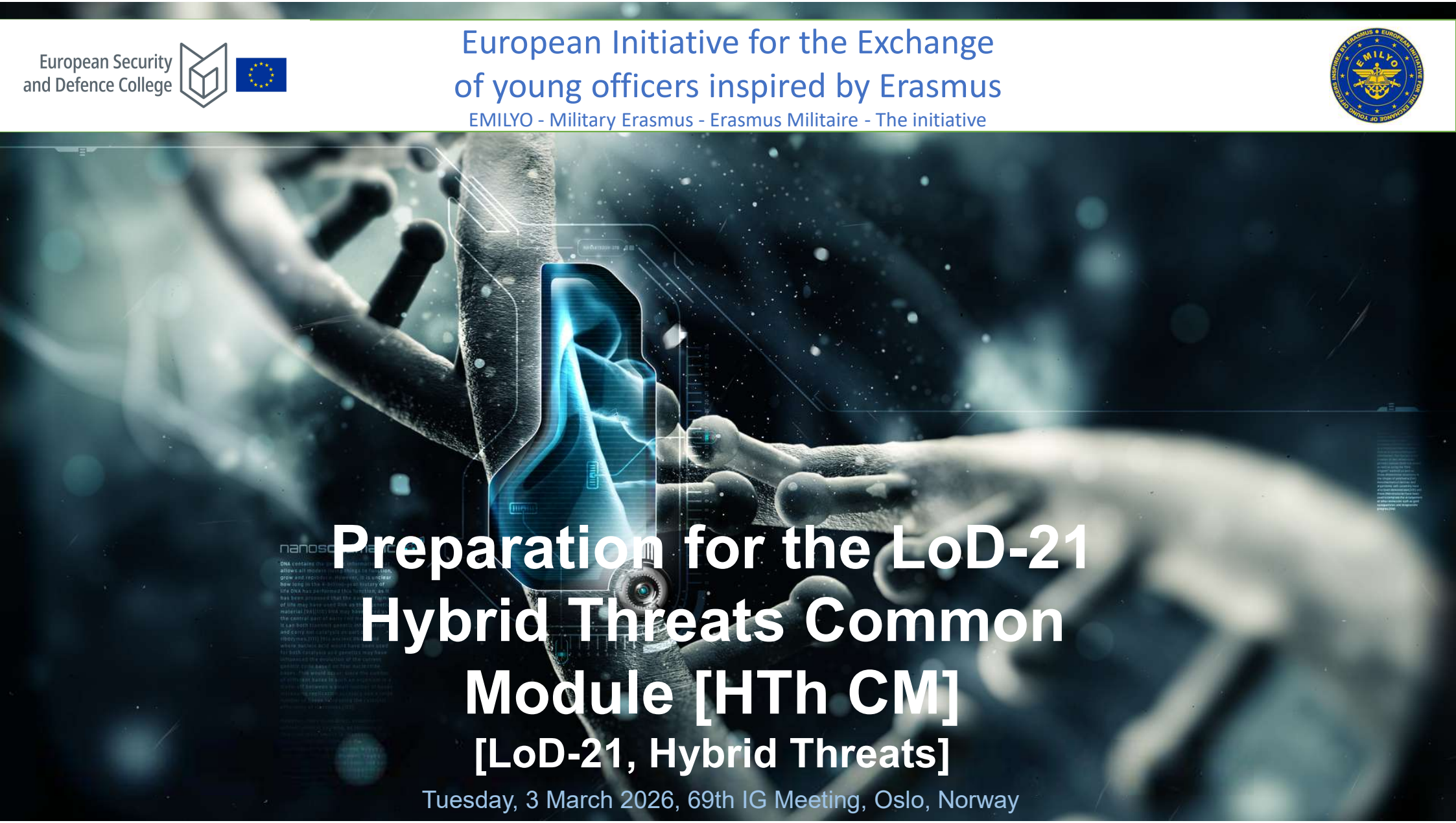
Timetable

Monday - 23 February 2026	Tuesday - 24 February 2026	Wednesday - 25 February 2026	Thursday - 26 February 2026	Friday - 27 February 2026
Opening by the President and Commonder Student Body Regiment 09:00-09:10 at complex room 1002 Course Intro, Intro on Hybrid Threats, Intro on Infrastructure	Risk management and Business Continuity Management in Security Management (with Excercise)	Espionage and Sabotage	Role play:Excercise Stormwind	"Operation Spiderweb" Ukrainian UAVS vs Russian Airfields
Review of learning materials & discussion (Critical Infrastructure & Resilience)	Crisis management basics (with Exercise)	Defense against Unmanned Aerial Vehicles	Role play: Excercise Stormwind	Final Remarks+ ESDC Evaluation Survey (30mintues)
Crisis management basics (with Exercise)				
Hamburg Port Authority (HPA) as critical infrastructure and the threat posed by drones	Chemical, Biological and Nuclear Threats	GPS / 5G Jamming	Role play: Press Conference	Feedback, **Presentation of the certificates by the Vice President for International Affairs 13:45-14:00**
Online: Cybersecurity	Intentional Elektromagnetic Interference	Online: Black Sea	Exam	Departure
from 16:15 to 16:30 Icebreaker Group Photo GHG	Harbor boat trip	from 17:00 Swimming Competition	Leisure time	
from 16:30 Icebreaker at OFFICERS' MESS	from 16:30 Harbor boat trip	to 19:00Swimming Competition	Leisure time	
to 20:00 Icebreaker	to 20:30 Harbor boat trip	from 19:15 Grill-Event at Officers' Mess	Leisure time	

European Security and Defence College

European Initiative for the Exchange of young officers inspired by Erasmus

EMILYO - Military Erasmus - Erasmus Militaire - The initiative



Preparation for the LoD-21 Hybrid Threats Common Module [HTh CM]

[LoD-21, Hybrid Threats]

Tuesday, 3 March 2026, 69th IG Meeting, Oslo, Norway

https://www.emilyo.eu/short-event/ro-afahc-2026-common-module-hybrid-threats

Sunday, March 15th 2026		
depending on flight schedule	Cadets arrival (recommended at 'Henri Coandă' Bucharest Otopeni airport)	
	Cadets accommodation in the facilities of 'Henri Coandă' Air Force Academy	
Monday, March 16th 2026		
07.00 – 07.30	Breakfast	HCAFA Mess Hall
08.4 5– 09.30	Official Opening of the Module	F.E. 3.11 Amphiteater
09.40 – 11.10	**Introduction**	Classroom
11.10 – 11.50	Coffee Break	
11.50 - 13.20	**Hybrid warfare. Hybrid threats**	Classroom
15.15 – 16.00	Lunch	HCAFA Mess Hall
16.00 - 20.30	Free time/ Self study	
20.30 - 21.00	Dinner	HCAFA Mess Hall
Tuesday, March 17th 2026		
07.00 – 07.30	Breakfast	HCAFA Mess Hall
07.30 – 15.00	**Study visit**	Bucharest (or Brasov)
15.15 – 16.00	Lunch	HCAFA Mess Hall
16.00 - 20.30	Free time/ Self study	
20.30 - 21.00	Dinner	HCAFA Mess Hall
07.00 – 07.30	Breakfast	HCAFA Mess Hall
09.40 – 11.10	**Hybrid Threats Vectors**	Classroom
11.10 – 11.50	Coffee Break	
11.50 - 13.20	**Regional and global actors**	Classroom
13.30 – 15.00	**Regional and global actors**	Classroom
15.15 – 16.00	Lunch	HCAFA Mess Hall
16.00 - 20.30	Free time/ Self study	
20.30 - 21.00	Dinner	HCAFA Mess Hall
Thursday, March 19th 2026		
07.00 – 07.30	Breakfast	HCAFA Mess Hall
08.00 – 09.30	**Ethics of hybrid confrontations**	F.E. 3.11 Amphiteater
09.40 – 11.10	**Ethics of hybrid confrontations**	Classroom
11.10 – 11.50	Coffee Break	
11.50 - 15.00	Sightseeing	Brassv
15.15 – 16.00	Lunch	HCAFA Mess Hall
16.00 - 20.30	Free time/ Self study	
20.30 - 21.00	Official Dinner Common Module *Hybrid Threats*	Bella Muzica Restaurant
Friday, March 20th 2026		
07.00 – 07.30	Breakfast	HCAFA Mess Hall
08.45– 09.30	Official Opening of AFASTUD Conference	F.E. 3.11 Amphiteater
09.40 – 11.10	Final evaluation of the Common Module	Classroom
11.10 – 11.50	Coffee Break	
11.50 - 13.20	Debates in AFASTUD Conference panels	Classroom
13.30 – 15.00	Closing Ceremony of the Common Module	F.E. 3.11 Amphiteater
15.15 – 16.00	Lunch	HCAFA Mess Hall
16.00 - 20.30	Free time/ Cadets` departure	
20.00 - 23.00	Official Dinner of AFASTUD Conference	Officers` Club
Saturday, March 21st 2026		
depending on flight schedule	Cadets` departure	

Hungary:
Ludovika University of Public Service- Faculty of Military Science and Officer Training
5 cadets

Bulgaria:
Bulgarian Air Force Academy
4 cadets

Spain:
Centro Universitario de la Defensa
2 cadets

Croatia:
Dr. Franjo Tuđman Defense and Security University
4 cadets

Poland:
Polish Air Force University
2 cadets

Romania:
„Nicolae Bălcescu" Land Forces Academy
2 cadets

„Henri Coandă" Air Force Academy
3 cadets

Participants: 22 cadets

European Security and Defence College

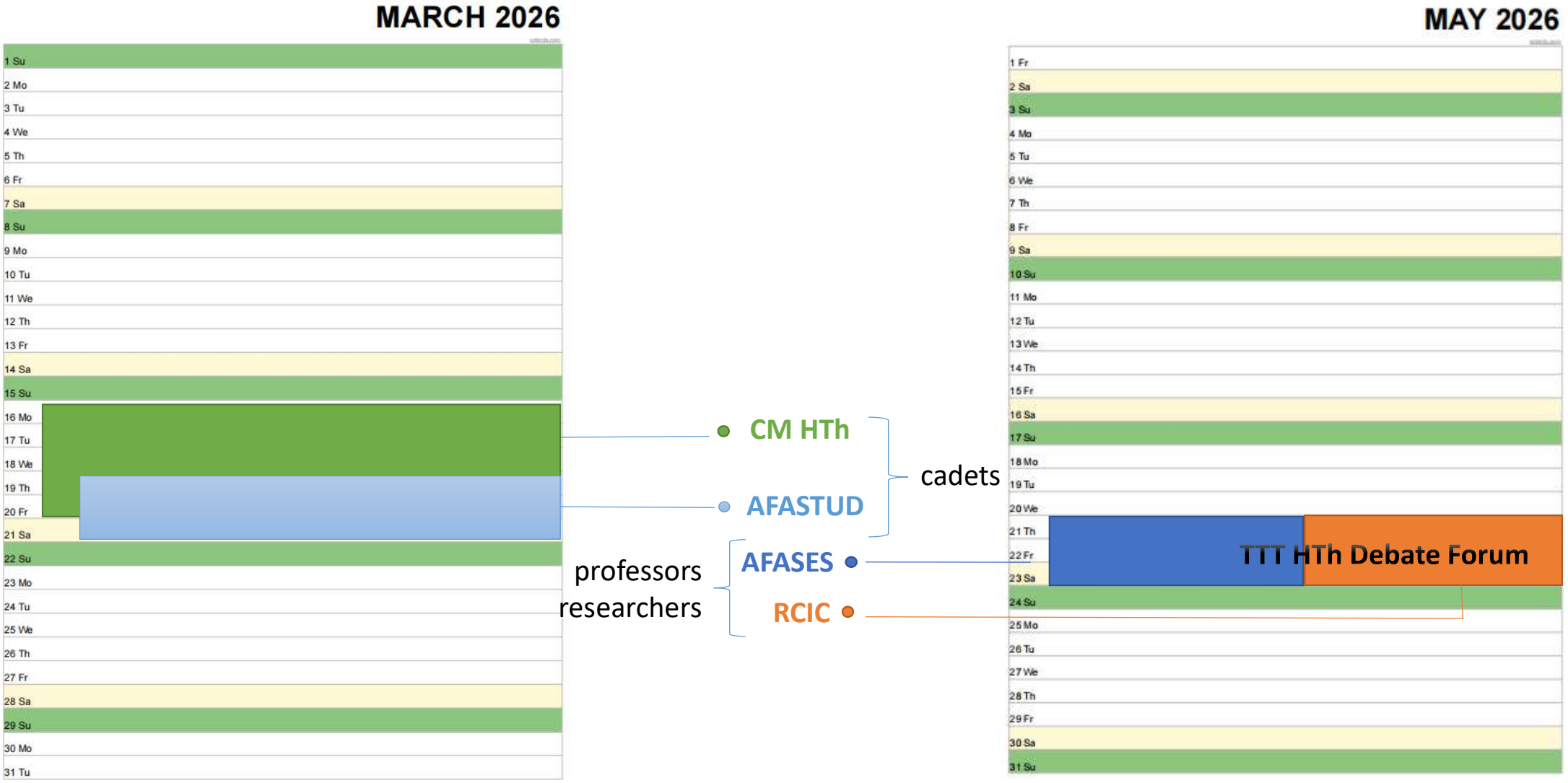
European Initiative for the Exchange of young officers inspired by Erasmus

EMILYO - Military Erasmus - Erasmus Militaire - The initiative

Other aspects. Debate forum & *Hybrid* Journal

[LoD-21, Hybrid Threats]

Tuesday, 9 September 2025, 67th IG Meeting, Brussels, Belgium


MARCH 2026
1 Su
2 Mo
3 Tu
4 We
5 Th
6 Fr
7 Sa
8 Su
9 Mo
10 Tu
11 We
12 Th
13 Fr
14 Sa
15 Su
16 Mo
17 Tu
18 We
19 Th
20 Fr
21 Sa
22 Su
23 Mo
24 Tu
25 We
26 Th
27 Fr
28 Sa
29 Su
30 Mo
31 Tu
CM HTh
AFASTUD
cadets
professors
researchers
AFASES
RCIC
MAY 2026
1 Fr
2 Sa
3 Su
4 Mo
5 Tu
6 We
7 Th
8 Fr
9 Sa
10 Su
11 Mo
12 Tu
13 We
14 Th
15 Fr
16 Sa
17 Su
18 Mo
19 Tu
20 We
21 Th
22 Fr
23 Sa
24 Su
25 Mo
26 Tu
27 We
28 Th
29 Fr
30 Sa
31 Su
TTT HTh Debate Forum

„HENRI COANDĂ"
AIR FORCE ACADEMY
BRASOV

EURO-ATLANTIC RESILIENCE
CENTRE (E-ARC)
BUCHAREST

EUROPEAN SECURITY AND
DEFENCE COLLEGE
BRUXELLES

EUROPEAN INITIATIVE FOR
THE EXCHANGE OF YOUNG
OFFICERS (EMILYO)

13th INTERNATIONAL CONFERENCE

Redefining Community in Intercultural Context RCIC'26

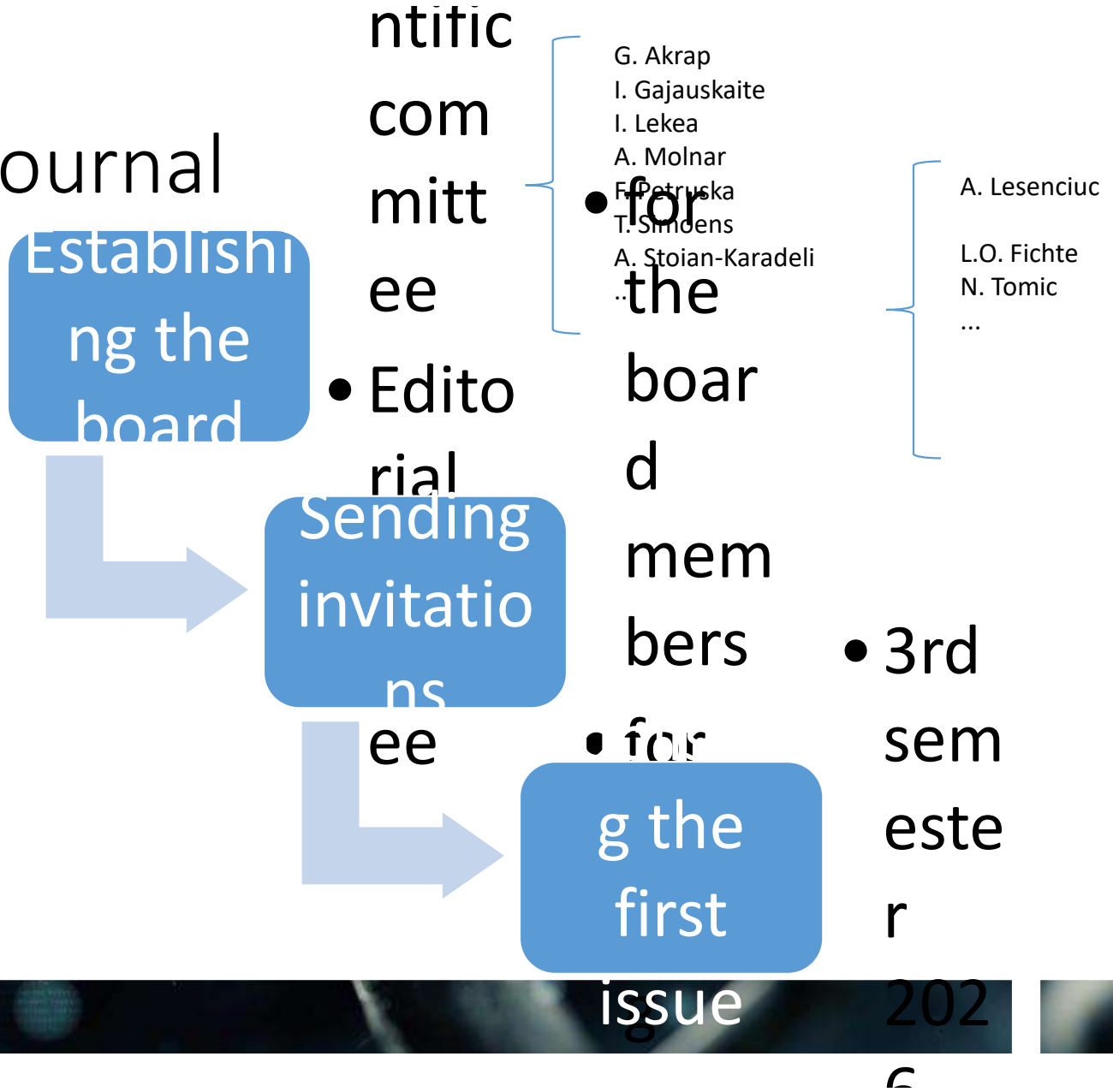
Proposed topics:
- **Cognitive Warfare & Resilience (New);**
- **Narrative analysis (New);** Discourse Analysis;
- Intercultural Communication;
- Media and Security.

Workshop: **Hybrid Threats (New)**, coordinated by the European Initiative for the Exchange of Young Officers Inspired by Erasmus (EMILYO)/ European Security and Defence College, Bruxelles, through LoD-21, *Hybrid Threats*.

After having submitted the conference papers in advance, the topics will be discussed in panels. All new ideas arising from these discussions will subsequently be used as a starting point for future similar events.

LoD 21 Hybrid Threats

Hybrid Journal



Riga meeting (70th IG meeting)

- Short report on Common Module & Debate Forum
- Preparation for the next TTT Module on *Hybrid Threats*
- Future events. Status on *Hybrid* Journal

Who will organize the 2027 Common Module on Hybrid Threats?

Who will organize the 2027 TTT Module on Hybrid Threats?

...

European Security and Defence College

European Initiative for the Exchange of young officers inspired by Erasmus

EMILYO - Military Erasmus - Erasmus Militaire - The initiative

European Security and Defence College

European Initiative for the Exchange of young officers inspired by Erasmus

EMILYO - Military Erasmus - Erasmus Militaire - The initiative

LoD-21

[Hybrid Threats]

Thank you!

Tuesday, 3 March 2026, 69th IG Meeting, Oslo, Norway