

Subject: DEEP Newsletter - March 2018

DEEP is the Defence Education Enhancement Program of NATO's Partnership for Peace

Classification: NATO UNCLASSIFIED

Dear Friends of DEEP,

Please find attached a short update on the current status of our programmes:

Team: Unfortunately, no news from Jean d'Andurain – he is still hospitalised and remains in coma. Good news is that Germany has offered Prof. Sven Gareis who has joined us recently and will run programmes for Armenia, Azerbaijan, Georgia, Kazakhstan and Kyrgyzstan. Mariusz has been contracted by IS as DEEP coordinator and will stay with us some time. Pavel is expected to terminate his duties in July 2018 after completion of his 4-years extended term.

Functional Clearing-House: As previously announced, **7th Clearing-House on Defence Education** will be hosted in **Kaunas, Lithuania on 25-27 June 2018** back-to-back with the **PFPC Education Development Working Group on 28-29 June**. The formal invitation were sent to every Allied delegation and Western European Partner (copy attached). **Deadline for registration is 4 May 2018.**

DEEP online: Thanks to our intern Beaudine, we have a DEEP infographic (attached). Please feel free to use it on your webpages and social media as appropriate. In addition, we are working on a new lay-out for the NATO DEEP webpage and are expanding DEEP reach through existing NATO channels. During this process we are open for comments and suggestions.

DEEP Budget: This year's DEEP budget will stay at the level of: around 400 K € from the NATO Civil Budget, around \$580K - \$1M from the U.S. via PfP Consortium (figures vary depending of different fiscal year FY'17 and FY'18) and 50 K € from NATO Military Budget (IMS). We will also use funds from the ANA Trust Fund. **Denmark is considering additional voluntary financial contribution** – big kudos for this support!

New DEEP: There is potential request for DEEP Iraq but at the moment it is part of the ongoing discussion in HQ and among Allies in the wider context (those interested please contact Mariusz directly). Uzbekistan has informally approached us to resume DEEP in Bishkek with the focus on the Military Academy in Bishkek.

ADL/e-learning – there are several requests from partners (ARM, AZE, GEO, FYROM, MOL, UKR, UZB) to help building/developing their capacity in e-learning, to include infrastructure, software, course design and methods of delivery. Institutions interested in closer cooperation in this area are requested to contact Mariusz to look for synergies and to avoid duplication of efforts.

Update on DEEP Programmes:

DEEP Afghanistan - All stakeholders recognised the fact that the programme is playing a key role in enhancing the Afghan National Army leadership and the capacity of other National Security Forces at various levels. Over the years, seminars and strategic courses positively changed the ability of participants and their respective services in terms of strategic planning skills, inter-ministerial coordination, cooperation and the culture of strategic thinking. The necessity of continuation of DEEP Afghanistan in 2018 and beyond was confirmed on the occasion of the Programme review which took place in February 2018. Participants included Mr Mirwais Farahi, Chief of Staff of the Administrative Office of President

Ghani, Major General Jamaludin Saied, Deputy Assistant Minister of Defence, Personnel and Education, Major General Jalander Shah Behnam, Commandant of the Marshal Fahim National Defense University (MFNDU) and his Deputy, Colonel Najiburahman Sabawoon. Representatives from NATO Resolute Support Mission, as well as from the Afghan Mission to NATO also took part. The review benefited from the expertise of academics from NATO countries who led DEEP efforts in support of the Afghan National Security Forces (ANSF), including Romania (Carol I National Defence University), Slovakia (Armed Forces Academy of General Milan Ratislav Štefánik) and the United States (US Army War College). In 2017, DEEP assisted the MFNDU to reform its teaching methods and develop new curricula in focus areas like: Civilian Oversight of the Armed Forces, Interagency Coordination, and Strategic Planning. Given the progress made on developing new modules, work is underway for the consolidation of these developments into pilot courses to be conducted in 2018. More concretely, we will check if the inter-ministerial mentality has been embraced in their education, training, and practice from the strategic-to-tactical levels. With regard to MFNDU, we will look for the presence of inter-ministerial lessons, objectives, experiences, etc. across their programmes. The real metric is about "how they think" within the Afghan MOD, MFNDU, and in other ministries and departments of government in regard to matters of strategy and inter-ministerial cooperation. DEEP Afghanistan is also helping the country with the creation of education and development policy and programmes to the civilians within the MOD and the security and defence sector. Civilian-military relations and civilian oversight are dependent upon developing a core of competent and ethical civilian national security professionals. Hundreds of civilians, including women, now work in the Afghan MOD, offering a potential new opportunity and a logical next step for the programme as it focuses its energy and resources.

DEEP Armenia – Programme will resume after 6-month break with the Annual Review visit scheduled in late March. Possible areas of future cooperation: consolidation of the Senior Officer Command and Staff Course; development and improvement of the NCO education program; development of distance learning modules and programs to support education activities in all professional military education institutions of Armenia; Interagency Program (War College-type course) for high-ranking military and civilian officials to be conducted by the Armenian National Defense Research University; introduction of modern teaching methods and techniques and an effective curriculum development system (Master Instructor Program). In addition we expect Armenian side to request support to establish Public Administration course in all defence education institutions which will include selected topics from the Building Integrity Reference Curriculum.

DEEP Azerbaijan was resumed in February this year during a review and planning meeting in Baku after a break of several months due to personnel management challenges in NATO. In 2018 the DEEP will focus on the newly introduced Master Instructor Program (MIP; "teach the teachers") language examination capacity and e-learning. There are also initial ideas to discuss the possibility of developing a professional NCO system for the Azerbaijan armed forces. Furthermore it is planned to jointly examine a possible inclusion of the country's Military High School (a pre-commissioning institution for army, air force and navy) into the DEEP activities. This would mean to revise its curricula according to NATO/Western standards and to assist its faculty to develop state-of-the art teaching and learning methods. Though a decision is still pending on the Azerbaijan side we would like to invite pre-commissioning schools from DEEP supporting countries (army, air force and navy) to signal their interest in the participation of this important project. PoC is Azerbaijan DEEP co-lead Dr. Sven Gareis.

DEEP with the former Yugoslav Republic of Macedonia^[1] has started with initial priority events. In its beginning the programme will focus on institutional and faculty development efforts. A quality assurance workshop took place in Varna, Bulgaria in December 2017. An educator's workshop on teaching methodologies with Bulgarian, Croatian and US support took place in Skopje in February. A second

educator's workshop on curriculum development with Croatian and US support is planned for this month in Skopje. A workshop on ADL was already delivered in Skopje with Polish support in December 2017 and a second one is planned to take place this month in Krakow. The support for the Military Academy will continue with a set of workshop to further streamline faculty and institutional development, before entering the phase of curriculum development later this year or in 2019. Details of the planned events can be found in the attached DEEP action plan extract.

[1] Turkey recognises the Republic of Macedonia with its constitutional name.

DEEP Georgia – The annual review of the programme is to take place this month. Priorities and new demands to be implemented in the course of 2018 and beyond would be discussed. Those would include staff talks on the curriculum and faculty development efforts for the NCO training centre as well as National Defence Academy support through train the trainers programs and enabling selected faculty to learn more complex instructional techniques and curriculum development. A request to assess the Combined Arms Center under the Georgian Training and Military Education Command and include it to the institutions supported by DEEP in Georgia will be discussed during the upcoming annual review. Details will follow.

DEEP Mauritania - Through DEEP, Mauritania's Staff College (l'Ecole Nationale d'Etat-Major, ENEM) has taken strong steps forward in their development of core curriculum modules related to operational planning design. The NATO Emerging Security Challenges Division with the support of France and the U.S. will continue to work with ENEM on their counter-terrorism and counter-insurgency modules. Mauritania remains interested in fostering partnerships with other peer institutions in Friends of DEEP countries in addition to France and the U.S. An important event took place end of October 2017 with the support of the CPOIA (Commandement pour les opérations interarmées) to offer a one week module course on operational planning. In close cooperation with France, preliminary talks will be explored with the new G5 Sahel War College in Nouakchott. The programme review took place in November 2017. It confirmed the ongoing process and identified new niches of cooperation such as the collaboration of Mauritania to the design of a new CT Reference Curriculum, the development of new types of cooperation with the BILC for language training, and the participation of officers to a planning operational exercise in France.

DEEP Mongolia – After having successfully concluded the program's assistance phase in 2017, DEEP Mongolia has entered into the sustainment phase. The activities in this period will be aiming at the maintenance of the achievements and at a stronger involvement of Mongolian PME leaders and experts into the Euro-Atlantic network of defence education institutions, e.g. by providing expertise to other DEEPs, such as Kyrgyzstan. The discussion on the program and the activities during the sustainment phase has started recently.

DEEP Moldova – The programme with the Republic of Moldova in the course of 2018 and beyond would have two main priorities. First support for the PHD programme will continue in 2018 with final events already scheduled for mid-2019. Second and main effort would become the support for NCO development. As a result of productive familiarization visit supported by DEEP that took place last year, the Concept of NCO development has been approved by the Moldovan Armed Forces and the work on the development of the road map (implementation plan) has started. It is estimated that the document will be completed by last week of March 2018. Furthermore, the newly established CSEL of Army, periodically organizes seminars with CSM from Brigades/Battalions in order to identify problems and figure out solutions for them. It has been a very productive work and a good help for General Staff to understand what is really happening with troops at that level. It was noted by senior leadership on a number of occasions that DEEP program plays a very important role for the Moldovan National Army and therefore they are ready to host a DEEP visit in April this year in order to review their concept. A follow

up-step would be to review the implementation plan, which would then identify a concrete DEEP action plan of events to support the implementation phase.

DEEP Serbia – Austria has the academic lead in DEEP Serbia, with a strong support from the Czech Republic. Serbia accepted to help NATO to assist other partners (Armenia, Kyrgyzstan and in the future Tunisia). Partners are helping partners! Many activities and events took place in 2017. Serbia receives assistance through DEEP to pursue the development of a professional military education and training system for officers and NCOs which is fully compatible with Bologna standards and in accordance with NATO ones. From a political perspective this work is particularly relevant taking into account the complex situation of Serbia regarding Russia (this should be acknowledged by all Allies). More precisely: teaching methods, curricula, academic cooperation and exchange, logistic, CBRN, regional cooperation, quality management, CT ... are inscribed on the common working agenda defined between Serbia and NATO. The Programme review took place in December 2017. This has been a good opportunity to go through the important element of the Programme and to explore possible new “niches” of cooperation based on needs and identified priorities for the Serbian MOD and the GS. One of them concerned cyber defence as well as to include some Serbian experts to other DEEP programmes.

DEEP Tunisia – Finnish, Swedish and Italian experts are helping the Tunisian Staff College to further develop their Peacekeeping Operations course. Italian and Spanish experts are committed in helping develop Joint Operations Planning and Decision Making courses, as well as a Military Art course, with the assistance of the French team embedded in these two institutions. Furthermore, many courses and training have been opened to Tunis based on identified needs and priorities. The Programme is time consuming and difficult to implement due to various internal political reasons but overall, 21 activities took place in 2017. Moreover, on the Counter-Terrorism Reference Curriculum, Tunisia is engaged through DEEP to contribute to the project as a writer and reviewer. Engaging the Tunisian in the RC is definitely something we want to do. The DEEP Programme with Tunisia for 2018 and beyond is ambitious and very various. We are working in close cooperation with the War and the Staff Colleges under the leadership of the MOD and in close cooperation with France (through their Liaison Officers in Tunis), Italy (as the co-academic lead) and EU. US has confirmed his strong interest for this programme and is helping to implement all planned activities in particular in the following domains: War College Leadership Course; Tunisian War College Cyber Security Course and Tunisian War College and Staff College Master Instructor Programme. The possibility of developing a new PARP Partnership Goal of Enhancing professional military education in the next Tunisia PARP and for discussion during the visit the week of 6 April is envisaged.

DEEP Ukraine –2018 started with Operational Planning Curriculum development for the NDU supported by Germany; support for physical curriculum development supported by France, several familiarization visits of Ukrainian leadership to Allied institutions, Educators Workshop for Zhytomyr. Master Instructor Programme starts its Phase 2 in Kharkiv, Lviv and 2 institutions in Kyiv. In March we start Cybersecurity curriculum development in Zhytomyr in line with RC (plus e-learning course). Annual Programme Review visit is scheduled on 27-29 in Kharkiv and Zhytomyr and on 10-13 April in Lviv, Odessa and Kyiv. More in the next Newsletter. **NCO Development:**Training /education. The new 4-level NCO TRNG system, and 3-levels instructors’ development and recognition program are being under implementation at the AFU Training institutions in accordance with DCHOD tasking. 3-months Basic Military Training Course that has to be launched in 4th quarter army-wide is postponed indefinitely. 197 NCO TC, 203 Navy and 202 Air Forces NCO Training Centers/schools achieved initial operational capability and continue education of NCOs IAW approved POIs: primary/basic and intermediate leadership courses in all three schools, and basic and advanced instructors at 197 NCO TC. Programs of instruction (POI) for all levels of NCO PME are being under review/ preparation and to be approved NLT MAR 2018. NATO and allied countries on bilateral basis continue to provide training to AFU personnel, but switching to more advanced levels of instructions.

Allied instructors and mentors from Canada and Lithuania are switching their effort from only delivery of training to the mentoring of Ukrainian instructors. Personnel. Substantial effort from allied advisory community has been made to initiate very important changes into social support of NCOs, that is critical in development of NCO corps, and initial success has been achieved in triggering proposed changes into legislation for allowance system and housing support (The Cabinet of ministers resolution #704 on allowance tariffs has been approved and to be implemented since MAR 2018. NCO housing compensation related bill # 5027 has been voted for at RADA on 8th FEB and is to be signed by the President). Organization /structure. The GS, following 04 JAN 2018 CHODs approval of a plan to streamline introduction of NCO positions into HQ and units has started manning of positions up to BDE level within HRM, TRNG and personnel morale and welfare departments/structures. GS J1, J7 has started building career paths for NCO within three lines leaders, specialists and HQs. New NCO ranks system related bill #6372 is submitted to the RADA on 26 JAN 2018 together with new statues.

Knowing that there is constant rotation in our institutions, we would appreciate if you could indicate whether we should remove/add anyone from/to our distribution list.

Your NATO DEEP Team