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**DOCUMENT**  
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**PARTNERSHIPS AND COOPERATIVE SECURITY COMMITTEE (PCSC)  
IN POLITICO-MILITARY FORMAT**

**REPORT ON THE 14TH CLEARING HOUSE ON DEFENCE EDUCATION  
HELD IN GARMISCH-PARTENKIRCHEN, GERMANY/ONLINE, 23-25 JUNE 2025**

**Note by the Chair**

1. Please find attached the report on the 14<sup>th</sup> Clearing House on Defence Education held in Garmisch-Partenkirchen, Germany and online on 23-25 June 2025. The event was hosted by the Partnership for Peace Consortium of Defence Academies and Security Studies Institutes (PfPC), together with the George C. Marshall Center (GCMC), and opened by BG (Ret.) Rolf Wagner, Deputy Director GCMC.
2. In coordination with the Partnership for Peace Consortium (PfP Consortium) of Defence Academies and Security Studies Institutes, several Partnership Training and Education Centres (PTECs), as well as a vast network of Allied and partner defence education institutions, NATO manages 15 tailored Defence Education Enhancement Programmes (DEEP) with Professional Military Education (PME) institutions in: Armenia, Azerbaijan, Bosnia and Herzegovina, Colombia, Georgia, Iraq, Jordan, Kazakhstan, Mauritania, Republic of Moldova, Mongolia, Morocco, Serbia, Tunisia and Ukraine.
3. In 2024, the programme conducted over 542 activities, involving 1513 Allied and partner Subject Matter Experts (SME) in their work with more than 3148 partner faculty members and students. The total budget for 2024 was approximately EUR 3,300,000 from the civil budget and EUR 58,000 from the International Military Staff budget.
4. The main objectives of the Annual Clearing House were to:
  - a) review in detail the different DEEP programmes;
  - b) identify the current and upcoming SME provider requirements;
  - c) discuss the main challenges related to the ongoing programmes;
  - d) identify best practices/lessons learned; and
  - e) serve as a venue for specific education expert groups to discuss the way forward in their support for the programme (i.e. Non-Commissioned Officers etc.).



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5. We intend to address this report during a PCSC meeting initially scheduled for 11 November 2025.
6. The next Clearing House will be hosted in Brno, Czech Republic, on 22-24 June 2026 by the Czech University of Defence.

(Signed) Christophe LHOMME

1 Annex

Action Officer: M. Solis, P. Anastasov, S. Reichel, B. Petek, C. Wiesli, F. Jacquemin, DSCD/DEEP  
Original: English

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**REPORT ON THE 14<sup>TH</sup> CLEARING HOUSE ON DEFENCE EDUCATION  
GARMISCH-PARTENKIRCHEN, GERMANY/ONLINE, 23-25 JUNE 2025**

**I. BACKGROUND**

In support of cooperative security, NATO assists partners and Allies in sustaining institutional reform through defence education. Toward the fulfilment of this goal, the 14<sup>th</sup> NATO Clearing House (CH) on Defence Education was conducted in a hybrid mode, both online and in Garmisch-Partenkirchen on 23-25 June 2025. Its aim was to address the need to further develop capacity and defence institution building through defence education. This effort has gained visibility following the Wales Summit, was strengthened at the Warsaw Summit, and has been actively pursued through the NATO Defence Education Enhancement Programme (DEEP).

Since 2012, the CH process has provided a vehicle for Allies and partners to coordinate support efforts for defence education. It has served to inform institutions and countries about the current status of programmes that NATO conducts with partners. It has also helped to align defence education requirements in partner countries with offers from Professional Military Education (PME) institutions that are capable and suited to support specific partner needs.

This year, a total of 133 representatives, from 74 different defence education institutions and NATO staff representing 24 Allied Nations and partner countries, participated in the three-day sessions. This report summarises the wide-ranging discussions held during the Clearing House, and describes the offers of support registered by the participants for individual DEEP programmes.

**II. OPENING SESSION**

Mr. Mariusz Solis, DEEP Coordinator at NATO HQ, opened the 14th Clearing House in Garmisch-Partenkirchen. He outlined the expected deliverables from the NATO Summit in The Hague and emphasised the importance of NATO partners operating in an interoperable manner with NATO forces.

Brigadier General (Retired) Rolf Wagner, German Deputy Director of the George C. Marshall European Center for Security Studies and Chairman of the PfP Consortium Senior Advisory Council, welcomed participants to Germany. He underlined the importance of investing in the most critical component of any armed forces – the human element – highlighting that while funding for equipment continues to increase, education and training will be critical to engrain a warrior ethos across NATO and its partners.

Dr. Sarah Sae Schatz, Executive Director of the PfP Consortium, expressed her appreciation for the ongoing support provided by participating countries and institutions to the DEEP programme. She highlighted the value of Reference Curricula toward meeting curriculum development requirements and reiterated that closing DEEP provider gaps remains as crucial as ever.

### **III. REVIEW OF THE CURRENT DEEP PROGRAMMES**

#### **DEEP Armenia**

##### *Background*

COL (Ret.) Dr. Stan Anton (RO), Academic Lead, and Dr. Sarah Reichel, Programme Manager for DEEP Armenia within the NATO International Staff Operations Division, highlighted that Armenia is currently undergoing a transition within its armed forces. The ITTP for Armenia reflects this evolution and states that, with the support of DEEP and other programmes, NATO aims to strengthen Armenia's resilience in responding to emerging security challenges.

DEEP initiatives in Armenia commenced in 2008. Over the past decade, significant progress has been achieved across all Armenian Professional Military Education (PME) institutions, in areas such as Faculty Development and Master Instructor Programme, development of ADL capabilities and infrastructure, the creation of an online learning portal for all ARM Professional Military Education (PME) institutions, English Language Training (ELT) and NCO development.

Armenia has demonstrated consistent and strong commitment to enhancing its PME schools, working closely with DEEP experts. Notable achievements include the drafting of a new Military Education Concept, which reflects broader reform within the Armed Forces. This concept is supported by an action plan aimed at modernising personnel management systems. Another key milestone is the establishment of an NCO Academy, with the first courses launched in 2025.

Existing challenges include:

- Building capabilities in doctrine developing;
- Consolidating the TRADOC unit structure;
- Sustaining and increasing PME master instructors with methodological council– need at least one per new Centre of Excellence;
- Focusing on faculty development at NDRU and Military Medical Faculty;
- Creating methodological councils to sustain faculty development efforts;
- Increasing English language and testing competencies within the PME school system;
- Finalising of a comprehensive concept for the management of English language teachers and testers throughout the entire PME system;
- The need to continue the change in the NCO culture, both in theory and practice;
- Continuing to harmonise the NCO corps with the officer corps;
- Pursuing NCO curriculum development and implementation at Platoon and Company level;
- Increasing operational planning capabilities;
- Consolidating NDRU structure as a strategic level training and research institute with operational, tactical and strategic courses in line with overall AF needs;

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- Proceeding with digitalisation and cyber security;
- Finalising structure and concept for eLearning portal and ADL Centre with access for entire PME system.

Support Requested

- Human Resources peer-to-peer visit to Allied Country;
- Defence Resource Management Workshop;
- Curriculum Development of Strategic Level Course (NDRU) / Command and Staff Course (MA);
- Peer-to-peer visit to BALDEFCOL, Estonia, and Slovakia for NDRU/MA;
- SAT workshop.

Commitment to Support

- Doctrine Developers Workshop and further advice for consolidation of TRADOC unit (United Kingdom/ACT/Slovenia).
- Visits to Allied Military Medical Schools: Romania.
- PME System Review Support: Curriculum Review for hybrid warfare and cyber security subjects. DEEP will need the existing course curriculum translated into English. George C. Marshall Center offered to assist on both subjects.
- BILC will support the ELT requests.
- DEEP eAcademy supports with the consolidation of the eLearning concept and the establishing of a professional ADL Centre as well as with Medical English (MED CAMEL).
- The DEEP Faculty Development Group will support the faculty development requests regarding NDRU/Military Medical Faculty and to sustain capabilities with creation of Methodological Councils.
- HR Concept Workshops will be provided by Canada.
- Bilateral MoUs to be addressed by the Italian Education Command, the Application School of Military Studies at Turin, and the Military Academy at Modena.
- Military Medical Faculty peer-to-peer visit provided by Romania.
- Slovenia/Switzerland/Canada and Lithuania respond to the NCO development needs.
- Operational Planning workshop will be provided by Romania.
- Education Quality Assurance workshop is executed by DRESMARA, Romania.
- Exercise Design and Methodology is provided by NATO MNC SE HQ and 4 INF Division, Romania.
- Defence Resource Management workshop offered by DRESMARA, Romania.

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## **DEEP Azerbaijan**

### Background

Dr. David Dworak, Deputy Provost at the US Army War College and DEEP Azerbaijan Academic Lead, together with Dr. Sarah Reichel, DEEP Azerbaijan Programme Manager from the NATO International Staff Operations Division, highlighted the current state of play and the way forward. The DEEP programme began in 2008, then paused and restarted in 2018. DEEP initially focused on the Higher Military School (pre-commissioning) and War College of the Armed Forces. In 2022 DEEP approved the request to add the School of Military Medicine. In the same year Azerbaijan established the National Defence University as the umbrella organisation for all PME institutions. By Presidential decree in 2023, Azerbaijan established a professional NCO corps and 3 NCO schools. The internet was made available to faculty and students in 2023/24 and an online library was established and provided access to all Azerbaijani PME institution faculty members.

### Support Requested

- Academic conference on “DEEP best practices and contributions to defence and security sector reform” with an online publication of papers that are peer reviewed in December 2025. DEEP provider contributions: BILC, DEEP Faculty Development Group (FFDP/MIP), eAcademy (ADL/ILIAS), DEEP NCO coordinator. Seven (7) partner nations with two participants each, military medical faculty members in addition.
- Providing guest speakers for the academic conference.
- Language instruction: general, interpreters, testing, military English.
- Academic exchange creating international networks for publications in international military magazines.
- Continued bi-lateral and multi-lateral partnerships (Bulgaria/Türkiye are major contributors) for all PME institutions.
- War gaming workshop.

### Commitments for Support

- DEEP Faculty Development Group: Initiate new FFDP for 25 instructors; including 2 MIP graduates.
- DEEP eAcademy scoping offered for consolidation of eLearning/ADL infrastructure with access for all PME institutions.
- A course on Psychological Assessment Procedures for the Purpose of Selection of Candidates for Military Service will be conducted by Military Medical Academy, Bulgaria.
- A workshop on Quality Assurance is offered by the Bulgarian Naval Academy.
- Curriculum development workshop on “Comprehensive Approach to National Security” will be conducted by SMEs from the Bulgarian Naval Academy.

- Maritime and Aviation English courses for Radio Communication was conducted by Bulgaria.
- Lack of English level proficiency will be addressed by BILC and Military as well as Medical English by Bulgaria.

## **DEEP Bosnia and Herzegovina (BiH)**

### Background

Mr. Pavel Anastasov, DEEP Programme Manager for BiH from the NATO HQ, opened by providing a current overview of DEEP-BiH cooperation. His introductory remarks were followed by briefing from the Academic Lead LTC. Dr. Martin Chovanec, Slovak Military Academy.

### Support Delivered

- MOD-TRADOC:
  - Officer Courses – BOT course review, CSC update
  - NCO Courses – Advanced Course completed; Battle Staff Course; Future priorities (Instructor development, CSEL)
  - FFDP/MIP – Faculty Development process (MIP4 ahead)
  - Language Training – Instructor training and HRM issues;
  - ADL – Training of new administrators, content creators/instructors.
- MOS-Police Academy:
  - CT Courses – Peer review of new curricula. Training of instructors from SIPA.
  - Need CT experts from Allied institutions if available to support CT courses for three BiH institutions for the following two years.

### Support Gaps

- Company Commander Course – expert review of functional officer education.

### Commitment to Support

- Officers Training – Slovakia, Slovenia, Canada
- NCO – Slovenia, Canada
- Language – BILC
- ADL – DEEP eAcademy
- CT – Asia-Pacific Foundation, United Kingdom

## **DEEP Colombia**

### Background

Ms. Branka Petek, DEEP Colombia Programme Manager from NATO HQ, presented activities of DEEP Colombia since the beginning of the programme in 2022 and specifically in 2024 and 2025 as well as the summary of discussions and requests expressed during the Annual Programme Review in June 2025. DEEP Colombia currently does not have an Academic Lead.

### Support Provided

- Air Force Academy: curriculum development support provided by Italian Air Force, MIP 3 (April 2025);
- Naval Academy: curriculum development support provided by US Naval Academy, MIP 2 (February 2025);
- Army Academy: initial discussions on curriculum development support provided by Spanish Army Academy, MIP 2 (May 2025);
- ADL: online workshop AI in Military Education provided for all four services (April 2025); and
- English language training: A tailored Faculty Development Workshop with participants from all four services (March 2025).

### Support Requested

- Air Force: Colombian pilot instructors shadowing Course for pilots in Italy, Colombian Air Force English language teachers shadowing Aviation English Course in Loreto, Italy, continuation of MIP, continued support of BILC in the area of English language faculty development.
- Navy: continuation of curriculum development support by US Naval Academy, continuation of MIP, continued support of BILC in the area of English language faculty development.
- Army: beginning of curriculum development support by Spanish Army Academy, continuation of MIP, continued support of BILC in the area of English language faculty development.
- Police: support in curriculum development, Foundational Faculty Development Programme.
- ESDEG: support in curriculum development (cooperation with US Army War College and US Navy War College).
- ADL: support in training administrators, course and materials developers and teachers.
- English language training and testing: two more tailored Faculty Development Workshops (November 2025 and March 2026), support in development of language proficiency tests IAW STANAG 6001 (requested by all four services).



Commitment to Support

- Italian Air Force to support cooperation with Colombian Air Force;
- US Naval Academy to support Colombian Navy;
- Spanish Army Academy to support Colombian Army;
- US Army War College to support Colombian Joint War College (ESDEG);
- DEEP eAcademy to support ADL development;
- BILC to support English language training and testing;
- Faculty Development Working Group to continue providing FFDW and MIP; and
- Provider needed to support Colombian Police in curriculum development.

**DEEP Georgia**

Background

Dr. Ilaria De Santis, DEEP Academic Lead for Georgia, Mr. Pavel Anastasov, DEEP Georgia Programme Manager, described updated progress and requests for support. During the 2025 Annual Review DEEP continued discussions to prioritise the quality management system capacity building and to continue using Georgian SMEs in support of other DEEPs.

Support Provided

Georgian PME system: Establish Quality Assurance (QA) throughout the PME enterprise. This is an initiative jointly developed by Georgian leadership and DEEP.

Training and Military Education Command (TMEC): QA policies and procedures implemented ICW J7.

- CAC: Supporting QA initiative;
- CSC: QA, DEEP providing access to select subject matter experts;
- BCT: Discussing potential needs;
- NCOA: QA;
- Sachkhere Mountain Training School; and
- English Language.

National Defence Academy: Increase sustainability through FFDP, expertise engagements, and Benchmarking.

Defence Institution Building School: Peer Review of Higher Command Course curriculum

Requests for Support

- TMEC and J7: DEEP support the development of a Quality Assurance policy for Georgian proponents, schools, and centres. This is a Georgian priority developed

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jointly by leadership and DEEP. US academic lead jointly with PFPC Education Development Working Group/Faculty Development team will recruit a team of QA SMEs to support this request.

- Command and Staff Course:
  - Workshop for faculty on Operational Planning Process and Comprehensive Operational Planning Process – Bulgaria
  - Request for workshop on Psy Ops and Info Ops – France, Bulgaria
- JTEC: Request for Quality Management System pre-accreditation advice. – SME
- NDA:
  - Benchmarking of Mechanical Engineering Bachelors Programme – France
  - Benchmarking of Aviation Engineering Bachelors Programme – France
  - Benchmarking of Law Bachelors Programme – France
  - Assistance in developing a Counter-Terrorism Course – Asia Pacific Foundation – United Kingdom
- Higher Command School: Request Peer Review of programme. – Bulgaria

### DEEP Iraq

#### Background

Dr. Sarah Reichel, DEEP Iraq Programme Manager from the NATO International Staff, opened the session with an introduction to the Iraq DEEP Programme followed by a presentation delivered by Mr. Jerrie Martinsen, DEEP Coordinator at NATO Mission Iraq (NMI) in Baghdad. Due to the regional security situation, the NMI team of experts—including NMI DEEP Coordinator Mr. Aleksandar Spaseski—joined remotely from Baghdad to support the presentation. Together, they provided a comprehensive overview of the programme's current status, highlighted recent developments, and outlined the future direction of the DEEP initiative in Iraq. Since 2019, DEEP has continuously supported the Defence University for Military Studies, which encompasses six Iraqi PME institutions, along with the Ministerial Training and Development Centre (MTDC) and the Military Academy through its affiliated Education Cadre and Development Centre (ECDC) and Elite NCO School (ENCOS). Starting in 2022, DEEP Iraq expanded its efforts by providing ad hoc support to additional Iraqi training institutions. New stakeholders have been integrated into the DEEP framework through the delivery of the Foundational Faculty Development Programme (FFDP) and the Master Instructors Programme (MIP), delivered at the Air Force College and the Ministry of Interior's Federal Police (FEDPOL) Training Headquarters.

#### Support Requested

- National Defence College (NDC) – Exercise planning and development, including scenario development. NATO Operational Planning Process curriculum development. Strategy development MTT.
- War College (IWC) – Exercise planning and development, including scenario development. Wargaming and strategic thinking curriculum development.

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- Strategic Studies and Research Centre (SSRC) – Research workshops, seminars, and MTTs.
- Command College (CC) – Wargaming exercise observation.
- Staff College (SC) – Wargaming exercise observation. Development of Simulation Centre.
- Specifically, designed train-the-trainers workshop on NATO Systems Approach to Training (SAT)/NATO Global Programming for instructors of the MTDC.
- Defence Language Institute (DLI) – Instructor attendance in Allied and Partner language schools and in-country MTTs. Support of the development of DLI English Language Testing Section.
- ADL – Support the development of content creation capabilities among designated Iraqi eLearning Platform (leLP) administrators at Iraq's PME institutions, and facilitate the integration of Arabic-language courses on the leLP.
- NCO – Curriculum and instructor development for Advanced\Senior Leadership Course. Out-of-country visit to Allied NCO School that delivers for Advanced\Senior Leadership Course.

### Commitment to Support

- SAT/GP – DRESMARA Romania to continue support.
- SSRC – RDDC Denmark to continue support.
- NDC – Czech Republic University of Defence will provide strategy development MTT following established cooperation. Hellenic National Defence College will host DUFMS/NDC familiarisation visit.
- War College and Command College – Turkish National Defence University willing to support participation on wargaming exercise.
- DLI – BILC, Czech Republic, Slovenia.
- NCO – Any Allied NCO School and DEEP SMEs.
- Staff College – Turkish National Defence University willing to support participation on wargaming exercise. UK Defence Academy to host faculty development visit for SC instructors of the 85<sup>th</sup> Staff Course.

## DEEP Jordan

### Background

Dr. Nelly Lahoud, the new DEEP Jordan Academic Lead from US Army War College and Ms. Branka Petek, DEEP Jordan Programme Manager from NATO HQ, introduced the current situation in Jordan Armed Forces and their Professional Military Education. They also presented activities of DEEP Jordan since the beginning of the programme in 2021 and specifically in 2024 and 2025 as well as the summary of discussions and requests expressed during the Annual Programme Review in April 2025.

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Support Provided

- NCO development: after the assessment visit in August 2024, the JAF established an NCO working group (14 members) representing NCO corps and NCO School of the JAF and the DEEP NCO development group of SMEs conducted the first workshop in April 2025 dedicated to SAT and development of the NCO Basic Leadership Course curriculum. This will be followed by the second workshop in November 2025.
- Language testing IAW STANAG 6001: After the English Language Proficiency Building course followed by Language Testing Seminar, a team of BILC experts continued with support to the newly established Testing team in development, moderation and pre-testing of test items.
- Human Resources Management courses: There were no developments in this area since summer 2024. During the Annual Programme Review it was suggested that the JAF establish a working group which would work with DEEP SMEs.

Support Requested

- Re-start the support in development of Human Resources Management courses;
- Continue to support the development of tests IAW STANAG 6001; and
- Continue support for NCO Development.

Commitment to Support

- Romania, Canada, Germany to support Human Resources Management course development;
- Slovenia, USA, Czechia and Morocco to support NCO development; and
- BILC and PLTCE to support the development of English language testing capacity IAW STANAG 6001.

**DEEP Kazakhstan**

Background

Dr. Alan Stolberg, DEEP Academic Lead and Ms. Branka Petek, DEEP Programme Manager for Kazakhstan, NATO IS provided an overview of the DEEP programme in Kazakhstan. After the successful completion of several lines of effort, Kazakhstan expressed their request to continue with several lines of effort. This was discussed in detail during the visit in December 2024.

Support requested

- Support in NCO instructor faculty development;
- Support in development of Operational Planning curriculum;

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- Continuation of support in development of logistics curriculum; and
- Continuation of support in language training and testing IAW STANAG 6001.

Commitment to Support

- BILC to support language training and testing line of effort;
- USA to support development of logistics curriculum;
- Czechia to support NCO instructor faculty development; and
- Providers needed for development of Operational Planning curriculum.

**DEEP Mauritania**

Background

Ms. Frédérique Jacquemin, Programme Manager for DEEP Mauritania (MAU) from the NATO International Staff, alongside LTC Frédéric Lemoine (FR), the new Academic Lead, outlined the current state and future direction of DEEP's engagement in the country.

The College de Commandement et d'Etat Major (CNCE – Staff College) was the first MAU institution to join DEEP in 2013. It was followed by two key military institutions—the “G5” Sahel Defence College (G5SDC) in 2019 and the Joint Military Academy (AMIA) in 2021. In 2025, the Naval Academy also became part of the programme. DEEP Mauritania is included in the Defence Capacity Building Package for Mauritania under the Military Education initiative.

The primary goal of DEEP Mauritania is to foster a qualitative continuum of education across AMIA, CNCE, and G5SDC. A special focus has been placed on developing the High English Institute as the central hub for meeting the English language requirements of the Mauritanian Armed Forces. Over the past three years, cooperation with Mauritania's military institutions has seen a substantial qualitative leap, reflecting a genuine commitment to aligning with NATO standards.

DEEP has planned approximately 25 activities for 2025. At CNCE, recent efforts aim to reduce reliance on external support, train personnel to operate seamlessly with NATO counterparts, and improve command-and-control capabilities for officers engaged in missions—particularly UN peacekeeping. In 2025, key focus areas included leadership, logistics, practical exercises, and peer-to-peer exchanges to share experiences and best practices. CNCE also completed Phase 3 of the Master Instructor Programme (MIP 3).

For AMIA, priorities include faculty and curriculum development and benchmarking activities. The overarching objective is to transform AMIA into a Joint Military Academy with

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NATO-compatible leadership curricula and learning standards, enabling it to share expertise across the NATO education network.

The G5SDC is focusing on counter-terrorism and counter-insurgency modules, improving its language instruction capacity, and fostering institutional exchanges, particularly with Spain. Although the future of the G5SDC remains uncertain, one scenario under consideration is its transition into a Mauritanian War College. A collaboration between the Collège and the NATO Defence College has already been initiated.

An audit scoping visit was conducted at the Naval Academy in Nouadhibou, with support from France, Portugal, Spain and Tunisia.

The annual review is scheduled for December, with participation from various stakeholders. This review will help refine needs and priorities ahead of the 2026 planning cycle.

**Support Requested:**

- CNCE: Benchmarking and peer-to-peer activities with similar colleges;
- CNCE: Follow-up implementation of MIP 3;
- CNCE: Exchanges with regional and international Staff Colleges;
- CNCE: Leadership and logistics modules;
- AMIA: Technical audit mission supported by 2 CIS experts;
- AMIA: Benchmarking and peer-to-peer engagement with counterpart schools;
- G5SDC: Institutional exchanges with the NATO Defence College;
- G5SDC: Training for operational simulation centre specialists;
- G5SDC: Counter-terrorism module curriculum development; and
- High English Institute: Expanded cooperation with BILC.

**DEEP Mongolia**

**Background**

Dr. Sven Gareis, DEEP Mongolia Academic Lead and Ms. Branka Petek, DEEP Mongolia Programme Manager reported on the developments of the DEEP Mongolia programme in 2024 and 2025. During the Annual Programme Review in March 2024, it was agreed that Mongolia would like DEEP to support the development of Leadership doctrine for MAF, NCO development, faculty development, e-Learning and language training and testing. Due to major political changes following the elections in June 2024 there were very few developments in the second half of 2024 and first half of 2025. During the Annual Programme Review in April 2025 Mongolia reiterated their requests from 2024 and the ways how to realise planned activities were discussed.

Support Requested

- Support in development of a Western-oriented leadership philosophy;
- Support in NCO development (starting with the development of Basic Instructor Course curriculum);
- Support in development of English language training and testing;
- Support in development of their ADL capacity; and
- Support in ensuring sustainability of the MNDU faculty development capacity.

Commitment to Support

- Germany to support the development of the Leadership doctrine;
- Estonia, Canada and Morocco to support the NCO development line of effort;
- BILC to support the development of English language training and testing capacity;
- DEEP eAcademy to support the development of ADL capacity; and
- FDWG to support the sustainability of the Mongolian faculty development programme.

**DEEP Republic of Moldova**

Background

Mr. Pavel Anastasov, DEEP Republic of Moldova Programme Manager from the NATO International Staff, opened the session providing overall background about DEEP-Moldova cooperation. Afterwards Dr. Florian Circiumaru (RO), DEEP Moldova Academic Lead, highlighted Moldova's significant progress in PME development since the start of the programme. More recently DEEP began NCO Corps development in Moldova with the establishment of an NCO school with all levels and courses. Other major focus areas are curriculum development, assessment, mentoring and sustainment. Current challenges include the new level of ambition by the Moldovan Ministry of Defence to develop and establish new policies for the Professional Military Education system.

Support Requested

- MOD level NCO Development;
- MOD level PME system transformation;
- Military Academy:
  - Curriculum Development for officer courses,
  - NCO School curriculum development & instructor training,
  - Language training centre – instructor training, curriculum review,
  - ADL – Improve infrastructure & the on-line education system
  - PhD – 2 public defence events 2025, 3 under/ongoing approval process.

Commitment to Support

- NCO – Lithuania, Romania, Latvia;
- PHD – Romania, Denmark;
- ADL – Norway; and
- PME system – Lithuania.

**DEEP Morocco**

Background

The briefing was opened with an introduction by Mr. Pavel Anastasov, DEEP Morocco Programme Manager from the NATO International Staff. He presented the current state of the DEEP-Morocco cooperation and the background of the programme. Dr. Richard Lacquement (US) continued the brief by providing a detailed overview of the future outlook and areas of cooperation. Morocco is in such an advanced state in terms of their PME system that they now aim to achieve higher level of NATO interoperability.

Support Discussion

- Royal Armor School – (total of 17 NCO schools benefit). Since 2022, Leadership Basic; Leadership Intermediate; Instructor Development Basic; Instructor Development Advanced. Planned – Evaluation of the existing Basic Leadership programme (after two years of experience). Finalise Advanced Leadership programme. Battle staff course development. Slovenia in lead, USA, Croatia, Netherlands, Czechia providing SMEs.
- Royal College for Higher Military Studies: War College equivalent, COIN, Cyber and Logistics curriculum review and development ongoing, also planned for Autumn 2025. Planned for 2026: curriculum review and development for Operational Planning Process, Process of Elaboration of Concept and Doctrine, Joint Intelligence Planning. USA in lead. Spain provide non-resident VNC to support Moroccan PME support. Spain and Portugal willing to provide SMEs.
- Directorate General for Security of Information: FFDP completed. Intermediate level course supported and further planned such as Malware Analysis Short Course. Canada to continue supporting.
- Joint Platform for African NCO Development: Staff Talks in September 2025 in NATO Headquarters Brussels, jointly with the Moroccan Armed Forces and US AFRICOM.



## **DEEP Serbia**

### *Background*

Colonel Jürgen Wimmer, from the Austrian National Defence Academy, and Mr. Mariusz Solis, NATO International Staff DEEP Coordinator, provided a detailed overview of DEEP Serbia—its objectives and key results, particularly in the areas of cyber defence and hybrid warfare development.

Serbia, with its mature military education system, participates in the DEEP programme through the National Defence University, Military Academy, and NCO Academy. However, the programme has seen limited activity in recent years. DEEP Serbia currently represents more of a political partnership ambition than an operational need for PME support. Notably, Serbia is exploring opportunities to serve as a provider for DEEP partners, particularly in the domain of NCO education.

Looking ahead, the goal is to reaffirm Serbia's commitment and reliability, establish direct contact with newly appointed points of contact, conduct an annual review meeting, and identify Serbia's requests and offers as a potential provider. Finally, Colonel Wimmer formally handed over the role of Academic Lead to BG Klaus Klingenschmid, Commandant of the Austrian NCO Academy.

### *Commitment to Support*

- Austria continues its commitment to support DEEP Serbia.
- ADL – NATO eAcademy.

## **DEEP Tunisia**

### *Background*

Dr. Sarah Reichel, DEEP Tunisia Programme Manager within NATO International Staff and the new DEEP Academic Lead Colonel Franco Fabi (IT) reviewed the current state of play and the way ahead for Tunisia's involvement in the DEEP programme. The main goal is to continue a long-term programme of cooperation designed around three main pillars: curriculum development, faculty development and Institutional support. As of today, five Tunisian schools are involved in the programme: War College, Staff College, Army Academy, Naval Academy, and Aviation School. For the current year DEEP has planned close to forty activities in support of the Tunisian PME system.

Future focus areas include the training of instructors to allow them to teach curriculum subjects of interest without requiring external support; to facilitate Tunisian operational interoperability with NATO, in part, so that Tunisia can become an even stronger "security provider" in the Mediterranean area; completion of the Foundational Faculty Development

Programme (FFDP) for all relevant TN schools with a strong focus on critical thinking and democratic values.

*Support Requested*

- Develop peer to peer engagement with similar foreign PME institutions with Denmark as provider.
- NCO development.
- International cooperation on eLearning network and ADL centre establishment with DGTI.
- Specific military English courses.
- Ballistic Lab Accreditation Course.

*Commitment to Support*

- Italy committed to continue supporting the overall programme.
- DEEP eAcademy support for the MOD Transmission and Information General Directorate (DGTI) to build capabilities in administration of an eLearning network with Learning Management System (LMS) and content creation as well as eLearning faculty.
- Enhance faculty capability to design and deliver modern teaching methodology increasing critical thinking in all PME schools provided by DEEP faculty development group.
- Curriculum Development in Space was provided to the Naval Academy by SMEs from Bulgaria, Germany and Italy.
- Operational Planning workshop COPD by Rakovski National Defence College, Bulgaria.
- Naval Academy: Training in the GMDSS simulator for midshipmen (GOC) offered by Bulgaria.
- Meteorology, oceanography and a voyage planning (METOC) course conducted by Polish Naval Academy.

**DEEP Ukraine**

*Background*

Mr. Mariusz Solis, DEEP Coordinator, and LTC Stasys Paldunas, PME Adviser in Ukraine (LI MOD), provided an overview of the DEEP Ukraine programme. The primary objective of DEEP has been to support intellectual and operational interoperability by replacing the former Soviet education and training system with one aligned to NATO/Euro-Atlantic standards and to prepare Ukraine to resist Russian aggression. DEEP operates in Ukraine at the strategic, operational, and tactical levels.

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As of 2025, two additional training institutions have joined the programme, bringing the total to eleven (11) military higher education institutions, six (6) NCO training centres, four (4) reservist training battalions, and four (4) military colleges. In 2024, 263 events were planned, 237 were executed, and approximately 1,300 participants were trained. DEEP Ukraine operates along 12 Lines of Effort. A detailed assessment of achievements was also presented.

In cooperation with the Ministry of Defence of Ukraine and the General Staff, DEEP focuses on establishing a quality management system for training and maintaining the existing PME framework. Notably, following six months of effort, the Minister of Defence signed the Education Quality Assurance Policy.

A key upcoming challenge is the integration of Army Corps-level education into curricula across all levels. While not entirely new to the Ukrainian military, DEEP's support in this area will be vital through 2025 and 2026.

Ukraine continues to implement NATO standards not only in education but also in the operational domain. These efforts are captured in the Interoperability Roadmap signed at the Washington Summit.

Ukraine has developed and adopted a new Leadership Doctrine, now integrated into training curricula. DEEP has dedicated significant attention to developing trainers and tailored programmes. Each institution now maintains its own curriculum adapted to specific force training needs. However, recent changes in the leadership of Ukraine's defence institutions have led to a partial reversion to older leadership methods, with NATO's mission command standard only partially implemented.

There have also been notable improvements in English language instruction. Test results indicate steady progress among military and civilian personnel in meeting NATO STANAG 6001 standards.

To support structural reforms and educational quality, Education Quality Assurance Units have been established in all military education institutions. Additionally, the roles of Course Director and Mentor have been introduced at the National Defence University of Ukraine.

Despite current challenges, Ukraine continues to expand its ADL capabilities. Twenty NATO e-courses in English and fourteen Ukrainian-translated versions have been transferred to the national distance-learning platform. Over 150,000 soldiers and civilians have completed NATO e-learning courses.

Ukrainian master instructors conducted 24 faculty development seminars across nine military education institutions—13 under the FFDP and 11 under the MIP—accounting for 50% of all DEEP faculty development efforts. All in-country programmes are delivered by Ukrainian master instructors. In 2025, six new instructors joined the national pool. Ukraine has reached the post-MIP Sustainability level, which includes institutionalised faculty

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development initiatives, a national community of practice, and a Sustainable Development Programme for ongoing professional development.

With support from Canada and NATO School Oberammergau, Ukraine continues to implement the System Approach to Training (SAT) in officer education. In 2026, this approach will be extended to NCO institutions.

Cybersecurity training remains a key focus. Depending on institutional specialisation, training ranges from foundational Cyber Hygiene at the Naval Institute to more advanced challenges and competitions at the Military Institute for Telecommunications and Information Technology.

#### Main Priorities for DEEP Cooperation in 2025-2026

DEEP continues to support the reform of Ukraine's military education system, focusing on the practical development and transformation of Higher Military Education Institutions and Military Education Units within civilian universities. For 2025–2026, DEEP will maintain its support along previously established Lines of Effort:

- Implementation of NATO Interoperability Objectives;
- Instructor training for NATO planning procedures (TLP, MDMP, OPP);
- Instructor training on the System Approach to Training (SAT);
- Planning and conducting wargaming exercises;
- Enhancing instructors' ability to deliver English Language Training;
- Supporting the NATO-standard Leadership Development System for pre-commissioning schools;
- Providing instructor training on Western equipment;
- Developing NATO-standard specialty courses;
- Supporting professional development of officer and NCO faculty;
- Introducing navigational, engineering, and naval tactical training using simulators;
- Expanding cybersecurity training;
- Assisting in the establishment of an NCO Centre of Excellence; and
- Strengthening partnerships and cooperation with equivalent Allied schools.

#### Commitment to Support

- Bulgaria, Canada, Lithuania, and Poland continue its commitment to support DEEP Ukraine in most of the areas;
- NCO – Latvia, Lithuania;
- ADL – NATO eAcademy through the Polish Association for Security;
- Faculty development – Faculty Development Group; and
- English language training – BILC through Allied English language training centres.

#### **IV. BRIEFINGS BY SPECIFIC DEFENCE EDUCATION DEVELOPMENT GROUPS AND OTHER DISCUSSIONS**

##### **Faculty Development Group**

Dr. Iryna Lysychkina (UKR) and Dr. John Hagen (US), Co-Leads of the DEEP Faculty Development Group (FDG), provided a detailed overview of the group's work. The FDG is currently supporting nearly 30 schools across 13 partner countries. Fifty-three faculty development workshops were conducted during 2024–2025. There are now three DEEP faculty development programmes available for partner support:

- Foundational Faculty Development Programme (FFDP);
- Master Instructor Programme (MIP); and
- Continued Engagement for Faculty Development Sustainability (CES).

Following the MIP, each partner institution is encouraged to develop and implement a tailored faculty development path to ensure continuity. This path typically consists of the institution's own Faculty Development Programme and a Community of Practice for its graduate master instructors. Two institutions have already launched their own adapted master instructor programmes. For the first time in DEEP's history, the MIP is becoming integrated into the internal faculty development systems of professional military education institutions—an important milestone on the path to sustainable faculty development.

The DEEP FDG's session aimed to familiarise participants with the group's objectives and the programmes it offers for both individual and institutional faculty development capacity-building. An interactive format was used to present current faculty development initiatives and underscore the value of contemporary, evidence-informed teaching and learning concepts that are central to the group's work.

##### **Reference Curricula Initiatives**

Dr. David C. Emelifeonwu, from the Canadian Defence Academy and Lead for the PfPC Education Development Working Group (EDWG) Reference Curriculum initiatives, provided an update on the status of all reference curricula. These curricula are designed to be adaptable to local needs. In addition, the DEEP programme offers support to partner country PME institutions in developing specific curricula on virtually any subject of interest.

Multiple Reference Curricula (RC) have been developed to date. Three of them—Officer, NCO, and Counter-Terrorism—are currently being updated to incorporate new themes in professional military education, such as Women, Peace and Security, and lessons learned from the Russia-Ukraine war. Work is also underway on three new reference curricula: (1) Operational and Tactical PME RC; (2) Emerging Technologies and their Impact on Military Leadership; (3) Civil-Military Relations / Democratic Control of the Armed Forces.

Finally, core RCs continue to be translated into languages of added value to the DEEP community, including Ukrainian and Arabic.

### **Bureau for International Language Coordination (BILC)**

Ms. Irena Prpic Djuric (CR), a former BILC Chair, and Ms. Peggy Garza (PLTCE/GCMC), an Associate BILC Secretary, provided an overview of the BILC mission and activities with the emphasis on its support to NATO DEEP partner nations.

BILC, NATO's advisory body since 1966, plays a crucial role in standardising language training and testing to promote interoperability among NATO and partner nations. Its primary mission is to enhance military language education, with a focus on military interoperability and specialised terminology. BILC conducts four main events that address common challenges in military language training and produce guidelines for member nations. The Conferences, seminars, and workshops foster the exchange of best practices in language training and testing, providing a platform for collaboration among teachers, testers, policy advisors, and practitioners.

BILC advises military and defence institutions on language policies to help nations develop tailored language programmes that meet NATO's operational needs. Key responsibilities include conducting scoping visits, supporting professional development of language teachers, and assisting with STANAG 6001 testing capacity and military terminology. Importantly, BILC does not impose standardised training on national programmes but instead recommends best practices tailored to individual nations' needs.

Additionally, the Partner Language Training Center Europe at the George C. Marshall Center offers NATO-approved courses for the BILC community. These courses are: the Language Testing Seminar, Advanced Language Testing Seminar, Language Standards & Assessment Seminar, and the English Teaching Faculty Development Workshop, as well as an online NATO writing strategies course. There is a calendar on the BILC website that lists these courses, BILC events, and their respective dates.

SHAPE Partnership Directorate (PD) subsidises eligible language specialists from Partner nations to attend the BILC courses through the Partnership Cooperation Menu (PCM) and the Seat Allocation Process. SHAPE PD will also reimburse Partners for their expenses when they attend the BILC Conference, Professional Development Seminar, and STANAG 6001 Testing Workshop.

### **Advanced Distributed Learning (ADL)**

The Director of the DEEP eAcademy, Assoc. Prof. Piotr Gawliczek (PL), confirmed the eAcademy's support for all requested partners for 2025/2026, in line with the Implementation Administrative Agreement signed between NATO OPS and the Polish Association for Security (ref. OPS(DSCD)(2024)0349).

During 2024/2025, the DEEP eAcademy tripled its support for online participants and hosted a variety of events, reaching an audience of 170,000 participants.

## **V. NON-COMMISSIONED OFFICERS (NCO) DEVELOPMENT GROUP ANNUAL SESSION (25 June)**

CWO Christian Wiesli, NATO DEEP NCO Coordinator, opened and chaired the session. As outlined in the report, the format for presenting individual DEEP programmes at the 2025 Clearing House has been changed. As the details of the sub-programmes are no longer addressed in plenary, the elements relevant to NCOs have been moved to the NCO Development Group Annual Session.

The first part of the session focused on current challenges and developments in the field of NCOs, with contributions from:

- CSM (Ret.) Peeter Einbaum (DEEP Mongolia);
- SGM Jonas Sipavičius (online – DEEP Ukraine and DEEP Moldova);
- MCPO (Ret.) Gorazd Skorjanc (DEEP Bosnia and Herzegovina);
- CWO Jean-Louis Proteau (DEEP Georgia);
- CSM Aleksander Varga (DEEP Jordan and DEEP Morocco); and
- Mr. Jerrie Martinsen (NATO Mission Iraq).

Due to the brevity of the SME presentation slots, it is recommended that this part of the session be extended at next year's Clearing House. Special thanks were expressed to SGM Jonas Sipavičius, who will be stepping down after several years of dedicated service.

The second part of the session featured CWO Richard Blanc (SEAC to the Swiss CHOD), who presented the International NCO Academy (INCOA) project and reported on the status of preparations. A lively discussion followed, during which distinctions between related projects and institutions were clarified.

In the third part, Mr. James Profita (US AFRICOM J5) provided an overview of his command's activities in training African NCOs. He specifically highlighted connections with the trilateral initiative to train African NCOs in Morocco—an effort resulting from SGM Kolesa's work last year on the NCO-South Vision, which is now moving towards implementation.

The final part of the session was led by WO1 Paul Railton (CSEL to DCOS SHAPE PD), who shared his insights on Mentoring for Senior NCOs. This topic holds particular significance for CSELs within the NATO Command Structure. Participants contributed a wide array of suggestions, many of which have been incorporated. A follow-up session will be held at the NATO DEEP Annual Conference of NCO Academies and Schools in September for deeper exploration.

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CWO Wiesli closed the session by thanking all participants for their engaged and active contributions, and for their ongoing commitment to the development of DEEP NCO partner programmes.

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