



Partnership for Peace Consortium of Defense Academies and Security Studies Institutes

Terms of Reference

This document outlines the mission, vision, strategic focus areas, governance structure, and operational workflow of the Consortium.

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1. BACKGROUND

The Partnership for Peace Consortium of Defense Academies and Security Studies Institutes (PfPC) is a multinational program for defense education and research, security sector cooperation, and institutional capacity building. PfPC was established at the NATO 50th Anniversary Summit (1999), in the spirit of the NATO Partnership for Peace, but as a more flexible multinational framework to promote defense education and advance multinational solutions to security challenges confronting the Euro-Atlantic community.

2. MISSION

Strengthen partner defense education and security sectors while fostering a trusted global network of defense educators, research professionals, and security sector practitioners.

3. VISION

Integrated Euro-Atlantic partners contributing to regional stability through multinational defense education, research, security sector cooperation, and capacity building initiatives.

4. STRATEGIC FOCUS AREAS

PfPC pursues its mission and vision by strengthening partner defense and security institutions, enhancing cross-sector cooperation, and promoting modern standards for professional military education.

4.1. Focus 1: Intellectual Interoperability

Pursue intellectual interoperability among allies and partners via a collaborative, activity-based network of defense educators and researchers, policymakers, and security practitioners from defense academies, security institutes, government agencies, universities, and nongovernmental organizations (NGOs) within the Euro-Atlantic region.

Objectives

- Conduct and disseminate multinational research on critical issues and emerging security topics
- Operationalize research, for example, into policy advice and educational engagements
- Support Euro-Atlantic institutional cooperation and promote the value of interoperability
- Develop and share best practices for cooperation across allied, partner, and nonaligned national education and research institutions to ensure long term sustainability

4.2. Focus 2: Security Sector Cooperation

Advance multinational solutions to security challenges and contribute to crisis management and conflict prevention by nurturing enduring partnerships to expand dialogue, building resilient networks, and providing channels for informal diplomacy.

Objectives

- Expand dialogue, understanding, and cooperation across diverse, whole-of-society stakeholders
- Serve as a “clearing house” to facilitate coordination among allies, partners, and nonaligned nations
- Connect government defense academies and security studies institutes with relevant civilian universities and NGOs

- Support Track II diplomacy in support of the Euro-Atlantic Community to discuss issues of regional concern and support conflict management

4.3. Focus 3: Institutional Capacity Building

Support the educational and training development of defense academies, security studies institutes, and other government organizations across partner and nonaligned nation states.

Objectives

- Support defense and security sector institutions through multinational engagements
- Enhance current and future civilian and military leaders through education, research, and training
- Facilitate the transition of partners from recipients of support into providers of security cooperation
- Strengthen and professionalize defense and security education by sharing modern curricula, modern teaching methodologies, and advanced technologies

5. GOVERNANCE STRUCTURE

The PfPC is a multinational organization with participation at national or, in the case of NATO, international government levels. Strategically, PfPC is overseen by the Senior Advisory Council (SAC) and guided by the Consortium Steering Committee (CSC). Operationally, the PfPC is managed by the U.S. Department of Defense and the German Federal Ministry of Defence via the Secretariat, which is hosted within the George C. Marshall European Center for Security Studies in Garmisch-Partenkirchen, Germany. Permanent and ad-hoc groups, complete projects and tasks. These groups include applied working groups, study groups, and the *Connections* journal editorial board.

5.1. Governance Structure Changes

The permanent governance stakeholders, that is, those with permanent representation on the SAC, are responsible for decisions concerning the governance structure of the PfPC.

5.2. Permanent Governance Stakeholder Entities

Ten (10) entities collectively manage the PfPC: Austria, Bulgaria, Canada, Germany, NATO, Poland, Romania, Sweden, Switzerland, and the United States. Governance stakeholders provide guidance and oversight via the SAC and CSC, and representatives from these nations/NATO otherwise participate via the permanent or ad-hoc working groups. All permanent governance stakeholders are expected to assign representatives to the SAC, CSC, and one or more permanent working groups.

5.3. Rotational Governance Stakeholders

At any time, up to two (2) rotational governance stakeholders may contribute to PfPC governance on a time-limited basis. Rotational governance stakeholders, including their initial terms of participation, may be proposed by members of the SAC directly, or they may be proposed by the CSC to the SAC for their approval. Rotational governance stakeholders and their terms must be approved by a majority of the SAC, including the SAC Chair. Upon approval, rotational governance stakeholders are expected to assign representatives to the SAC, CSC, and at least one working group, which may be an ad-hoc working group, for the duration of the rotational governance participation.

6. SENIOR ADVISORY COUNCIL

The SAC is the senior governance body.

6.1. SAC Composition

The SAC is composed of senior representatives (general and flag officer level or civilian equivalent) of government institutions from each governance stakeholder nation and NATO. These representatives may be permanently assigned personnel or rotational positions, depending on the interests of the contributing organization. The represented institutions on the SAC are as follows:

- Austrian Federal Ministry of Defence
- Ministry of Defence of the Republic of Bulgaria
- Department of National Defence of Canada
- Federal Ministry of Defence of the Federal Republic of Germany
- NATO International Staff
- Ministry of National Defence of the Republic of Poland
- Romanian Ministry of National Defence
- Ministry of Defence of the Kingdom of Sweden
- Federal Department of Defence, Civil Protection and Sport of the Swiss Confederation
- Department of Defense, United States, represented by the George C. Marshall Center
- Representative from the Secretariat's host organization, currently the George C. Marshall Center
- Optionally, up to two (2) rotational governance stakeholders, as approved by the SAC

6.2. SAC Chair

The SAC is chaired by a delegate from one of the permanent governance stakeholder nations/NATO on a two-year term, as nominated and approved by the other permanent SAC members.

6.3. SAC Secretary

The PfPC Executive Director serves as the Secretary.

6.4. SAC Meetings

The SAC meets twice yearly, including one dedicated meeting and a second meeting in combination with the CSC. During the meetings, the SAC reviews the Consortium's activities and provides guidance to ensure these activities match the Consortium's founding principles. The agenda and minutes for SAC meetings are prepared by the SAC Secretary.

6.5. SAC Responsibilities

The SAC provides strategic-level guidance and broad direction for PfPC activities and structure. Each representative on the SAC is expected to provide national (or international) guidance from his or her originating organization and, in turn, to update those organizations routinely about PfPC activities. Additional responsibilities include:

- Advise on the annual and multiyear strategic priorities for the PfPC
- Advise on the allocation of financial and in-kind resources available to the PfPC
- Propose and approve changes to the PfPC governance bodies and the overall Consortium structure

- Facilitate cooperation with decision makers from each member's respective nation/organization
- Review themes for the quarterly journal, *Connections*, on an annual basis
- Approve the agenda and structure of the annual Consortium Conference, on an annual basis
- Attend two annual meetings, including one combined SAC/CSC meeting
- Attend the annual Consortium Conference

7. CONSORTIUM STEERING COMMITTEE

The CSC operationalizes the strategic direction provided by the SAC, and the CSC provides oversight to ensure effective execution of programs, projects, and tasks aligned to that guidance.

7.1. CSC Composition

The CSC consists of representatives from the governance stakeholder nations and NATO, as well as all permanent and ad-hoc working group chairs. The represented institutions on the CSC are as follows:

- Each permanent and rotational governance stakeholder
 - Austrian Federal Ministry of Defence
 - Ministry of Defence of the Republic of Bulgaria
 - Department of National Defence of Canada
 - Federal Ministry of Defence of the Federal Republic of Germany
 - NATO International Staff
 - Ministry of National Defence of the Republic of Poland
 - Romanian Ministry of National Defence
 - Ministry of Defence of the Kingdom of Sweden
 - Federal Department of Defence, Civil Protection and Sport of the Swiss Confederation
 - Department of Defense, United States, represented by the George C. Marshall Center
 - Up to two (2) rotational governance stakeholders, as approved by the SAC
- All permanent and ad-hoc working group chairs
 - Advanced Distributed Learning
 - Conflict Studies
 - Education Development
 - Emerging Security Challenges
 - Irregular Warfare and Hybrid Threats
 - Security Sector Reform
 - Regional Stability in the South Caucasus
 - Regional Stability in South East Europe
 - *Connections* Editorial Board
 - Any ad-hoc working groups, as approved by the SAC
- PfPC Secretariat staff
- Representative from the national institution co-hosting that year's annual Consortium Conference

7.2. CSC Chair

The CSC is chaired by the PfPC Executive Director.

7.3. CSC Secretary

The PfPC Deputy Executive Director serves as the Secretary.

7.4. CSC Meetings

The CSC meets twice yearly, including one dedicated meeting and a second meeting in combination with the SAC.

7.5. CSC Responsibilities

The CSC ensures successful execution of PfPC activities and monitors annual performance towards its strategic goals. The CSC actively searches for opportunities to strengthen partner nation capacities, to assess and address common transnational threats, and to contribute to sustainable strengthening of security and defense sectors. CSC decisions are made by consensus; however, each working group chair (or set of co-chairs) exercises primary control over their own groups. Specific CSC responsibilities include:

- Identify, plan, and oversee operational execution of activities in support of SAC strategic guidance
- Seek opportunities to expand the scope of participation from priority nations and their institutions
- Develop the PfPC Annual Program Plan in accordance with SAC strategic guidance
- Document and report to the SAC on issues, opportunities, resourcing requirements, and monitoring and evaluation performance
- Attend two annual meetings per year, including one combined SAC/CSC meeting

8. WORKING GROUPS

PfPC organizes its activities through permanent and ad-hoc working groups that address relevant topics in international security, defense education, and related fields.

8.1. Working Group Composition

PfPC working groups come in different varieties, including applied working groups, study groups, and an editorial board for the *Connections* journal. The PfPC has the following permanent working groups:

- Advanced Distributed Learning
- Conflict Studies
- Education Development
- Emerging Security Challenges
- Irregular Warfare and Hybrid Threats
- Security Sector Reform
- Regional Stability in the South Caucasus, Study Group
- Regional Stability in South East Europe, Study Group
- *Connections* Editorial Board

Members of the SAC or the CSC may establish ad-hoc working groups to address a particular project for a limited time, such as a three-year working group on Women, Peace, and Security in Professional Military Education or a rapidly implemented CIV-MIL Strategic Leadership Program for Ukraine. Members of the SAC can propose these ad-hoc groups directly, or the CSC may propose them to the SAC for approval.

8.2. Working Group Chairs

A chairperson or multiple co-chairs leads every working group. The chairs decide the quantity and quality of participants, propose annual plans (such as workshops, meetings, programs, agendas, specific topics, and products), oversee plan execution, ensure successful development of products, and provide a monitoring and evaluation analysis of the work. The CSC, as an entity, provides general oversight and facilitates coordination amongst the chairs. All working group chairs are assigned by their national or multinational institutions, or they contribute on a voluntary basis.

8.3. *Connections* Editorial Board Chair

The chair of the *Connections* Editorial Board also serves as the journal's Editor-in-Chief. The Editorial Board nominates an individual to serve as the chair/Editor-in-Chief under a renewable three-year term. The chair/Editor-in-Chief is responsible for providing high editorial standards, strategy direction, and leadership to the editorial board and aligning these activities with the publication's mission and goals.

8.4. Defense Education Enhancement Program

The chair of the Education Development working group also serves as the Defense Education Enhancement Program (DEEP) coordinator. Under the direction of the PfPC Secretariat, and in close coordination with the NATO International Staff, the DEEP Coordinator, oversees the planning and conduct of curriculum development (what to teach), faculty development (how to teach), and institutional development (administration, management, and organization of a school) programs in support of NATO partner defense education and training institutions around the world. Uniquely among the working group chairs, the DEEP Coordinator is employed by the U.S. Government.

8.5. Working Group Responsibilities

Working groups are self-governing, albeit within the policy direction provided by the SAC and under the general oversight of the CSC. The working groups determine their aims, composition, organization, meeting times and locations, and work schedules. Working group chairs are encouraged to coordinate to complement each other's work through information sharing and by organizing collaborative events involving cross-sectional participants, nations, partners, and organizations. Specific working group responsibilities include:

- Develop an annual plan for the working group
- Develop objectives, milestones, and monitoring and evaluation metrics for annual plans
- Execute the annual plan for the working group in coordination with the PfPC Secretariat
- Appropriately manage allotted resources and seek additional resources when needed
- Collect and assess quantitative/qualitative data on performance towards desired end state objectives
- Document and report to the CSC on issues, opportunities, requirements, and performance
- Author summary reports on significant milestones and deliver them to the PfPC Secretariat
- Contribute to the PfPC Annual Program Plan and PfPC Annual Report

8.6. Working Group Products and Outcomes

The working groups produce a variety of tangible products and other outcomes. These include, but are not limited to, policy recommendations, information papers, reference curricula, multinational coordination opportunities, scholarly seminars, cross-sector dialogues, institutional development engagements, and other reports. Additionally, the PfPC produces a peer-reviewed quarterly journal,

Connections, in which academic manuscripts and long-form monographs can be published. All products are made available to all stakeholders, and publicly released products are accessible via the PfPC's website (www.pfp-consortium.org).

8.7. Monitoring and Evaluation

The Consortium has a responsibility to evaluate its impact and to strive for continuous improvement. As such, working groups are expected to create metrics for their success and to describe their desired end states. Metrics should address both immediately observable results (i.e., processes, such as number of participants) and broader outcomes (i.e., effects, such as enduring changes observed in a partner's defense academy, number of times curriculum has been used and/or updated). Working groups and the PfPC Secretariat collect quantitative and/or qualitative information to inform these measures. All working groups will report on these measures as part of the PfPC Annual Report.

9. PFPC SECRETARIAT

The Secretariat serves as the administrative center of gravity for the PfPC.

9.1. Secretariat Composition

The PfPC Secretariat is based at the George C. Marshall European Center for Security Studies in Garmisch-Partenkirchen, Germany. Secretariat staff are dedicated, full-time U.S. and German military and civilian personnel, and their composition is defined in the *Memorandum of Agreement between the Department of Defense of the United States of America and the Federal Ministry of Defence of the Federal Republic of Germany concerning the German Participation in the George C. Marshall European Center for Security Studies at Garmisch-Partenkirchen* (2016). The PfPC Secretariat includes the following staff:

- Executive Director (U.S.)
- Deputy Executive Director (German)
- Four (4) program managers, including the DEEP Coordinator (U.S. and German personnel)

The Secretariat receives administrative and staff support from the George C. Marshall Center as well as additional contracted personnel, as required.

9.2. Secretariat Responsibilities

The PfPC Secretariat supports the SAC, CSC, and working groups, and it facilitates the coordination of PfPC activities, resources, stakeholders, and participants. Specific responsibilities include:

- Advise and support the SAC, CSC, and all working groups
- Ensure implementation of SAC and CSC guidance
- Facilitate the activities of PfPC working groups and ensures coordination across groups
- Provide administrative support, such as for event planning and product development
- Manage the *Connections* scholarly journal, including its publication and dissemination
- Coordinate and monitor all resources, including financial and in-kind support from stakeholders
- Directly administer the U.S. and German funding provided to the PfPC
- Assemble and monitor the PfPC Annual Program Plan, as developed by the CSC
- Assemble and disseminate the PfPC Annual Report from working group input

- Administer SAC meetings, CSC meetings, and the Consortium Conference

10. ANNUAL PROGRAM PLAN

The Annual Program Plan is a collective plan that identifies the Consortium-wide projects, events, desired outcomes, required resources, milestones, and schedule of activities. The CSC creates the Annual Program Plan based on inputs from the working group chairs and in accordance with guidance from the SAC. Plans are reviewed and approved at the annual combined SAC/CSC meeting, where representatives assess the prior year's execution and approve the forthcoming year's proposal. Once approved, PfPC Secretariat records, coordinates, ensures effective execution of, and otherwise monitors the PfPC Annual Program.

11. ANNUAL REPORT

The Annual Report is a document that summarizes the activities and progress of the Consortium for a given year. The Secretariat builds the report from inputs provided by the working groups. The Secretariat may group multiple years together, so that any given "annual report" may span multiple years.

12. CONSORTIUM CONFERENCE

The PfPC Consortium Conference is a regular event that brings together the diverse group of volunteers who support the consortium along with the SAC members and other influential representatives from the governance stakeholder organizations. When feasible, the conference is held annually and in person. The conference is frequently paired with the combined SAC/CSC meeting, and its program features speakers, panels, working sessions, and marketplace offerings from each of the PfPC working groups. The PfPC Secretariat, in coordination with a designated national/NATO co-host, plan and execute the event, as well as the PfPC network coordination leading up to the conference, strategic messaging during and after the event, and associated publications and web-based activities. Where appropriate, the Consortium Conference may be conducted in conjunction with another international security conference, such as the NATO Conference of Commandants or an international security forum.

13. FUNDING AND OTHER RESOURCES

The U.S. Department of Defense and the German Federal Ministry of Defence provide the PfPC with direct funding, which the PfPC Secretariat administers. Governance stakeholders also burden-shared PfPC activities, without the direct transfer of funds through the Secretariat.

13.1. Stakeholder Contributions

Organizations representing the permanent and ad-hoc governance stakeholder nations and NATO may contribute financial and/or other forms of support. Governmental organizations, nongovernmental organizations (NGOs), and other non-profits may provide contributions.

In-kind contributions include such things as administrative assistance, provision of meeting spaces, acquisition of supplies, publishing services, writing and editing support, website hosting, provision of subject-matter experts, and the detailing of personnel to the PfPC Secretariat. In particular, stakeholders are encouraged to provide personnel resources to support that organization's day-to-day operations and coordination with the PfPC Secretariat and working groups. All resources, including both financial and in-kind contributions, provided by stakeholder organizations stay under the control of those respective

organizations. However, the PfPC Secretariat is responsible for coordinating the assemblage of these resources, including the various stakeholder contributions.

13.2. Working Group Resources

Working groups are responsible for securing and managing their own resources while adhering to the general guidance provided by the SAC. Working group chairs may request resource support from the PfPC Secretariat, including financial resources, in-kind resources, and administrative assistance. Working group chairs are responsible for decisions regarding the allocation of these resources.

14. REFERENCES

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