1. EXECUTIVE SUMMARY

With the early 2018 addition of Macedonia and Tunisia, the total number of partner nations receiving DEEP support from the U.S. has increased to 12. Macedonia’s DEEP will focus on developing a Master Instructor Program for the Macedonian Military Academy. The Tunisian program will create a Leadership and Cyber Security curriculum for the War College, and a faculty development Master Instructor Program for faculty members at the War College and Staff College.

DEEP engagement highlights feature delivery of the first Basic Faculty Development Workshop to the Macedonian Military Academy in mid-February, a workshop that focused on adult learning principles and techniques. During a meeting with the DEEP team, the Macedonian CHOD indicated the MOD is clearly committed to the DEEP initiative and the desired outcomes of the broader Defense Institution Building (DIB) process.

During this period DEEP initiated three new efforts for existing programs:

- Delivery of the first workshop for developing a Strategic Planning Course for the Kazakhstan National Defense University (war college/staff college) by faculty from the Joint Advanced Warfighting School (JAWS), Norfolk, VA.
- In support of a Basic Faculty Development Program, a multinational team delivered its first workshop to the Ukraine Zhytomyr Military Technical Institute (pre-commissioning).
- U.S. Army Command and General Staff College faculty delivered the first workshop in support of creating a Leadership Course to the Uzbekistan Armed Forces Academy (war college/staff college).

During this period AMEP launched four new country programs by completing initial site surveys:

- Botswana: USAFE NCO Academy completed its survey in late January for creation of an Air Force NCO Academy.
- Cameroon: The U.S. Joint Forces Staff College completed its site survey in February, and will focus on curriculum development support for the International War College.
- Nigeria: The U.S. Army War College survey in late February will lead to faculty and curriculum development support for the Nigerian Army War College.
• Senegal: A Vermont National Guard survey focused on faculty and curriculum development support of the Senegal NCO Academy.

The following summarizes the overall numbers of events executed during January and February 2018, as well as those planned over the next 4 months (March-June 2018).

<table>
<thead>
<tr>
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<th>Events Completed</th>
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<table>
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<th></th>
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<td>9</td>
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<tr>
<td>AMEP</td>
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2. DEEP: RECENT EVENTS, MILESTONES & SENIOR LEVEL MEETINGS – 7 events in 7 countries

**Afghanistan**

*Annual Program Review*

**19-21 February 2018, Brussels**

A Program Review at NATO Headquarters, Brussels, developed the Afghanistan DEEP for 2018-2020. The U.S. focus will continue to be faculty development for the Marshal Fahim National Defense University (MFNDU).

**Azerbaijan**

*Annual Program Review*

**28 February - 2 March 2018, Baku**

In coordination with the NATO staff, Dr. Dan McCauley, Joint Forces Staff College, Norfolk, VA, co-led the annual review of the Azerbaijan DEEP, which supports the Azerbaijani War College. All stakeholders agreed 2018 efforts will focus on the development of a Master Instructor Program (MIP), which will provide select Azerbaijani faculty the capacity to train new faculty members in the most modern teaching methodologies.

**Georgia**

*Faculty Development Workshop*

**5-9 February 2018, Gori**

Dr. Bob Antis and SMEs from Joint Forces Staff College, Norfolk, VA, delivered a faculty development workshop for the National Defense Academy. The workshop focused on the evaluation of critical learning objectives.
Kazakhstan

**NDU Strategic Planning Course Curriculum Development Workshop**

**26 February - 2 March 2018, Astana**

COLs Jim Fosbrink and Kraig Smith from the Joint Advanced Warfighting School (JAWS), Joint Forces Staff College, Norfolk, VA, delivered the first of 3-5 workshops to collaborate with the Kazakh NDU faculty in the creation of a strategic planning course. The workshop addressed a wide range of strategic themes:

- Complexity and Systems Theory
- Strategic Culture
- Introduction to National Power
- Utility of Force
- Rule of Law
- Cyber Strategy
- Counter-Terrorism

Workshop discussions focused on the applicability of components of the JAWS School Strategic Foundations course. The NDU faculty will take time to review all the information presented during the workshop to determine which ideas or classes are appropriate for them to include. The NDU faculty will also seek additional ideas for how to improve their strategic planning course instruction.

Macedonia

**Faculty Development Workshop**

**12-16 February 2018, Skopje**

Two multinational SMEs delivered the first in a series of basic faculty development workshops for faculty at the Macedonian Military Academy (MMA). This workshop focused on adult learning principles and techniques. The SMEs facilitated seminars, panels, debates, games, case method, and role-playing to validate active learning methods. As strong supporters of the workshop objectives, the MMA’s Dean and Vice Deans actively participated throughout the sessions. The Macedonian CHOD, MG Petrovich, expressed strong support for DEEP during his meeting with the team, in addition to the MOD’s commitment to the desired outcomes within the broader Defense Institution Building (DIB) process.

Ukraine

**Faculty Development Workshop**

**19-23 February 2018, Zhytomyr**

Two DEEP SMEs delivered a basic faculty development workshop for the faculty of the Zhytomyr Military Technical Institute (pre-commissioning), the first DEEP event in support of this school. The workshop focused on the theory and practice of instruction, to include the use of learning-centric and case study methods. There was also extensive discussion of ways to manage a facilitated seminar, and an introduction to modern lesson design. The Ukraine faculty progressed very rapidly through the material and should be able to quickly develop their Master Instructor Program, ending the need for continued external faculty development support.
Uzbekistan
Leadership Curriculum Development Workshop
15-19 January 2018, Tashkent
Dr. Greg Cook from the U.S. Army Command and General Staff College (CGSC), Leavenworth, KS, delivered a leadership curriculum development workshop for the Armed Forces Academy (war college/staff college). Topics addressed developing leadership skills, organizing ethical aspects of military personnel, and becoming a leader in a rapidly changing environment.

The following is a translation of an Uzbek Russian-language media source that described the event while it was happening:

"An instructor from a US military college conducts classes at the Academy of the Armed Forces of Uzbekistan. In Uzbekistan, the wind of change is blowing. Transformations have reached almost all areas of our society. They have also reached the system of the Ministry of Defense of Uzbekistan. The Ministry of Defense, perhaps, is becoming the most open department among all power structures."

3. DEEP: UPCOMING EVENTS – 14 events and 2 milestone events will be conducted in 9 countries and the U.S. over the next 4 months

Afghanistan
Faculty Development Workshop
19-23 March 2018, Brasov, Romania
Two DEEP faculty development SMEs will deliver a basic faculty development workshop for the faculty of the Marshal Fahim National Defense University (MFNDU).

Azerbaijan
Master Instructor Program Workshop
April-June 2018 (exact dates TBD), Baku
Two DEEP SMEs will deliver the first of three Master Instructor Program (MIP) workshops for the faculty of the Azerbaijani War College.

Georgia (2 events)
Annual DEEP NCO Curriculum Development Workshop (Milestone Event)
12-16 March 2018, Tbilisi
Senior NCOs from multiple NATO and all DEEP Partner countries will convene the annual DEEP NCO curriculum development meeting in Tbilisi.

Faculty Development Workshop
11-15 June 2018, Gori
SGM Eric Alfieri, USA Sergeants Major Academy, Ft. Bliss, TX, will deliver a faculty development workshop for the Georgian NCO Academy cadre.
Kazakhstan (2 events)

*Observation of the Army Defense Institute Leadership Pilot Course*

*27-29 March 2018, Almaty*

Four U.S. Military Academy (USMA), West Point, SMEs will observe and assess the delivery of the pilot version of the Leadership Course at the Army Defense Institute (ADI, pre-commissioning).

*Annual DEEP Program Review*

*10-11 May 2018, Astana*

The DEEP Lead will conduct the annual review of the Kazakhstan DEEP program. The DEEP team will meet with the NDU leadership and the MOD Office of Education and Science (Research).

Macedonia (3 events)

*Faculty Development Workshop*

*19-23 March 2018, Skopje*

Two DEEP SMEs will deliver a basic faculty development workshop for the Macedonian Military Academy (MMA). The workshop will focus on processes associated with creating learning objectives, assigning readings, and asking students questions.

*Faculty Development Workshop*

*2-4 April 2018, Skopje*

Two DEEP SMEs will deliver a basic faculty development workshop on the establishment of an institutional Instructional Systems Design (ISD) process to enable detailed curriculum development.

*Faculty Development Workshop*

*May-June 2018 (exact dates TBD), Skopje*

Two DEEP SMEs will deliver a workshop designed to establish an institutional Instructional Systems Design (ISD) process for the Macedonian Military Academy (MMA) faculty.

Moldova

*NCO Curriculum Development Review*

*16-20 April 2018, Chisinau*

A number of senior NATO NCOs will deliver a curriculum development review for the Moldova NCO Academy. Mr. John R. Lipps, Jr., retired USMC senior NCO and current Joint Staff J7 Program Manager for Senior Enlisted Joint Professional Military Education will serve as the U.S. representative.
Tunisia (2 events)
Leadership Curriculum Development Workshop
19-23 March 2018, Tunis
A two-person multinational DEEP faculty team will deliver the first in a series of 4-6 workshops to support the development of a Leadership course for the Tunisian War College. The U.S. SME is Dr. Joe Thomas, U.S. Naval Academy, Annapolis.

Leadership Curriculum Development Workshop
April-June 2018 (exact dates TBD)
A two-person multinational DEEP team will deliver the second in a series of 4-6 workshops to support the development of a Leadership course for the Tunisian War College.

Ukraine (2 events)
Cybersecurity Curriculum Development Workshop
26-30 March 2018, Zhytomyr
SMEs from the team that drafted the Partnership for Peace Consortium (PfPC)/NATO Reference Curriculum on Cyber Security will deliver the first of several curriculum development workshops for the Military Institute of the National University of Telecommunication, Zhytomyr. The Zhytomyr Institute is a pre-commissioning school for information and cyber security officers that provides instruction on topics such as radio-electronic combat, information warfare, and psychological operations.

Annual DEEP Review
9-13 April 2018, L’viv, Kiev, Zhytomyr, Odessa
A DEEP team will conduct a review of the Ukraine program. Dr. Stolberg will represent the U.S. The team will visit the following defense education schools:
- National Defence University, Kiev (war college/staff college)
- Land Forces Academy, L’viv (pre-commissioning)
- Military Institute of Taras Shevchenko University, Kyiv (ROTC)
- Military Academy, Odessa (pre-commissioning)
- Military Institute of National University of Telecommunication, Zhytomyr (pre-commissioning)
- Naval Institute of National Maritime Academy, Odessa (pre-commissioning)

Uzbekistan
Curriculum Development Workshop
Late April 2018 (exact dates TBD), Tashkent
Two SMEs from the U.S. Army Command and General Staff College (CGSC) will deliver a second leadership curriculum development workshop to the Armed Forces Academy (war college/staff college).
Faculty Development Workshop (milestone event)  
Master Instructor Program (MIP) Subject Matter Expert (SME) Workshop  
4-7 April 2018, Tulsa, OK  
A combined group of DEEP and AMEP faculty development specialists will participate in the second and last workshop to review the initial findings of how the first workshop’s draft curriculum was received in a number of test MIP programs in select DEEP and AMEP countries. The workshop will then decide upon a final curriculum that will serve as the basis for all future MIP program workshops.

4. AMEP: RECENT EVENTS AND MILESTONES – 8 events and 1 milestone event in 6 countries

Botswana (2 events: 1 event and 1 milestone event)  
Air Force NCO Academy Initial Site Survey  
28-31 January 2018, Molepolole  
An initial site survey was conducted for the creation of an Air Force NCO Academy. MSgt Kristopher Worcester, USAF Europe NCO Academy, serves as the AMEP academic lead. The BDF Air Arm NCO Academy program will be developed in four steps over the course of approximately two-years, after which the Academy should be a self-sustaining education and training institution. The four steps are:
1. Create a curriculum for the Basic NCO Course  
2. Provide basic faculty development training for the newly designated Air Arm instructors.  
3. Train the Air Arm instructors to deliver the curriculum  
4. Provide a Master Instructor Program for 1-2 Air Arm NCO Academy faculty so they become self-sufficient for training future instructors.

Annual AMEP-Wide Curriculum Development Working Group Workshop (Milestone Event)  
12-16 February 2018, Gaborone  
The first annual meeting of the AMEP Curriculum Working Group (CWG), consisting of representatives from 9 countries, focused on developing Africa case studies for application across AMEP partner countries and schools. The CWG’s long-term purpose is to strengthen African PME institutions through the development of an academic community of interest and practice that is composed primarily of faculty from African PME academic institutions.

Participants demonstrated high levels of interest and commitment to workshop activities. In addition to clearly completing all reading assignments, their preparations to engage in the sample case study session far exceeded expectations. The CWG’s efforts to self-organize and work together in the development of two tailored case studies (one focused on Peacekeeping and the other on Leadership) likewise exceeded all expectations.
Next year’s CWG will review annual work completed, exchange best practices, evaluate use of the case studies to date, and initiate development of subsequent case studies.

**Cameroon**

*International War College Initial Site Survey*

*18-21 February, Yaoundé*

An initial site survey was completed for the Cameroon International War College (ESIG). Dr. Pat Hannum, Joint Forces Staff College, Norfolk, VA, will serve as the program lead. It was agreed that a two-year Program of Cooperation would begin with a detailed, one-week review of the entire ESIG curriculum. The review will identify potential gaps and recommended approaches on how to fill those gaps in areas such as strategic leadership, counterinsurgency (COIN), and counterterrorism (CT).

**Ghana**

*Air Force NCO Academy Faculty Development Event*

*13-20 January 2018, Accra*

USAFE NCO Academy SMEs delivered a faculty development workshop, the fifth in a series of events to assist Ghanaian Air Force NCO Academy faculty in the development, facilitation, and evaluation of curriculum. At the end of this event, Ghanaian Air Force NCO faculty students were able to:
- Understand and explain the various domains of student learning
- Create and develop elements of a lesson plan
- Understand evaluation instruments

It was evident the Air Force NCO Academy students understood the information being presented. An indicator of success was the students’ ability to explain information to each other when there was slight confusion.

**Madagascar (2 events)**

*Military Academy Curriculum Development Workshop*

*5-8 January 2018, Antsirabe*

U.S. Naval Academy SMEs delivered a final Physical Education curriculum development workshop focused on martial arts instruction to the faculty of the Madagascar Military Academy (MMA). The workshop aimed to create a comprehensive physical education martial arts curriculum designed to integrate physical skills with self-confidence and leadership qualities. Class participation was enthusiastic and highly constructive. Participants remained after class for training and asked useful questions about technique and effective methods for student instruction. The Commandant fully participated in each of the six training sessions. MMA leaders asked for the AMEP SME team to return as early as June 2018 to evaluate how well the MMA teaches the pilot course.
Military Academy Curriculum Development Workshop  
15-20 January 2018, Antsirabe

One U.S. Naval Academy SME delivered a Leadership and Ethics Curriculum Development workshop for the Madagascar Military Academy. The workshop addressed an extensive list of topics: curriculum in leadership and ethics; using experiential leader development to complement classroom activities; research methods for determining return on investment; assessment of critical thinking; creativity and initiative; developing resilience in cadets; and the psychology of leadership. The AMEP SME provided leadership and ethics texts and other supporting literature to the Military Academy as well as an entire electronic library of topical articles, publications, and books. The Military Academy’s senior leadership and faculty fully participated for the entire workshop. Class participation was enthusiastic and highly constructive. The next phase, a Leadership and Ethics Curriculum Development workshop, will be delivered in Summer 2018.

Nigeria (2 events)  
Army War College Initial Site Survey  
22-24 February 2018, Abuja

An initial site survey was conducted for the newly created Nigerian Army War College. COL Chris Wyatt, U.S. Army War College, Carlisle, PA, will be the academic lead. It was agreed that a Program of Cooperation would be created to support:

- Development of a Joint Operational Planning Course (JOPC) for operations and logistics. The course will be conducted at the high operational level of war and be 3-5 weeks in length.
- Development of a Strategic Thinking and Ethical Reasoning Course, 3-4 weeks in length.
- Faculty Development
  - A single one-week workshop to conduct a Basic Faculty Development Review
  - A sequence of three one-week workshops to deliver a Master Instructor Program to prepare their best instructors to train new instructors

National Defence College Program Review  
22-24 February 2018, Abuja

AMEP conducted a review of support to the National Defence College (NDC). COL Chris Wyatt, U.S. Army War College, Carlisle, PA, is the academic lead. It was agreed that an updated Program of Cooperation would support:

- Completing a curriculum assessment program and monitoring institutionalization.
- Creating a 4-6 week Strategic Planning Course for both NDC and non-NDC students (student officers brought in from the field). It would give students the ability to draft documents like a National Military Strategy and high level operational plans.
An initial site survey was conducted for the Senegalese NCO Academy. CSM Toby Quick, Vermont National Guard is the academic lead. A two-year Program of Cooperation will support the following:

- Faculty Development:
  - Conduct a two-week workshop to teach the U.S. Army Basic Instructor Course (ABIC) to all NCO Academy instructors.
  - Conduct three one-week workshops to train two NCO Academy Master Instructors so that they can train future NCO Academy instructors in modern teaching/training methodologies.

- Leadership Curriculum Development:
  - Conduct a one-week review of the current leadership curriculum in all five Senegalese NCO courses. The review will identify gaps where modern leadership components can be added. The composition and number of follow-on leadership curriculum development workshops is contingent on the review’s findings.

5. **AMEP: UPONING EVENTS** – 21 events and 2 milestone events in 12 countries and the U.S. over the next 4 months

**Benin (3 events)**

*Military Academy Curriculum Development Workshop*

*26-30 March 2018, Cotonou*

A U.S. Military Academy, West Point, team will deliver a curriculum development workshop for the Military Academy.

*Staff College Faculty Development Workshop*

*April-June (exact dates TBD) 2018, Cotonou*

Dr. Karyn Sproles, U.S. Naval Academy, Annapolis, will deliver a second basic faculty development workshop to the Staff College faculty.

*Introduction of New NCO Academy Lead*

*May-June (exact dates TBD) 2018, Cotonou*

SGM Johnnie Bryant-Johnson, U.S. Army Sergeants Major Academy, El Paso, TX, will be introduced to the NCO Academy leadership and confirm a detailed agreement for the two-year Program of Cooperation.

**Botswana (5 events)**

*Air Arm Junior Officer Course Curriculum Development Workshop 2*

*3-9 March 2018, Molepolole*

Air University SMEs will deliver the second in a series of workshops designed to support the development of the curriculum for a Botswana Defence Force (BDF) Air Arm Junior Officer Course for captains.
Air Arm Junior Officer Course Curriculum Development Workshop 3  
10-16 March 2018, Molepolole  
Air University SMEs will deliver the third in a series of workshops designed to support development of the curriculum for a Botswana Defence Force (BDF) Air Arm Junior Officer Course for captains.

Air Arm Junior Officer Course Curriculum Development Workshop 4  
15-21 April 2018, Molepolole  
Air University SMEs will deliver the fourth in a series workshops designed to support development of the curriculum for a Botswana Defence Force (BDF) Air Arm Junior Officer Course for captains.

Air Arm Junior Officer Course Curriculum Development Workshop 5  
22-28 April 2018, Molepolole  
Air University SMEs will deliver the fifth in a series of workshops designed to support the development of the curriculum for a Botswana Defence Force (BDF) Air Arm Junior Officer Course for captains.

Sustainment Review of the Staff College and NCO Academy  
May (exact dates TBD) 2018, Gaborone  
Dr. Jim Martin, U.S. Army Command and General Staff College (CGSC) Dean and AMEP academic lead for Botswana, will conduct a sustainment assessment of the previously completed programs for the Staff College and NCO Academy.

Cameroon (2 events)  
Curriculum Development Workshop  
9-14 April 2018, Maxwell AFB, AL  
The Commander of the Cameroon Staff College and two members of his staff will travel to the USAF Command and Staff College to discuss and observe how Counter Terrorism (CT), Peacekeeping Operations (PKO), and classroom management are conducted in a U.S. PME institution.

International War College Curriculum Development Review  
4-8 June 2018, Yaoundé  
U.S. Joint Forces Staff College SMEs will conduct an assessment of curriculum development efforts for the International War College focused on Strategic Leadership, Counterinsurgency (COIN), and CT. The review will determine where and how the AMEP team will support development of course curriculum for these subjects.

Chad  
Master Instructor Workshop  
19-22 March 2018, N’Djamena  
A two person SME team led by Dr. John Hagen, Lt Col, USAF (Ret), will deliver the first of three Master Instructor workshops for the Chadian Military Academy faculty.
**Ghana (2 events)**

**Staff College Reinitiation Curriculum Development Workshop**

**April-May (exact dates TBD), Accra**

Dr. Fred Kienle, Joint Forces Staff College and Ghana Academic Lead, will conduct a curriculum development workshop intended to reinitiate AMEP with the Ghanaian Staff College. The focus will be on recent Ghanaian Staff College requests to support development of a Strategic Planning Course and associated exercise capability.

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**Air Force NCO Academy Curriculum Development Workshop**

**21-25 May 2018, Accra**

Two USAFE NCO Academy SMEs will deliver a curriculum development workshop for the Ghanaian Air Force NCO Academy. The USAFE Command Chief (the senior NCO) will observe the final part of the workshop.

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**Kenya**

**School of Military Intelligence Initial Site Survey**

**1-2 March 2018, Nairobi**

An initial site survey will be conducted for the Kenyan Defence Force School of Military Intelligence. Ms. Beth Leeder, U.S. Army Intelligence Center of Excellence, Ft. Huachuca, AZ, will be the AMEP academic lead.

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**Madagascar (milestone event)**

**Annual AMEP-Wide Faculty Development Working Group Workshop**

**19-22 June 2018, Antananarivo**

The first annual AMEP Faculty Development Working Group (CWG) Workshop will be held in June. AMEP-supported country faculty development specialists will be invited to attend. Participants will share experiences and analyze sound practices and approaches to teaching practices for use in PME. The workshop will lay the foundation for the establishment of faculty development communities of interest and practice for AMEP countries.

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**Malawi**

**Staff College Initial Site Survey**

**18-20 March 2018, Lilongwe**

An initial site survey will be conducted for the newly created Staff College. Dr. Keith Dickson, U.S. Joint Forces Staff College, Norfolk, VA, will be the academic lead.

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**Mozambique (2 events)**

**Master Instructor Workshop**

**4-11 March 2018, Maputo**

A two person SME team led by Dr. John Hagen, Lt Col, USAF (Ret), will deliver the first of three Master Instructor workshops for the Mozambique Staff College faculty.
Military Academy Initial Site Survey  
21-23 March 2018, Maputo  
An initial site survey will be conducted for the newly created Staff College. COL Jason Musteen, U.S. Military Academy, West Point, NY, will be the academic lead.

Rwanda (2 events)  
Introduction of New NCO Academy Lead  
21-25 April 2018, Kigali  
SGM Brenda Acosta, U.S. Army Sergeants Major Academy, El Paso, TX, will be introduced to the NCO Academy leadership and confirm a detailed agreement for the two-year Program of Cooperation.

Curriculum Development Workshop  
6-13 May 2018, Leavenworth, KS  
Three Rwanda Defence Force Staff College (RDFSC) faculty members will travel to the U.S. Army Command and General Staff College (CGSC), Leavenworth, KS, to discuss and observe CGSC curricula, teaching, and exercise enactment for potential adaptation. The workshop will emphasize collaboration for development of RDFSC curricula in Operational Art and Design, Operational Planning, and Interagency considerations. The workshop will also focus on demonstrating how CGSC develops and teaches curricula.

Sierra Leone  
Introduction of New AMEP Lead and Program Assessment  
9-13 April 2018, Freetown  
SGM Jason Leeworthy, academic lead for the Sierra Leone NCO Academy, will observe NCO Academy courses to assess the status of the curriculum. He will also discuss possible support for development of new lessons for the curriculum.

Uganda  
Curriculum Development Workshop  
18-22 June 2018, Jinja  
SMEs from the U.S. Army Command and General Staff College, Leavenworth, KS, will deliver a curriculum development workshop for the Staff College.

U.S. Naval Academy Faculty Development Workshop (milestone event)  
Conference on Teaching & Learning  
14-18 May 2018, Annapolis, MD  
13 AMEP African partner schools are invited at AMEP expense to participate in the 3rd Annual U.S. Naval Academy (USNA) Conference on Teaching and Learning, as part of AMEP support for the development of an African community of learning and practice among PME school educators. Conference focus areas will include: student-centered instructional approaches; students working in small teams with the instructor acting as a facilitator; the use of discipline content to facilitate development of important process skills, including higher-level thinking; and the ability to learn and apply knowledge in new contexts. There will also be a round
table discussion on practices and challenges of educating military officers in Africa and how to create a Faculty Development Program.