MINISTRY OF NATIONAL DEFENCE
"NICOLAE BĂLCESCU" LAND FORCES ACADEMY
SIBIU, ROMANIA

Sibiu, 2026

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Dear Commandants, Dear Rectors,

"Nicolae Bălcescu" Land Forces Academy of Sibiu is honored to invite you to participate in the first edition of the common module ***Budget and Finance in the EU Defence Sector***, which will take place between **22nd and 26th of March 2027.**
This academic module aims to provide participants with a solid understanding of budgetary and financial support capabilities within military units and formations. The key objectives of the module include: explaining the budget and finance support mechanisms available to different services during the full spectrum of operations, integrating budgetary and financial requirements into operational planning processes and sharing best practices and lessons learned in the field of defence financial management.

We believe that, through this module, cadets and young officers will gain valuable insights into the role of financial planning, resource allocation, and fiscal support across the continuum of military operations—from peacetime activities to crisis response and combat scenarios.

The Land Forces Academy will provide **free accommodation and meals** for all participants throughout the duration of the module.

Please send the completed Registration Form to: international.relations@armyacademy.ro (Point of Contact: Assist.prof. Marian DOBRANSCHI, PhD). The deadline for registration is **12th of February 2027**.
Additional details, including a short description of the module and administrative information, are attached to this invitation.

We look forward to welcoming your students to "Nicolae Bălcescu" Land Forces Academy and to an engaging and enriching learning experience in Sibiu!

Cordially,

Colonel Dumitru TODOSIUC
Commandant (Rector) of "Nicolae Bălcescu" Land Forces Academy of Sibiu

"Nicolae Bălcescu"
Land Forces Academy - Sibiu

Co-funded by the European Union

PRACTICAL INFORMATION

1.	**Dates, Location, Participants**
	Participants are **cadets/young officers** who are willing to take part in the common module "Budget and Finance in the EU Defence Sector". The module will takes place in the period ***22nd and 26th of March 2027.*** ▪ Basic knowledge of English (B1 level acording to CEFR) or NATO STANAG Level 2 Participants should ideally have an interest in: ▪ EU defence policies and initiatives; ▪ Financial management in the defence sector; ▪ EU funding mechanisms and defence procurement. **Up to 20 participants will be admitted.**
2.	**Accommodation, meals and other details**
	The participants who will choose to stay in the Academy's buildings will be offered accommodation and meals **free of charge**. **NOTE:** There is no WIFI available in the Academy`s buildings.
3.	**Costs**
	Accommodation and meals are provided **free of charge** for all participants who decide to stay inside the Academy. No course fee is required.
4.	**Transportation**
	Participants are requested to make their own travel arrangements to and from "Nicolae Bălcescu" Land Forces Academy of Sibiu (Arrival on 21st of March, departure on 27th of March 2027). Prices for using taxis from the airport/railway station/bus station to the academy rate between 10-15 EUR. Another option is to use public transportation.
5.	**Uniform/dress code**
	Arrival/Departure/Sightseeing/Social events: Civilian clothes. Opening/Closing ceremony: Best dress uniform. Classes: Combat uniform/Service uniform.
6.	**Registration**
	Please use the attached registration form (if you do not have your transport details on this stage, you can send them later) and send it to the POC (Assist.prof. Marian DOBRANSCHI, PhD), at the e-mail address: international.relations@armyacademy.ro **Deadline for registration is 12th of February 2027.** Any additional and up-dated information will be passed to the sending institutions in due time.
7.	**POC**
	Assist.prof. Marian DOBRANSCHI, PhD "Nicolae Bălcescu" Land Forces Academy 3-5 Revolutiei Street, Sibiu, Romania, 550170 Tel: +40 269 432 990/int. 1317 (office) E-mail: international.relations@armyacademy.ro

- **The detailed module description of the Common Module "Budget and Finance in the EU Defence Sector" can also be found on the EMILYO homepage: http://www.emilyo.eu/node/878**

Registration Form

Data protection:
Your data will be used for necessary internal administrative procedures only.
They will not be published in any case!

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Remarks: - Please fill in the yellow fields only or mark with an **X** - Fill in 1 form for 1 person - Send this application form to: international.relations@armyacademy.ro	I want to participate in the: **Budget and Finance in the EU Defence Sector Common Module** **22 – 26 March 2027***

Gender	Rank	Family name / Surname	First name / Given name

Date of birth	Nationality	Passport (ID) number*	Passport validity until

Branch of Service (if available)	Sending institution	I want to participate as		
		Officer	N.C.O.	Cadet
		☐	☐	☐
Year of study				

My phone number (if available)	My e-mail address
Postal address	

Arrival date in Sibiu	Arrival time in Sibiu (if possible)	By plane	By train	By car	By bus
		☐	☐	☐	☐

Departure date from Sibiu	Departure time from Sibiu (if possible)	By plane	By train	By car	By bus
		☐	☐	☐	☐

Need for accommodation in LFA campus	
Yes ☐	No ☐

Special dietary or food requirements due to medical or religious reasons		**If yes**, please specify food you cannot eat	**Additional remarks** (Need for special equipment, special travel arrangements ….)
No	Yes		
☐	☐		

*** Deadline for submitting the Registration form: 12th of February 2027**

Registration Form

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* Please enclose the photo of your Passport/ID on the next page of this registration form:

Please integrate a copy of your passport / ID hereinafter:

Common Module

Budget & Finance in the EU Defence Sector

Module Description

Country	Institution	Module	ECTS
RO	**LFA**	**Budget & Finance in the EU Defence Sector**	**2.0**

Service **ALL**	**Minimum Qualification of Instructors** **Officers or Civilian Lecturers:** • 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, Romanian[1]**	
SQF **MILOF**	**Competence area** – Military Technician **Learning area** – Sustaining the force **Organisational level** – Single Service

Prerequisites for international participants:	**Goal of the Module**
• English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2. • Knowledge of basic budget & finance concepts.	• 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	• 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	• 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.
	Responsibility and autonomy	• Make decisions in accordance with the individual financial decision-making processes. • Seek actively to improve his/her performance through best practices on the finance field.

Verification of learning outcomes

- **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.

[1] **Remark**: If the Module or parts of the Module are conducted in Romanian language, international participants are to be informed in advance to react properly.

Common Module

Budget & Finance in the EU Defence Sector

Module Description

Module details (the content is an example and depends on the course director's decision)		
Main Topic	**Recommended WH**	**Details**
The legal framework of military procurement in the EU (treaties, directives)	3	• Introduction to Common Security and Defence Policy (entities, policies). • EU and NATO approaches in military procurement. • Applications in defence and security contexts.
Financial initiatives in the area of the EU defence sector	2	Acquaintance with the financial initiatives in the EU defence sector • 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 • The cooperation between the EU and NATO
Permanent Structured Cooperation (PESCO): Collaborations and economic growth potentials	2	Participants will be informed on topics relevant to the Permanent Structured Cooperation (PESCO) with focus: • 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 security	2	• 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	• 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	• NSPA as a potential model for the development of EU 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	• 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	• 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	• 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	• 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	• 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……Common Reference Levels

CARD……Coordinated Annual Review on Defence

CEFR……Common European Framework of Reference for Language

CESP……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

IG……Implementation Group

LFA……Land Forces Academy

MENA……Middle East and North Africa

NATO……North Atlantic Treaty Organisation

NSPA……NATO Support and Procurement Agency

PESCO……Permanent Structured Cooperation

STANAG……Standardization Agreement

WH……Working Hour