

# Partnership *for* Peace Consortium



Annual Review 2024

# Partnership for Peace Consortium of Defense Academies and Security Studies Institutes, Annual Report 2024

## Contents

Consortium’s 25<sup>th</sup> Anniversary ..... 3

Romania: New Governance Stakeholder..... 9

Consortium Conference.....11

Working Groups .....15

Reference Curricula.....23

Defense Education Enhancement Program .....27

Governance Bodies .....31

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January 2025

# 1

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## **Celebration and progress: The 25<sup>th</sup> anniversary of the Consortium.**

For the Partnership for Peace (PfP) Consortium, 2024 was filled with historical recognitions and new beginnings. The Consortium celebrated its 25<sup>th</sup> anniversary from Sofia to Washington, and distinguished leaders from the Consortium’s governance stakeholder nations lauded it in Brussels. The Consortium also welcomed Romania as a permanent governance stakeholder and greeted a new executive director in 2024. It launched a new working group on hybrid threats, held dozens of diverse seminars, and released several notable publications—including two new reference curricula. And with the NATO International Staff, the Consortium helped to facilitate hundreds of Defense Education Enhancement Program (DEEP) engagements.





# ANNIVERSARY CELEBRATIONS. RENEWED COMMITMENT.

This year marked the Consortium's 25<sup>th</sup> anniversary, which was recognized across the Euro-Atlantic. First, Bulgaria held an event on 4 April 2024 in Sofia that also commemorated the 20<sup>th</sup> anniversary of Bulgaria's accession to NATO (left page, top photo).

Military education leaders also honored the Consortium during the annual NATO Conference of Commandants on 7 May 2024 in Washington, DC. Former Bulgarian Minister of Defense Prof. Todor Tagarev offered formal comments (left page, bottom photo), and former US Secretary of Defense William S. Cohen—who was instrumental to the Consortium's founding—shared written remarks, which included the following lines:

“As NATO and its partners promote equipment interoperability on the battlefield to allow for more seamless multinational operations, PfPC supports intellectual interoperability efforts to build enduring institutions and lasting regional stability. The academic and intellectual exchange of ideas on best practices, military strategies, and cutting-edge research will allow our countries and institutions to

continue to grow closer and more interconnected. With war raging in Europe—as it was when we formed PfPC in 1999—I know that this organization will continue to foster close connections between military and academic leaders and help nurture the next generation of leaders.”

The most notable anniversary celebration took place at NATO Headquarters in Brussels on 14 June 2024. Senior representatives from the Consortium's (then) eight governance stakeholder nations formally affirmed their enduring commitment to the PfP Consortium and its principles.

As Jens Stoltenberg, (then) NATO Secretary General also remarked: “Keeping our people and nations safe is a very complex task, and one that our armies cannot do alone. We all have a part to play, including the network of institutions that this Consortium uniquely brings together across allied and partner countries. The close cooperation that you have fostered is important to enhance our collective security. So, thank you for everything you and your nations do.”

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The Federal Ministry of Defence of the Republic of Austria,  
The Ministry of Defence of the Republic of Bulgaria,  
The Department of National Defence of Canada,  
The Federal Ministry of Defence for the Federal Republic of Germany,  
The Ministry of National Defence of the Republic of Poland,  
The Ministry of Defence of the Kingdom of Sweden,  
The Federal Department of Defence, Civil Protection and Sport of the Swiss Confederation,  
and  
The Department of Defense of the United States of America

(hereinafter: Signatories)

*The Partnership for Peace Consortium of Defense Academies and Security Studies Institutes* (PfP Consortium) was established in 1999 in the spirit of the North Atlantic Treaty Organization (NATO) Partnership for Peace program to strengthen defense and security education through enhanced national and institutional cooperation.

In the past 25 years, the PfP Consortium has cultivated a trusted global network that fosters stability and enhances security, bringing together hundreds of institutions across the Euro-Atlantic region to support multinational initiatives in defense education, security sector cooperation, and capacity building. Today, the PfP Consortium has risen to the ambitions defined during the formative discussions held at the NATO and Euro-Atlantic Partnership Council meetings that lead to the Consortium's creation:

1. Foster academic and educational opportunities across the security community
2. Encourage high standards for professional military education
3. Promote effective education through professional methods and advanced technology
4. Expand dialogue, understanding, and cooperation through security related research
5. Explore complementary relationships across diverse institutions

Despite these achievements, aspects of the contemporary security environment continue to degrade, and we face increasingly complex regional, global, and transnational issues. These challenges reinforce the need for continued cooperation among Allies and Partners as well as the reaffirmation of the ideals and initiatives of the PfP Consortium. The Signatories are united by a shared vision of enduring Euro-Atlantic partnerships, and in signing this Letter of Intent, recognize the persistent need for security cooperation across our defense academies, security studies institutes, and partner institutions, in order to:

Pursue intellectual interoperability among Allies and Partners by strengthening Partner defense and security institutions, enhancing cross-sector cooperation, and promoting modern standards for professional military education.

Advance multinational solutions to modern security challenges by operationalizing research and emerging security concepts through an active network of defense educators and researchers, policymakers, and security practitioners from defense academies, security institutes, government agencies, universities, and nongovernmental organizations.

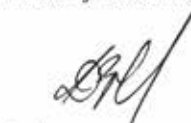
Contribute to conflict prevention by nurturing enduring partnerships to expand dialogue, build resilient networks, and provide channels for informal diplomacy.

*We affirm our enduring commitment to the PfP Consortium.*



for the  
Federal Ministry of Defence  
of the Republic of Austria

Dr. Arnold Kammel  
Secretary General



for the  
Ministry of Defence of the  
Republic of Bulgaria

Atanas Zaprjanov  
Minister of Defence



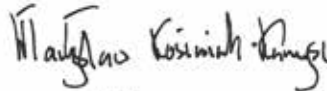
for the  
Department of National  
Defence of Canada

Bill Blair  
Minister of National Defence



for the  
Federal Ministry of Defence of the  
Federal Republic of Germany

Boris Pistorius  
Federal Minister of Defence



for the  
Ministry of National Defence  
of the Republic of Poland

Władysław Kosiniak-Kamysz  
Deputy Prime Minister and  
Minister of National Defence



for the  
Ministry of Defence of the  
Kingdom of Sweden

Pål Jonson  
Minister of Defence



for the  
Federal Department of Defence,  
Civil Protection and Sport of  
the Swiss Confederation

Pálvi Pulli  
Deputy State Secretary  
for Security Policy



for the  
Department of Defense of the  
United States of America

Lloyd J. Austin III  
Secretary of Defense

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*Signed in Brussels on 14 June 2024*

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“For 25 years you have helped build trust and cooperation with our partners, enhancing our intellectual interoperability. Today you celebrate this by signing this letter of intent, and thank you for handing it over to me.

– NATO Secretary General Jens Stoltenberg



Led by German Minister of Defense Boris Pistorius, the June 2024 ceremony at NATO Headquarters highlighted the Consortium’s legacy of promoting security cooperation across allied and partner defense institutions. The session culminated with a letter-signing ceremony, solidifying the nations’ enduring commitment to the Consortium and sustained support its mission (see left page for the letter).

The letter emphasizes a “shared vision of enduring Euro-Atlantic partnerships” achieved via intellectual interoperability among allied and partner nations, the promotion of modern standards for professional military education, and collaboration on emerging security concepts. The letter also reinforces the need for dialogue, informal diplomacy, and an active network of “defense educators and researchers, policymakers, and security practitioners from defense academies, security institutes, government agencies, universities, and nongovernmental organizations.”



Top: Defense leaders reaffirm their commitment to the Consortium, Brussels, 14 June 2024

Bottom: German Minister of Defense Boris Pistorius (right), hands the signed letter to NATO Secretary General Jens Stoltenberg (left)

Photos: Bundeswehr/Tom Twardy







# 2

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## **Romania becomes a permanent governance stakeholder.**

In 2024, the Senior Advisory Council unanimously approved Romania's proposal to join the Consortium's leadership assembly, making it the tenth permanent governance stakeholder alongside Austria, Bulgaria, Canada, Germany, Poland, Sweden, Switzerland, the United States, and NATO. Romania has contributed to the Consortium for many years, including co-chairing the Conflict Studies working group and hosting the 2004 Consortium Conference in Bucharest.

Dr. Carmen Rîjnoveanu, Director of the Institute for Political Studies of Defense and Military History within the Romanian Ministry of National Defense, remarked, "We are dedicated to upholding the values and responsibilities associated with this position and look forward to working closely with all PfPC members in support of our common mission."



# 3


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## **The Consortium Conference explores defense strategies and education in Ukraine.**

The Consortium held a comprehensive conference on “Russia’s War Against Ukraine: Future Implications for Defense and Security Education” on 13–14 December 2023. Over 90 participants from 28 nations and NATO attended the event at Eibsee in Grainau, Germany.

Discussions explored Ukraine’s use of NATO training, the impact of advanced technologies, and evolving security trends affecting the Euro-Atlantic, from geopolitics in the Black Sea region to the impact of artificial intelligence. Speakers included Madeleine Moon, former President of the NATO Parliamentary Assembly; Bulgarian Defense Minister Todor Tagarev; Ukraine’s Military Representative to NATO, Major General Serhii Salkutsan; and Brigadier General (Ret.) Rolf Wagner, Chair of the Consortium's Senior Advisory Council.





Security sector leaders have to reach out across society so that everyone in society has a stake in a successful outcome.

– Madeleine Moon, Former President, NATO Parliamentary Assembly

### **Keynote from the Former President of the NATO Parliamentary Assembly.**

Madeleine Moon's keynote emphasized the critical need for strategic leadership in addressing modern security challenges. Using examples—including Russia's actions in Chechnya, Georgia, and Ukraine—she underscored the dangers of complacency and the necessity of building resilience through “whole of society” collaboration. She also discussed efforts by the NATO Parliamentary Assembly to foster unity, educate new members, and support partners amidst rising geopolitical threats.

### **Lessons Learned from Russia's War Against Ukraine: Their Application for Professional Military Education.**

This plenary featured expert educators, including CWO Roman Kuzmenko and COL Dr. Yurii Punda from the National Defence University of Ukraine. Panelists considered relevant lessons from the conflict, such as evolving leadership principles, the impact of NATO training, and expanding role of Non-Commissioned Officers (NCOs). They also discussed Ukraine's resilience, including mobilization strategies, civilian integration, volunteerism, and private initiatives.

### **Russia's War Against Ukraine and the Need for Online Learning During Wartime.**

Featuring Col. Andrii Shvets, Deputy Chief for Science of Ukrainian Military Medical Academy Employment, this session explored Ukraine's implementation of online learning during wartime, focusing on military medicine as a case study. It highlighted how the Ukrainian Military Medical Academy transitioned to e-learning to address urgent training needs. The discussion emphasized the global relevance of Ukraine's experience, including strategies for distributed learning, modular courseware, and data sharing.

### **Security, Democratic, and Economic Development in the Western Balkans.**

In this session, experts from Croatia, Kosovo, and Montenegro discussed the impact that Russia's war against Ukraine has had in the Western Balkans. Panelists touched on the challenges of unresolved regional conflicts, such as those in Bosnia and Herzegovina and between Serbia and Kosovo. Then they examined the influence of external actors on the political landscape. Finally, they emphasized the strategic importance of European integration and need for strengthened resilience, democracy, and regional security.

# CONFERENCE SESSIONS

## **What Happens in the Black Sea Doesn't Stay in the Black Sea: Security and Defense Challenges for Regional Partners.**

This panel explored the geopolitical dynamics of the Black Sea region, including energy politics, Russia's aggressive actions, Türkiye's balancing act between NATO and regional partnerships, and the impact of conflicts in Ukraine, Moldova, and the South Caucasus. The panel featured experts from Türkiye and Ukraine as well as Dr. Benyamin Poghosyan from the Armenian Center for Political and Economic Studies and Mr. Razi Nurullayev, a Member of the Parliament of Azerbaijan.

## **The Weaponization of Interdependencies: Strengthening Resilience Networks.**

This presentation explored the concept of resilience in a highly interconnected world. Traditional deterrence and defense strategies are increasingly strained as national interdependencies can be weaponized. Drawing on examples, such as Moldova's efforts to reduce dependencies on Russia through alternative networks, the discussion emphasized the importance of partnerships, such as with NATO and the EU, and the need to redefine security frameworks to navigate interdependent global threats more effectively.

## **Artificial Intelligence in Military Education and Training.**

This breakout group examined the transformative role of artificial intelligence in military education, training, exercises, and evaluation. The discussion focused on benefits such as adaptive learning, data analytics for learning, and scalability, as well as challenges such as practical adoption, integration with personnel and processes, and building data strategies. Recommendations for leaders included engaging in pilot projects, defining AI capabilities, prioritizing cybersecurity, and fostering international collaboration.

## **Governance and Oversight of the Security Sector and Related Reform Processes.**

Featuring experts from Armenia, Kyrgyzstan, Switzerland, and Ukraine, this session examined the ripple effects that Russia's war against Ukraine has had on security sector governance. For example, in Ukraine, progress over the last decade has focused on immediate combat needs, leaving gaps in such areas as civil-military relations and defense integrity building. Panelists also discussed Armenia's evolving relationships with Russia and the impact of shifting power dynamics in Central Asia.





# 4

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## Fostering intellectual interoperability through diverse working groups.

The Consortium leverages working groups to address most of its activities. Groups are comprised of leaders and subject-matter experts from government, military, academia, and select non-governmental organizations. The PfP Consortium is a “consortium of the willing,” meaning that participation is a voluntary commitment offered by each nation or participating organization. Each group is managed by its chair or co-chairs, and they are guided by the Consortium’s governance councils. The groups operate with a high degree of autonomy while remaining aligned with the Consortium’s overall goals.

In 2024, the Consortium maintained nine permanent working groups, including the *Connections* editorial board and two temporary “ad-hoc” working groups.









# A CONSORTIUM OF THE WILLING...

The **Advanced Distributed Learning** working group focuses on technology-enhanced learning. Participants exchange best practices for digital learning and encourage the use of interoperable technology standards. In 2024, the group met in Chişinău and Lisbon, with the latter meeting held in conjunction with the NATO Training Technology Conference. They also developed two info papers for military stakeholders: “Sharing Digital Learning Content Among Allies and Partners” and “Utilizing Advanced Distributed Learning to Counter Cognitive Warfare.”

Chaired by USA, NATO, and DEU

The **Education Development** working group specializes in best practices for teaching, adult learning, curriculum development, and institutional sustainment. They often contribute to the Defense Education Enhancement Program. In 2024, the working group collaborated frequently, including a workshop in Reichenau an der Rax where members refined materials used by the DEEP Master Instructor Program. Group members also contributed to the Military Scholarship of Teaching and Learning Forum, hosted by the US Marine Corps University.

Chaired by USA

Established in 1999, the **Conflict Studies** working group encourages multilateral dialogue among military historians and defense educators. Its annual conferences examine current security issues and military strategy through a historical lens. In 2024, the Conflict Studies conference on “Shaping Armed Forces for Conflict and War . . . Implications for Policy-Makers,” was held at the National Defence Academy in Vienna. Military historians and security experts from 21 allied and partner nations participated, presenting a total of 31 papers.

Chaired by ROU and DNK

The **Emerging Security Challenges** working group analyzes new and complex security developments. In 2024, the group hosted two workshops: “Ukraine War Trajectories and their Implications for the Black Sea and South Caucasus Region” and “Security Implications of Generative AI and Synthetic Biology.” Group members also spoke at the Responsible Use of AI in the Military (REAIM) conference, published 6 scholarly articles, and delivered a variety of formal briefings, such as to the NATO Science and Technology Office and regional embassies.

Chaired by CHE and DEU

# ...WORKING IN DIVERSE GROUPS

The PfP Consortium launched the **Irregular Warfare and Hybrid Threats** working group in 2024, with the goal of enhancing allies' and partners' understanding of hybrid challenges and improving our collective responsiveness, resilience, and civil preparedness. In April, core members met in Washington, DC to define the group's priorities. In August, the group hosted its first full-scale workshop on "The Cognitive Dimension of Irregular Warfare and Hybrid Threats in the Black Sea Region," conducted in partnership with the Hybrid Center of Excellence in Helsinki.

Chaired by USA

Spanning over 250 partner institutions, the **Regional Stability in South East Europe** group promotes stability in the Western Balkans by fostering international cooperation and network-building, supporting research, encouraging young regional leaders, and developing policy advice. In 2024, they hosted two workshops: "Overcoming *Stabilitocratic* Remnants in South East Europe" and "Building Trust Under Difficult Conditions: Kosovo/Serbia and the View of the Neighbors." Each workshop resulted in publications and policy recommendations.

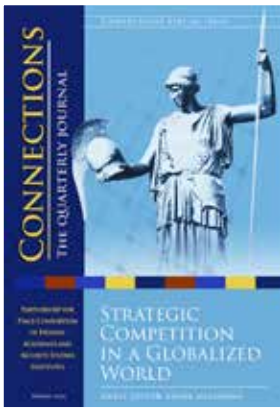
Chaired by AUT, SRB, and HRV

The **Regional Stability in the South Caucasus** group examines issues across the security-political spectrum, including geopolitical, economic, and energy interests, as well as potential solutions. The group convenes participants from Armenia, Azerbaijan, Georgia, and neighboring countries, along with EU and NATO members. In 2024, they held two workshops: "Does the European Union Need a Strategy for the South Caucasus?" and "Connectivity Risks and Opportunities in the South Caucasus." Each workshop resulted in publications and policy recommendations.

Chaired by AUT, ROU, and GRC

The **Security Sector Reform** working group aims to enhance good governance through research, outreach, and training. Initially established as the Civil-Military Relations working group in 2001, it has since broadened its scope to also include topics such as public security management in post-conflict societies and human security. In 2024, they convened a parliamentary round table on "Safeguarding Democratic Values" in Brussels and a conference on "Human Rights in the Armed Forces and Disinformation" at the Polish Naval Academy in Gdynia.

Chaired by CHE



**Connections: The Quarterly Journal** is the Consortium’s flagship publication, released in print and online and in both English and Russian. It publishes peer-reviewed articles on security topics, such as democratic backsliding and strategic competition. Neither authors nor the institutions that receive the journal are charged a fee, and articles are open-access. The journal is indexed by several citation databases, such as Scopus and JSTOR, and its Scopus CiteScore rank is in the second quartile for “Political Science and International Relations.”

[www.connections-qj.org](http://www.connections-qj.org)

*Connections* is overseen by an editor-in-chief and an **editorial board** comprised of distinguished subject-matter experts. The editorial board plays a crucial role in ensuring the journal’s quality by providing guidance on its thematic directions, soliciting and reviewing manuscripts, upholding rigorous academic standards, and contributing to the journal’s international scope by fostering relationships with scholars and institutions worldwide. Annually, the editorial board also informs the selection of the best paper, which receives the “Athena Award.”

Chaired by USA

**Women, Peace, and Security in Professional Military Education** is a temporary working group, established for a three-year period from 2023–2025. In 2024, the group met at the Polish Naval Academy in Gdynia. Together, participants from 17 countries worked on the development of a Concept Note designed to support the integration and mainstreaming of Women, Peace, and Security topics into military curricula. By the end of its three-year mandate, the group plans to release a variety of supporting publications as well as online resources to support this goal.

Chaired by CAN

**Strategic Leadership Course for Security and Defence Sector in Ukraine** is a temporary working group established to develop a course for senior-level Ukrainian civilians, police officers, and military leaders. The course has been delivered annually since 2021. It focuses on security and defense systems (whole of society), building resilience, hybrid threats, and post-conflict situations as well as maintaining legitimacy, integrity, and perspective-taking. Once fully operational, the course will be transitioned to Ukrainian partners for its ongoing delivery.

Chaired by SWE



# 50+

## DIFFERENT NATIONS

In 2024, Consortium participants represented 50 unique national territories as well as two international organizations, NATO and the United Nations.

The Consortium's permanent governance stakeholders were well represented, of course. Beyond those nine nations and NATO, the greatest number of participants came from Ukraine, Armenia, the United Kingdom, Georgia, and Moldova.



# 40+

## EVENTS

The Consortium held over 40 events in 2024, not counting the many DEEP engagements.

Around a dozen of the 2024 events were workshops during which participants contributed to the development of reference curricula.

Nearly all events are in-person, although often augmented by online meetings and coordination.



# 550+

## VOLUNTARY “FELLOWS”

The Consortium relies on individual experts who donate their time and knowledge as voluntary contributions on behalf of their home nations or organizations.

In 2024, the Consortium relied on a cadre of roughly 550 voluntary contributors who helped organize events, author information papers, develop policy briefings, and otherwise support the Consortium's efforts to foster intellectual interoperability among allies and partners.

This extended network of “fellows” is the lifeblood of the PfP Consortium.



# 29%

## WOMEN

In 2024, women comprised nearly a third of all participants.

In addition to seeking women's voices, the PfP Consortium strives to include a mix of different allied and partner nations as well as representatives from across government organizations, military institutes, academia, and research-oriented non-governmental organizations.





Partnership Action Plan  
on  
Defence Institution Building  
**REFERENCE CURRICULUM**

Public Administration and Governance  
Defence Management and Economics  
Ethics and Leadership



# 5

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## Supporting professional military education through reference curricula.

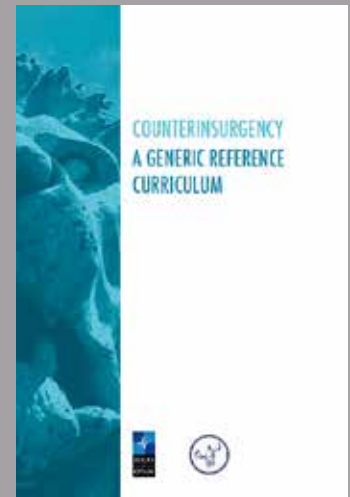
In collaboration with the NATO International Staff, the PfP Consortium strengthens defense education by developing and freely distributing reference curricula. These publications offer generalizable educational templates that include structured course outlines, learning objectives, scholarly references, and recommended instructional methods suitable for professional military education courses. Defense institutions can use these curricula as foundations upon which to build their educational programs.

In 2024, NATO and the Consortium released two new curricula: *Leadership and Ethics* and *Hybrid Threats and Hybrid Warfare*. In collaboration with the National Defence University of Ukraine, they also supported continuous updates of, and traveling seminars related to, the popular *Russian War Against Ukraine Lessons Learned* curriculum guide.

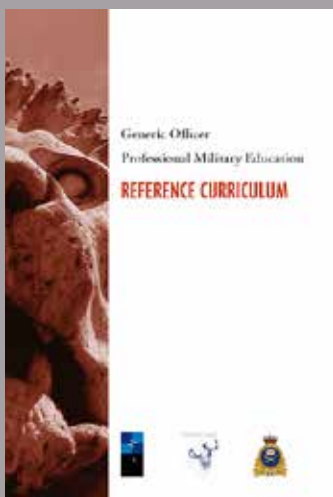
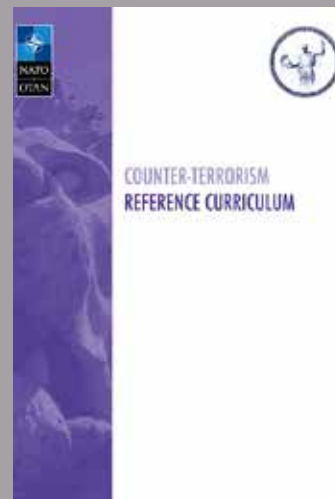




These reference curricula are widely used by partners and allies, and they support DEEP engagements.



These curricula are freely available from NATO and the PfP Consortium. Visit those websites to download digital copies.



Partnership Action Plan on Defence Institution Building was our first reference curriculum, released in 2008.



# AU COURANT CURRICULA

## ***Hybrid Threats and Hybrid Warfare***

Released in June 2024, this reference curriculum serves as a comprehensive introduction to hybrid security issues, which blend conventional warfare, irregular tactics, and cyber activities. The curriculum includes information about hybrid threats, their impact on national security, and related concepts such as Grey Zone warfare and cognitive warfare. Divided into 21 modules, across 4 themes, the curriculum covers topics ranging from the Great Powers to proxy actors and criminal networks as well as both threat vectors and potential responses.

## ***Russian War Against Ukraine: Lessons Learned Curriculum Guide***

Released in December 2023, this reference curriculum was developed with the assistance of the National Defence University of Ukraine and its subject-matter experts. Content was also provided by Ukrainian experts via interviews. Divided into 25 lessons, the curriculum covers a wide range of topics, including the evolution of Russian policy towards Ukraine, Russian information operations, cybersecurity, air defense, fire support, logistics, special forces, and NCO small unit leadership.

## ***Leadership and Ethics***

Released in July 2024, this reference curriculum serves as a framework for defense academies seeking to establish or supplement their development of military leaders and civilian security professionals. Divided into 49 modules, the curriculum covers leadership and character development, normative and applied ethics, leadership frameworks, principles for leading individuals and organizations, and a variety of considerations unique to the profession of arms, such as the law of armed conflict, civil-military relations, and mission command.

## ***In progress . . .***

In 2024, the Consortium and NATO worked towards updating three reference curricula: *NCO Professional Military Education*, *Generic Officer Professional Military Education*, and *Cybersecurity*. Subject-matter experts also worked on the development of three new curricula on the topics of logistics, operational and tactical planning, and societal resilience. NATO plans to publish the *Resilience* reference curriculum in January 2025. Finally, in 2024, work began on a new publication focused on the implications for leadership of emerging and disruptive technology.







# 6

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## Advancing institutions through the Defense Education Enhancement Program.

Co-managed with the NATO International Staff, the Defense Education Enhancement Program, or DEEP, helps institutions modernize their professional military education systems, align their educational offerings with NATO standards, and implement modern educational best practices.

In 2024, DEEP conducted 550 activities in 18 different nations. These activities largely involved peer-to-peer collaboration and knowledge sharing, with experts from allied and partner defense institutions traveling to a recipient defense academy or university to work directly with those faculty and staff. Engagements focused on curriculum development (“what to teach”), faculty and staff training (“how to teach”), and institutional sustainment initiatives. DEEP also published its *Monitoring and Evaluation Analysis Report* assessing the progress of every country’s program.

# 18

## NATIONS SUPPORTED

In 2024, DEEP supported these nations:

- Albania
- Armenia
- Azerbaijan
- Bosnia-Herzegovina
- Colombia
- Georgia
- Iraq
- Jordan
- Kazakhstan
- Mauritania
- Mongolia
- Morocco
- North Macedonia
- Republic of Moldova
- Serbia
- Tunisia
- Ukraine
- Uzbekistan



# 550

## DEEP EVENTS

In 2024, NATO and the PfP Consortium collectively delivered 550 DEEP activities, which took place online, in a hybrid (blended) format, or in-person.

These engagements were delivered by subject-matter experts drawn from a cadre of more than 1500 security and defense education professionals, and they supported over 3200 faculty and staff members at recipient institutions.



# 239

## EVENTS WITH UKRAINE

Ukraine was the most active DEEP partner in 2024.

Notably, Ukraine was both a recipient and a provider. This was especially significant in 2024, as Ukraine provided DEEP support during wartime. Ukrainian personnel delivered seminars and workshops, sharing lessons learned from their combat experiences as well as their expertise in modern teaching methods.



# 7

## UKRAINE “ROAD SHOWS”

Supported through DEEP, the National Defence University of Ukraine sent delegations to allied nations. The Ukrainian experts offered seminars in conjunction with the *Russian War Against Ukraine: Lessons Learned Curriculum Guide*.

The Ukrainian team visited a series of senior service colleges and academies in Bulgaria, Latvia, Lithuania, the Netherlands, Poland, Sweden, and along the East Coast of the United States.

Seminars covered various topics at the strategic and operational levels of warfare, including information operations; Intelligence, Surveillance and Reconnaissance (ISR); national resilience; uninhabited systems; fire support; air defense; logistics; cybersecurity; war at sea; and NCO small unit leadership.



# 80+

## NCO CONFERENCE PARTICIPANTS

In 2024, DEEP held its third annual conference of NCO Academies and Schools in Batumi, Georgia.

More than 80 participants from over than 30 countries participated, including high-level officials, such as NATO's Deputy Assistant Secretary General for Operations, Burcu San; the Head of the NATO Liaison Office in Georgia, Alexander Vinnikov; and the Deputy Chief of the Georgian General Staff, Major General Zaza Chkhaidze; as well as many other commandants and senior enlisted leaders.

Representatives from Malawi and Colombia also participated for the first time.



# 49

## FACULTY WORK- SHOPS

DEEP collaborates closely with the Consortium's Education Development working group to create and deliver faculty development programs.

In 2024, DEEP offered 49 faculty workshops in 14 different nations in the framework of the Foundational Faculty Development and Master Instructor Programs.

These workshops are usually delivered as a series of weeklong in-person engagements over the course of 1–2 years.



# 100+

## CLEARING HOUSE PARTICIPANTS

The annual DEEP Clearing House serves as a coordination and planning meeting for DEEP providers.

In 2024, the Royal Danish Defence College hosted the event, which brought together over one hundred DEEP contributors from 23 countries and 64 institutions. They reviewed current achievements and shared views on the priorities ahead.



# 4

## NATO PARTNER FRAME- WORKS

Any NATO partner country with an individual bilateral cooperation plan can request DEEP support. NATO's four partnership cooperation programs are the Partnership for Peace, Mediterranean Dialogue, Istanbul Cooperation Initiative, and Partners Across the Globe. Through US support, DEEP also works with nascent NATO allies, such as Albania and North Macedonia, as requested.







**UNSER HEER**

Austria  
Federal Ministry  
of Defence



Austria  
National Defence  
Academy



Bulgaria  
Bulgarian National  
Defence College



Canada  
Canadian Defence  
Academy



Germany  
Bundeswehr Command  
and Staff College

Nine nations and NATO currently serve as the permanent governance stakeholders of the PfP Consortium. The organizations on this page support the Consortium's two governance bodies on behalf of those nations and NATO.



Germany  
Federal Ministry  
of Defence



NATO  
International Staff



Poland  
Polish Naval  
Academy



Romania  
Carol I National  
Defense University



Romania  
Institute for Political  
Studies of Defense  
and Military History



Sweden  
Swedish Defence  
University



Switzerland  
Geneva Centre  
for Security Sector  
Governance



Switzerland  
Geneva Centre for  
Security Policy



United States  
George C. Marshall  
European Center for  
Security Studies

# 7

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## The Consortium's work is guided by two governance bodies.

The **Senior Advisory Council** provides strategic-level guidance on Consortium priorities, resources, and structure. The Council includes one delegate from each governance stakeholder nation and NATO as well as from the George C. Marshall European Center for Security Studies—the host organization for the PfP Consortium's Secretariat. Currently, the Marshall Center delegate serves as the Council chairperson.

The **Consortium Steering Committee** translates the strategic guidance into actionable programs, projects, and tasks. The Steering Committee includes representatives from each governance stakeholder nation and NATO as well as the chairs of all permanent and ad-hoc working groups. The PfP Consortium's executive director serves as the Steering Committee chairperson.

## End Notes – Photo details, where captions are not already provided

### Page 6

- Carol I National Defence University, Bucharest, Romania (Photo courtesy of the University)

### Page 8, Consortium Conference, Grainau, December 2023

- Top (left to right): Ms. Antje Fritz (CHE); MGen Denis O'Reilly (CAN); Ms. Peggy Garza (USA), MG Todor Dochev (BGR), and Dr. Greta Keremidchieva (BGR)
- Middle: Participants at the Conference
- Bottom (left to right): Conference poster; top, CWO Roman Kuzmenko (UKR), below, Dr. Yevgeniya Gaber (UKR); far right, BG (Ret.) Rolf Wagner (DEU)

### Page 12

- Top: Ms. Camilla Unsgaard (SWE) at the Consortium Conference, Grainau, December 2023
- Middle (left): Participants at the Security Sector Reform parliamentary round table, Brussels, May 2024
- Middle (right): Participants at the Women, Peace, and Security in PME workshop, Gdynia, July 2024
- Bottom (left to right): Dr. Carmen Rijnoveanu (ROU); Sgt. Maj. Ludek Kolesa (CZE) at Consortium events

### Page 14, left side of the photo spread

- Top (left to right): ADL workshop in Bucharest; Mr. Mariusz Solis (NATO) at the Consortium Conference, Grainau, December 2023
- Mid-Top: Per Eliasson (SWE) at the Conflict Studies conference, Vienna, June 2024
- NCO Conference: Sgt. Maj. Ludek Kolesa (CZE) meets with delegates from Malawi, including Brigadier General Luke Mwetseni Yetala, at the DEEP NCO Conference, Batumi, September 2024
- Mid-Bottom: Ms. Teona Akubardia (GEO), Member of the Parliament of Georgia, at the Security Sector Reform parliamentary round table, Brussels, May 2024
- Bottom (left): PfP Consortium annual joint governance meeting, Munich, November 2024
- Bottom (right): Prof. Todor Tagarev (BGR) provides the keynote at the PfP Consortium celebration held during the NATO Conference of Commandants, Washington, DC, May 2024

### Page 15, right side of the photo spread

- Top (left to right): ADL workshop in Chişinău, March 2024; Dr. David Emelifeonwu (CAN)
- Middle: Maj. Gen. (Ret.) Barre Seguin (USA), LTG Erich Csitkovits (AUT), and Secretary General Dr. Arnold Kammel (AUT) at NATO Headquarters, June 2024
- Middle (right): Air Commodore Ruth Elsley (AUS) at the WPS in PME workshop, Gdynia, July 2024

### Page 15, right side of the photo spread (cont.)

- Bottom (left to right): LTC Maia Molina-Schaefer (USA); Maj. Gen. (Ret.) Barre Seguin (USA); a conversation at the WPS in PME workshop, Gdynia, July 2024 among Mr. Björn Lagerlöf (CAN), Capt. (Ret.) Mariusz Mięsikowski (POL), and Polish Naval Academy's Vice-Rector for Military Affairs, Navy Capt. Sławomir Dorotyn (POL)

### Page 19, left to right

- Stock image of national flags
- Conflict Studies conference, Vienna, June 2024
- Dr. Greta Keremidchieva (BGR) at an ADL workshop
- Dr. Margaret Korosec (GBR) at the Consortium Conference, Grainau, December 2023

### Page 20

- CWO Julien Boisvert (CAN), Canadian Defence Academy, reviews a reference curriculum during a writing workshop, Garmisch, February 2024

### Page 22

- Reference curricula. For more information, see [www.pfp-consortium.org/products/reference-curricula](http://www.pfp-consortium.org/products/reference-curricula)

### Page 24

- Top: Two images from the DEEP Clearing House, Copenhagen, June 2024
- Middle: Participants at the DEEP Clearing House
- Bottom: Participants at the DEEP annual review for Moldova, held in Brussels, September 2024; top center, Dr. Tim Dreifke; top right, Col. Dr. Florian Circumaru (ROU); bottom right, group discussions

### Page 26, left to right

- Colonel Petru Mihalcea (MDA) at the DEEP annual review for Moldova, Brussels, September 2024
- Education Development working group members and DEEP contributors at the faculty development preparation workshop Reichenau an der Rax, April 2024
- Stock image of the Ukrainian flag
- National Defence University of Ukraine (Photo by Ву Марина Дубовчук)

### Page 27, left to right

- Participants from Malawi and Georgia at the DEEP NCO Conference, Batumi, September 2024
- DEEP faculty development seminar at the Tunisia Military Academy, Tunis, September 2024
- DEEP Clearing House, Copenhagen, June 2024
- Stock image of the NATO Star sculpture



## End Notes – NATO three-letter geographical codes used in this publication

AUS.....	Australia	GEO.....	Georgia
AUT.....	Austria	GRC.....	Greece
BGR.....	Bulgaria	HRV.....	Croatia
CAN.....	Canada	MDA.....	Moldova
CHE.....	Switzerland	POL.....	Poland
CZE.....	Czech Republic	ROU.....	Romania
DEU.....	Germany	SRB.....	Serbia
DNK.....	Denmark	SWE.....	Sweden
EST.....	Estonia	UKR.....	Ukraine
GBR.....	United Kingdom	USA.....	United States

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### “By the Numbers” notes

#### Page 19

- PfP Consortium Secretariat’s own figures.
- Note that because the Consortium uses US business processes for its management, the figures shown on the left page reflect Consortium events held during US Fiscal Year 2024 (1 October 2023–30 September 2024).

#### Page 20

- Figures from the PfP Consortium and NATO.
  - Note that the number of nations supported includes three nations (Albania, North Macedonia, and Uzbekistan) that receive support only via US (not NATO) contributions to DEEP, due to policy restrictions.
  - Note that number of faculty development workshops and the total number of Ukrainian lessons learned “road shows” use the US Fiscal Year 2024 (1 October 2023–30 September 2024) as the reporting period.
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