



GCSP
Geneva Centre for
Security Policy

DESIGNING A SAFER FUTURE

EXTRAORDINARY COURSES FOR EXTRAORDINARY TIMES

Our History

The Geneva Centre for Security Policy has its roots in the Geneva Summit of 1985: the first meeting between President Ronald Reagan of the United States and General Secretary Mikhail Gorbachev of the Communist Party of the Soviet Union to discuss international diplomatic relations and the arms race during the Cold War.

The meeting exposed the pressing need to strengthen Swiss national expertise in the fields of disarmament and international security, so the Swiss Confederation took the initiative to design a nine-month executive training programme for government officials. It met the needs of officials not just in Switzerland, but in many other countries in Europe and beyond.

The course was uniquely designed to address the most critical security-related issues in a roundtable format that facilitated exchanges among experts and practitioners. These officials not only gained knowledge, but also built relationships and trust across political divides, and thus the course became a vehicle to build and maintain peace, security, and stability, and foster international cooperation.

The GCSP Way was born.

The creation of an international non-profit foundation

In 1995 Mr Adolf Ogi, Swiss President and Federal Councillor in charge of the Federal Department (Ministry) of Defence, initiated the establishment of an international foundation in Geneva to expand the reach and impact of the course and serve as the Swiss government's role in advancing global peace and security. This decision was made one year after the "blue helmet" referendum and was seen as Switzerland's contribution to international burden sharing. Eleven states agreed to nominate a representative to serve on the Foundation Council (Board of Trustees). The GCSP's mission was strengthened when, in 1996, Switzerland joined the Partnership for Peace (PfP), an initiative led by the North Atlantic Treaty Organisation (NATO) to enhance transatlantic security cooperation. The GCSP was a Swiss contribution to the PfP and is now recognised as a Partnership Training and Education Centre.



GCSP
Geneva Centre for
Security Policy

Our Mission

We are an international foundation serving a global community of individuals and organisations. We are a place where people from different countries and backgrounds can come together in a safe and inclusive environment in the spirit of International Geneva to gain knowledge, seek solutions to global challenges, build relationships and trust across political divides, and widen a community of individuals and organisations to advance peace, security, and international cooperation.

Our Vision

Our Vision is to be a leading platform in the international security field that, through a combination of inclusive dialogue, executive education, and the exchange of ideas, enables international actors with diverse perspectives to jointly generate ideas, policy options, and solutions to complex problems. This will help to shape a resilient international order that can withstand systemic shocks while advancing peace, cooperation and sustainable security.



The world finds itself in a state of renewed great power competition and realignment in a multi-polar global context.

Despite unprecedented global wealth, inequalities within and between countries are growing. Wars persist in Europe, the Middle East and on the African continent. We are faced with ecological crises, a global recession, and new risks and opportunities emerging from artificial intelligence (AI). These factors have contributed to an unpredictable and volatile global landscape characterised by heightened insecurity. We have also been reminded that sustainable peace is not a given, but needs to be chosen, built and nurtured.

As official communication channels remain impaired among government officials, international actors and countries handling conflicts, safe spaces are vital to rebuild trust and incubate new ideas and innovative ways to navigate these turbulent waters of a polarised world. The Geneva Centre for Security Policy (GCSP) is one of the few remaining neutral and safe platforms for inclusive dialogue and exchange, bringing together all key stakeholders to discuss, prevent, and overcome the multifaceted challenges and complexities of today's world. Our inclusive, impartial, and independent values and principles together with our agility and creative mindset are more important than ever before. In 2024 we will continue to strategically expand our offerings and activities both thematically and geographically.

Building on the existing processes we have been leading for years, we are significantly broadening our dialogue portfolio. Some examples include the **High North Talks** – a discreet dialogue process that aims to prevent the Arctic from becoming a theatre of conflict. The **Bridge States** project is another addition that supports states positioned between NATO/EU membership and Russia's influence, including Armenia, Azerbaijan, Georgia, Moldova, and Ukraine.

The **Strategic Stability Roundtable** is a unique format that brings together high-level experts and officials from the United States and the Russian Federation to discuss issues related to nuclear arms. Since the onset of the war in Ukraine, the GCSP has remained consistent in its efforts to keep channels of communication open, with the objective of rebuilding trust and enhancing discussions on topics of common interest and concern. This has led to the creation of a second diplomatic dialogue department at the Centre. The two departments are focusing on global and European security.

In the area of education, we consistently adapt our portfolio to reflect the latest developments in the field of international security, and work with leaders to make the necessary shifts in their mindset and skillset. We are rolling out further our blended approach to learning, which also enables us to strengthen our inclusiveness with a particular focus on **increasing the participation of female leaders and leaders from the Global South, while decreasing our carbon footprint.**

In 2024, with the support of our donors and partners, we will strategically focus on further expanding our customised education offerings in the Middle

East and Africa, as well as with international agencies. Our unique alumni community of over 10,000 members from 170+ countries is a growing powerful source of knowledge and leadership in the international security landscape with a real ability to make a difference.

In 2023 the GCSP reinvigorated and launched new thematic publication series as well as the new public conference series **Geneva Security Debates**. We provided high-level insights and timely knowledge, including the public launch of Richard Gowan's GCSP Policy Brief *The Future of Multilateralism* to prepare for the Summit for the Future, which contributed to ongoing reflections on the **New Agenda for Peace** within the international community. We also co-hosted side events at one of the world's leading forums, the 2023 Munich Security Conference. We organised tailored events such as the Symposium on Global Perspectives on the War in Europe for the Swiss Chief of Armed Forces and Swiss General Staff officers. In the coming year, the GCSP will continue to hold workshops and produce insights on military AI and the future of peace and war.

At the GCSP we believe that **these challenging times require creative solutions**. Our Global Fellowship Initiative and our project incubator, the Creative Spark, aim precisely at that. Last year we launched the annual **GCSP Prize for Transformative Futures in Peace and Security**, a joint initiative by our Geopolitics and Global Futures Programme and the Creative Spark. This prize rewards ground-breaking concepts that offer exceptional potential for addressing peace and security challenges. During this incubation period, the prize recipient will exchange their innovative knowledge and approaches with other incubated projects and the GCSP community to sharpen their ideas and create a long-lasting impact on peace and security. In the coming years, the GCSP will continue to foster creativity and support innovative solutions to advance global peace and security.

Now more than ever the GCSP serves as a platform for international cooperation, facilitating dialogue and fostering trust between nations in complex and polarised times through all of our activities. This is our contribution to bridge divides, build partnerships and strengthen joint efforts at a time in which our world needs it most.

Join us in our transformative journey towards a cooperative, sustainable, peaceful world. Explore our 2024 Catalogue and discover the programmes, courses and tools that can empower you to make a difference. **Together, we can turn the aspiration for peace into a tangible reality.**



Ambassador Thomas Greminger
GCSP Executive Director



Ms Christina Orisich
GCSP Deputy Executive Director,
Director of Executive Education



- We Connect
- We Facilitate
- We Inspire
- We Advise
- We Educate

Alumni Community

Connecting alumni, partners and donors *More than 11,000 security policy professionals on six continents*

We establish avenues to build a sustainable community comprising a unique network of professionals who tackle today's and tomorrow's security challenges. Our community is known for its influence and willingness to share its knowledge and experience.

Diplomatic Dialogue Departments

An impartial platform for inclusive, discreet dialogue
A range of dialogue formats that aim to generate creative ideas and policy options

Drawing on our in-house expertise and broad global networks, we facilitate inclusive, discreet dialogue to support Track 1 actors and processes and to inform Track 2 actors ("decision shapers") with a view to generating creative and policy-oriented approaches to addressing security challenges (whether bilateral or multilateral), defusing tensions, and building trust and confidence.

Executive Education

Personal and organisational development in international security *Online, virtual, hybrid, residential and customised courses/workshops*

Each year over 1,000 leaders from more than 174 countries attend our education offerings on international security.



These leaders, among whom are government officials and representatives from international organisations, NGOs, civil society, and the corporate sector, learn together, exchange ideas on the most pressing global challenges and opportunities in the security sector, and develop strategic networks.

Research and Policy Advice

Input to help get it right *Public discussions, workshops, publications, media interviews and tailored advice*

We contribute to a better understanding of the complexity of global challenges and enhance responsiveness through the creation and sharing of insights, ideas, and novel approaches.

GFI and Creative Spark

Platform for innovation *Fellowships, project incubation, awards*

We inspire, prepare, and support a vibrant multidisciplinary, multicultural, and multigenerational network of leaders, experts, and practitioners, and offer them a platform to incubate their talent, innovative skills, and creativity to advance global peace and security.



At the GCSP we believe that people make peace and security policy possible. Learning is not restricted to the classroom: whether it is by listening to topical podcasts, reading published research, or watching videos presented by experts, we further reinforce and distil learning through the lens of current geopolitical events. Our website showcases key activities and timely topics that will help to guide you in your quest to create sustainable solutions that enhance global peace and security.

By accessing our social media platforms, trending articles and newsletters, our GCSP global community can stay up to date with the latest issues. Our publications offer analysis and recommendations in the form of academic reports, research papers and policy analysis. Our Digital Hub continues to provide a gateway to insights and serves as a dedicated online space for videos, podcasts, livestreamed events, and much more.

Perhaps most importantly, after spending time at the GCSP you can remain up to date on the issues that interest you by following us across multiple media channels – and connect with a global community and share reliable, trustworthy information throughout your network.

Our Global Reach

Website



1,300,000

Visitors

Social Channels



92,000

Followers

Social Media



1,700,000

Impressions

Newsletter



9,500

Subscribers

Global Community



11,000

Members

Our Approach: The GCSP Way

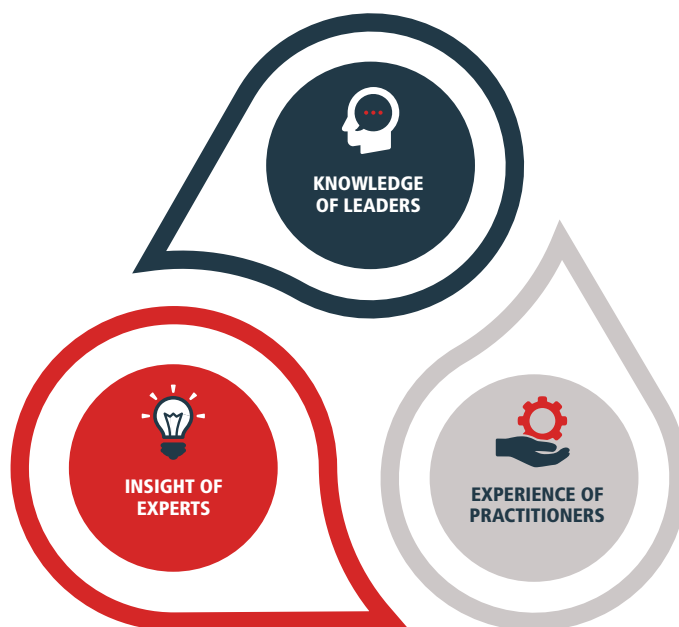
Committed to our principles of impartiality, independence and inclusiveness, we provide spaces to equip individuals with the skills needed to tackle world-scale problems. By experiencing **The GCSP Way**, professionals gain the knowledge, skills, and mindset required to lead action for peace and security.

The GCSP Way lies at the heart of what we do and how we do it.

To fulfil our mandate, we build on our unique approach to designing and delivering learning journeys. **The GCSP Way** encapsulates our belief in the legitimacy of our purpose and the power of collective wisdom. We help individuals build bridges, challenge assumptions and break down silos.

Everyone comes to the table with their mutually enriching viewpoints. There is no hidden agenda.

The GCSP Way brings together the experience of practitioners, the expertise of academics and the knowledge of course participants from around the world, allowing for a truly holistic and nuanced understanding of complex security challenges. By leveraging the collective expertise of individuals with different backgrounds and areas of specialisation, the GCSP is able to offer a unique and comprehensive learning experience that prepares participants to navigate the complex and ever-evolving landscape of global security.



Professionals learn in ways that suit their learning styles.

Our learning journeys are carefully designed with professionals in mind, recognising that individuals have unique learning styles that must be taken into consideration. By utilising our understanding of the new working modes and evolving technologies that impact the modern working environment, we have integrated practical orientation and interactive methodologies into our courses, ensuring that we cater to the full range of adult learning needs. By leveraging the latest technologies and best practices in adult learning, we have crafted learning journeys that empower professionals to achieve their full potential. Our goal is to create an immersive learning experience that goes beyond mere surface-level knowledge and offers a comprehensive understanding of the topics at hand by focusing on the **Why?**, **What?**, **How?** and **If** of the issues we discuss. We prioritise inclusivity, strive to cater to the unique learning styles of our course participants, and create a dynamic and engaging learning environment that will both educate and inspire them.

We attract outstanding experts to share their knowledge and experience.

Our network of experts have spent their lives understanding and navigating complexity. With methodological rigour and intellectual depth, they provide those who take our courses with the insights and tools they need to make sense of current affairs and prepare for the future. **The GCSP Way** stimulates critical thinking and challenges professionals to explore and extend the boundaries of their own capabilities.

We achieve impact when our alumni create change.

Our focus on impact runs like a golden thread through our learning journeys. It begins with identifying course participants' needs and expectations. We then help them to connect the dots, linking challenges with creative strategies, while bridging the gap between theoretical knowledge and action. And we continue to support professionals in making their marks on the world long after they have completed their formal courses of study.

The GCSP is ISO 9001:2015 certified.

ISO 9001:2015 is an international quality label that specifies the requirements for a quality management system within an organisation.

The certification is obtained following audits based on a number of quality-management principles, including strong customer focus, management motivation and commitment, a process approach, and continuous improvement. Obtaining an ISO 9001:2015 certification ensures, inter alia, that GCSP customers obtain consistent, high-quality products and services.



Learning journeys for impact

GCSP learning journeys are designed to align learning with real-world impact, while leveraging both modern approaches to classroom training and innovative educational technologies.

1. DISCOVER

Your learning journey begins well before you arrive at the location where your GCSP course will be presented. Through our online learning platform we help you to reflect on your professional experience and any course-related challenges you may face. We enable you to prepare for your course and connect virtually with your fellow course participants.

2. CONNECT THE DOTS

Your learning journey continues either at our premises in Geneva, at our partners' locations outside of Geneva or virtually. You learn from and engage with the GCSP's multidisciplinary team of experts. You learn through practical cases, simulated activities, and personal and collective reflection. Our interactive collaborative approach and state-of-the-art classroom technology allow you to experiment with new tools, put knowledge into action and hone key skills. A safe, confidential, and inclusive environment fosters this learning process by connecting you with your peers, sharing experiences, and learning from one another.

3. ACHIEVE IMPACT

Following an intensive classroom phase, we help you to transfer the key insights and knowledge you have gained at the GCSP to your professional context. Special activities are designed to support you in achieving your goals and enhancing your professional development. For a year after completing your course you are given continued access to our online learning platform with its wealth of knowledge.



Preparing for the future of executive education: A sustainability-focused approach

At the GCSP, sustainability is embedded in our purpose and throughout our strategy and activities. It is an integral part of our DNA and a key pillar of our vision for the future. We therefore strive to promote sustainability through all our teaching and outreach activities.

Our sustainability strategy focuses on three key areas of executive education:

- **Cutting-edge education**

We leverage the latest educational technologies and pedagogical tools to provide exceptional learning opportunities, make our course increasingly accessible to a greater number of professionals, and remain competitive in a rapidly changing world. With this in mind, we offer:

- **Distinctive approaches**

Our programme ensures that you are a fully involved participant – not merely an observer. Through simulations, case studies, interactive lectures, and small-group discussions you will gain the strategies, tools, and insights you will need to confront and resolve the most challenging problems.

- **A flexible learning format**

At the GCSP we offer a flexible learning format involving a combination of residential, virtual, and hybrid methods that are carefully tailored to suit the needs of a particular course and our course participants' unique learning styles.

- **Access to executive education**

We foster a diverse learning environment and encourage broadened awareness of the rich and complex environment in which future-oriented professionals work. Our objective is to provide access to executive education for a wide range of programme participants and clients, without any limitations arising from geography, gender, culture, or function.

- **Reduced environmental footprint**

Our goal is to reduce our environmental footprint by incorporating sustainable travel behaviours, such as utilising a blended learning approach in course design and leveraging technology to offer programmes that generate minimal carbon emissions.

The GCSP's sustainability strategy and each of our thematic focus areas support the UN Sustainable Development Goals (SDGs) for 2030.

The GCSP is committed to doing its part to meet the SDGs' ambitious targets through its commitment to providing the knowledge, skills, and network for effective and inclusive decision-making.

Unpacking and analysing global issues from a variety of angles



We apply a holistic approach that covers a wide range of dimensions and interconnections.

Our Themes

18-33 Preparing Leaders to Shape a Changing World

Crisis Management / Defence and Diplomacy / Swiss Security Network (SSN) / Diplomatic Tradecraft / Gender and Inclusive Security / Leadership / The Creative Edge

34-45 Building a Resilient and Peaceful World

Arms Control and Disarmament / Effective Governance / Peace Operations and Peacebuilding / Security and Law / Terrorism and Preventing Violent Extremism

46-57 Anticipating Emerging Challenges

Human Security, Climate and Health / Cyber Security / Global and Emerging Risks / Integrated Risk Management and Civil Protection / Strategic Anticipation

58-61 Rethinking Geopolitics and Global Futures

Neurophilosophy / Outer Space Security / Transformative Technologies

62-69 Advanced Course Series

- Leadership in International Security Course (LISC) / Master of Advanced Studies in International Security (MAS)
- European Security Course (ESC)
- New Issues in Security Course (NISC)

Open-enrolment Course Calendar

Executive Courses

The GCSP presents a series of short executive courses focused on specialised topics and skills to enhance the breadth and depth of participant and institutional capacity. **Note that all open-enrolment courses can also be customised.**

● Media and Arts for Peace (Self-Paced)	ONLINE
● Designing, Monitoring and Evaluation for Programming in Fragile Environments (Self-Paced)	ONLINE
● Geopolitical Leadership for Organisational Impact (GLOI)	ONLINE
● Masterclasses to build your Leadership skills and network	THROUGHOUT THE YEAR
● Strategic Foresight for Peace and Security	FEB
● The Future of Outer Space Security	FEB
● Geopolitics and Global Futures Symposium	FEB/JUN/OCT
● Crisis Management: Navigating the Storm	MAR
● Inspiring Women Leaders	MAR
● Climate and Security Futures - A Critical Issues Course	MAR
● Building Capacity for Effective Implementation of the Arms Trade Treaty (ATT)	MAR-APR
● Leading teams through disruptive changes	APR
● Global Health Security	APR
● Critical Incident Management	MAY
● Diplomatic Tradecraft for Non-diplomats	MAY
● Enhancing Leadership for Peacebuilding (Senior-level Peacebuilding Course)	MAY
● Making the Difference in Peacebuilding, Security and Development - Results-based Management and Beyond	JUN
● Neurophilosophy of Global Security	JUN
● Building Arms Control Capacities in the Middle East and North Africa Region	JUN-JUL/NOV
● Swiss Security Network (SSN) Course	AUG-SEP
● Swiss Peacebuilding Training Course (SPTC)	AUG-SEP
● Skills Enhancement for Political Advisors	SEP
● Cyber Security in the Context of International Security	SEP
● Strategic Foresight: Planning for Impact in Uncertain Times	SEP
● Organised Crime and Security Policy: Understanding the Threat to Design Better Responses	SEP-OCT
● Lead and Influence with Impact #LIMPACT	OCT
● Equity, Power and Inclusion: Realities and Opportunities	OCT
● Transformative Technologies and Security	OCT
● Looking at the Edge: Understanding the Frontiers of Geopolitical Risk	OCT-NOV
● International Disarmament Law	NOV
● Integrated Risk Management	NOV
● Movement of People and Security - A Critical Issues Course	NOV
● Développement des capacités pour une mise en oeuvre efficace du Traité sur le Commerce des Armes (TCA)	DEC
● Weapons Law and the Legal Review of Weapons	DEC
● Environment and Security	DEC

Please check the latest updates on our website. You can find a broad range of executive education activities and apply directly online.

Advanced Courses

The GCSP offers a series of courses of longer duration that provide a comprehensive approach to developing your knowledge, skills and network. These courses offer you a unique opportunity to prepare yourself for decision-making positions in the fields of peace and security. They enable you to advance in your career, be it in government, the private sector, an international institution, or other agencies engaged in peace- and security-related policy planning and decision-making.

- | | | | |
|--|---------------------------------|--|-----------------------------------|
| • European Security Course (ESC) | 29 January-22 March 2024 | • Leadership in International Security Course (LISC) | 7 October 2024-28 May 2025 |
| • New Issues in Security Course (NISC) | 22 April-14 June 2024 | • Master of Advanced Studies in International Security (MAS) | 7 October 2024-28 May 2025 |

Global Scholarship Fund

Invest in today's individuals to empower tomorrow's leaders.

What is the Global Scholarship Fund?

The GCSP Global Scholarship Fund provides financial assistance to individuals who are achieving or have the potential to achieve great impact in the field of international peace and security.

Why support the Global Scholarship Fund?

Every individual who is admitted to one of our courses is exceptional. We regularly receive requests for funding, because some highly capable individuals cannot afford to attend our courses. Our ability to grant them entry depends on the generosity of donors like you.

- **Enable an individual**
- **Champion a cause**
- **Impact global peace and security**

How to contribute

Whether you want to make a single or a recurring donation, or support one individual, a specific course or topic, or an entire project, we will help to tailor your donation in a way that is most meaningful to you. Contact us by sending an email to: gsf@gcsp.ch

Areas of giving



Region



Community



Topic



Project

Your support can change the future for deserving individuals across the globe.

Our Customised Solutions

Transforming individuals and organisations

The GCSP was born out of a tailor-made course designed to meet the specific needs of government actors. We continue to grow with and through our partners, which have diversified across sectors and around the world. From new or adapted courses, workshops and seminars to advisory services, our multidisciplinary team is ready to collaborate with you and deliver education programmes customised to your unique needs.

The driving force behind our approach to our customised offerings is to achieve impact. We invest time up front to understand your strategic policy and organisational needs, the challenges you face in your specific work context, and the clear objectives you wish to achieve through a customised course or workshop. We then work with you to co-design the solution you need.

We customise solutions in multiple ways and on multiple levels by:

- **Content:** You can select and combine the topics in our comprehensive portfolio that fulfil your specific needs.
- **Level of customisation:** Course content can range from advertised courses to highly tailor-made solutions.
- **Education and facilitation method:** Courses can be presented through interactive expert presentations, skills-enhancement sessions, workshops and retreats, simulations, and coaching using virtual, face-to-face, or hybrid delivery methods.
- **Duration or language:** Our offerings range from half-day workshops to highly integrated courses delivered over a longer period of time. Currently we deliver courses in English (our main language), French, Spanish, and with simultaneous translation in Arabic and Portuguese, but are open to expanding this list as needed.
- **Location:** Courses and workshops are presented at the GCSP premises in the Maison de la Paix in Geneva or at a location convenient to you.

Options to collaborate with us:

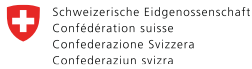
- Adapt an existing course offering
- Co-design a course, workshop, retreat or event tailored to fully meet your needs
- Partner with us to co-design a full curriculum
- Seek our advisory services



This is the best, most documented, research-oriented course I had in the area of leadership. The course was informative and thought provoking - if only all managers and heads of international organisations could take it!

Participant from the Inspiring Women Leaders Course for the UK Mission in Vienna, 2023

Organisations for which we deliver customised solutions include:



Inter-Parliamentary Union
For democracy for everyone



KAIPTC
...where peace begins

WPSI
Women's Peace & Security Institute

Examples of high-impact projects include:

- A GCSP project on **Enhancing Strategic Anticipation Capabilities to Enable Early Action** for the UN Executive Office of the Secretary-General
- A series of **Crisis Management and Leadership** courses for the Swiss Confederation, the European Commission, the World Health Organization and Swiss-based NGOs
- A **global assessment** of the International Organisation for Migration's leadership team and a proposal for a leadership development strategy prepared by the Geneva Leadership Alliance
- An agreement with the Organisation for Security and Cooperation in Europe (OSCE) to support its newly formed **Women's Peace Leadership Programme** (following on from our courses on Leading Mediation for the Mediterranean and Arab Women Mediators Networks)
- A partnership with the National Training Academy of Egypt (NTA), for which we designed a five-month residential and online course on **Adapting to Changing Contexts** as part of the NTA's Executive Presidential Leadership Programme
- A course on **Building a Strategy for Preventing Violent Extremism** (with simultaneous interpretation in English and Portuguese) in partnership with the Southern African Defence and Security Management Network and the Friedrich Ebert Stiftung
- A course in Spanish on **Building Capacity for Effective Implementation of the Arms Trade Treaty (ATT)** in partnership with the Spanish Ministry of Foreign Affairs, Europe and Cooperation and the UN Regional Centre for Peace, Disarmament, and Development in Latin America and the Caribbean
- A **Female Senior Police Officer Command Development Course** for high-ranking policewomen from a global pool of 140 countries, in cooperation with the UN Police Division
- A three-day **Management and Leadership Programme** for 40 members of the EUUM Georgia mission at various locations in Georgia
- A partnership with the UN Departments of Political and Peacebuilding Affairs and Peace Operations and the Swiss Federal Department for Foreign Affairs to host the **UN Mission Advanced Staff Training Course** for UN mission leaders

A man in a pinstriped suit and light-colored shirt is smiling and looking towards the right. He is holding a glass in his left hand. In the background, other people are visible, including a woman smiling and another man looking on. The scene appears to be a professional or social gathering.

Preparing Leaders to Shape a Changing World

Focus:

- 1 Preparing leaders for tomorrow's challenges in international security, diplomacy, peace and conflict management
- 2 Delivering highly customised and innovative leadership courses for international organisations, governments, civil society, and the corporate sector
- 3 Generating high-quality policy analysis on leadership, crisis management and inclusive security

Thematic Overview

- Crisis Management
- Defence and Diplomacy
- Swiss Security Network (SSN)
- Diplomatic Tradecraft
- Gender and Inclusive Security
- Leadership
- The Creative Edge

Crisis Management

In today’s globalised, networked, and fast-paced world, crises can arise unexpectedly and generate major operational, reputational, and security consequences within a few hours. Leaders, decision-makers, and members of crisis management teams need to be prepared to react rapidly, effectively, and decisively to such crises. Recent major high-impact crises such as the COVID-19 pandemic have illustrated the need to review and enhance preparedness and react appropriately by using key tenets such as risk management, resilience enhancement, and trust-building.

Crisis management skills can be learned. This process starts by answering the basic question, “Are we in a crisis?” We explore both the behavioural and organisational aspects of responding to crises.

Different types of crises have specific characteristics, and perceptions may vary from one institution to another. By understanding these variations you will better understand how to react and respond when faced with the challenges of navigating crisis situations characterised by complexity, ambiguity, and uncertainty. We enable you to enhance your crisis awareness, identify the skills required to deal with crises and learn from others. You will practise your crisis management skills by exploring the latest theories and standards, learn about good practice, and explore crisis-related team dynamics. You will learn through a plurality of approaches ranging from appropriate crisis management structures and response methodologies to leadership skills and behavioural components. We ensure that your personnel and processes are as prepared as possible, allowing your organisation to plan, establish, maintain, review, and continually improve its crisis management capability based on the guidance standard ISO 22361:2022.

Courses

Crisis Management: Navigating the Storm 5 days Residential Learning Journey	MAR
Critical Incident Management 3 days Residential Learning Journey	MAY
Leadership in Crisis Management Customised Courses	ON REQUEST

Your learning journey will be facilitated by highly experienced experts.

You will be required to respond to specifically designed interactive simulations based on real-life events that will test your levels of preparedness and enhance your ability to respond effectively and resiliently to crises.

Working with the GCSP will enhance your:

- Leadership skills
- Risk-assessment skills
- Decision-making ability
- Analytical capacity
- Trust-building capacity
- Individual and team resilience
- Ability to identify and mitigate team stress
- Team performance through reflection and self-evaluation
- Crisis and emergency preparedness

Join the GCSP’s Crisis Management Community and enlarge your network of experienced crisis managers. GCSP crisis management courses have had proven impact, which is demonstrated by the continued engagement with the Centre and regular participation of major international organisations and multilateral agencies such as the UN and EU in its activities.

“

The simulation put us in the middle of a situation and allowed for a proper reflection on several of the issues which had been touched upon during the previous days. It also offered a very welcome occasion to test our flexibility with regard to teamwork and seeing things from the perspective of an institution which was not ours. The simulation platform was certainly helpful in providing all the necessary injects.

Critical Incident Management course participant, 2022



WE EDUCATE



WE FACILITATE

Crisis Management: A 360° Perspective

At the GCSP we will introduce you to the concept of **Crisis Management 360°**, which will enable you to understand the perceptual and organisational aspects of crises from various viewpoints, including those of governments, international organisations, and the commercial sector. You will examine the behavioural and technical drivers that shape and define the unique characteristics of these sectors and understand the differences among them so as to be better placed to leverage your own response mechanisms in times of crisis and to work with external stakeholders such as staff, family members of victims, shareholders, regulatory authorities, and technical responders.

“

This course touched upon many different and for crisis management highly relevant topics, with two very experienced and patient trainers who gave a lot of extremely valuable room for exchange. I thought the course was structured in a very educational and productive way. Further, being away from our day to day and having meals and excursions together with international colleagues provided an excellent opportunity to learn from the other participants outside of the classroom as well as during the classes. Probably one of the most productive as well as enjoyable courses I have taken thus far in my career.

Risk and Crisis Management: Responding to Crisis in the 21st Century course participant, 2022



Defence and Diplomacy

In a world where power politics takes precedence over negotiation, there is a need to keep discussion channels open among armed forces, across cultures and affiliations, within regions, and globally. As a recognised impartial and inclusive partner, we contribute to creating a secure, stable, and prosperous environment by building and maintaining trust among friendly armed forces and countries. We set the scene for a transformed relationship between defence and diplomacy.

To achieve a more meaningful impact, defence and diplomacy initiatives must be applied together with comprehensive governance, development, and dialogue initiatives. Therefore, the role of diplomats, military officers, and senior officials involved in defence and diplomacy is important, challenging, and multifaceted. We would be happy to welcome you to our [Orientation Courses for Defence Officials](#) and the [Annual Senior Officers Seminar](#).

We partner with governments and international organisations to develop stakeholders' skills, enhance knowledge, and set standards to improve dialogue, partnerships, and cooperation, as well as to develop understanding among cultures and institutions.

“

The readings are very actual, and to revisit some topics was quite good. New topics, such as networking, and how to enhance it, were very useful.

Orientation Course for Defence Officials participant, 2022

www.gcsp.ch/topics/defence-and-diplomacy

Examples of customised courses

Orientation Courses for Defence Officials
1-5 days

Annual Senior Officers Seminar (ASOS)
3 days

Senior German Armed Forces Course
2 editions | 3-4 days

German Armed Forces Orientation Course
3-4 days



Orientation Courses for Defence Officials

Our orientation courses are presented in six regions of the world and take the cultural aspects of each region into account. Typical participants are future defence attachés who are interested in the unique opportunity to obtain pre-deployment training in a multinational setting and meet some of their future colleagues.

Defence attachés operate at the intersection of diplomacy, strategy, economics and public relations. Their roles and missions are constantly evolving as security and diplomacy evolve, and are becoming increasingly complex. The course is also open to civilians working in the field of defence and diplomacy.

Annual Senior Officers Seminar (ASOS)

This seminar delivers trustworthy updates on broadly relevant politico-military developments and offers a factual, objective, politics-free debate on the strategic and global context of the work of (potential) flag officers; high-level civil servants from security-related government ministries; and high-level representatives from (human) security-related international organisations, intergovernmental organisations, and NGOs.

To meet this need we run the **Annual Senior Officers Seminar (ASOS)**, which is funded by the Swiss government. In 2024, in support of the Swiss Non-Permanent Membership of the United Nations Security Council, the ASOS is dedicated to exploring the changing nature of peace operations – what are the trends, options and considerations? The course offers the invited participants a unique opportunity for professional development, especially in terms of networking.

Customised courses

In partnership with recipient states, member states of the GCSP's Founding Council, sponsors, and partner institutions, we run customised courses for participants from specified recipient armed forces on topics such as International Geneva, international organisations, world politics, or regional and global security. Participants highly appreciate these bespoke courses.

“

I have learnt a lot of new things that I can ably apply in my current work, and they will also help me in my line of duty in terms of conflict prevention and management, early warning signs and response mechanism and international relations.

ASOS participant, 2022



Swiss Security Network (SSN)

As a result of the *Swiss Security Policy Report 2010*, the **Swiss Security Network (SSN)** was formed to bring together all existing security instruments available to the Swiss Confederation, cantons and municipalities. The objective of the SSN is to increase collaboration among all state and private actors in the area of public security, to encourage the effective interaction of all security policy resources in order to improve the capacities of the global system, and to prevent and – as far as possible – control current and future threats and dangers.

In this context, the GCSP's **Swiss Security Network Cluster** offers various executive education courses organised on behalf of or in partnership with the Delegate of the Confederation and the cantons to the SSN, the Armed Forces College AFC, the Military Academy at the Swiss Federal Institute of Technology ETH in Zurich, the Joint Operations Command, or other partners from the Swiss public or private security sector.

In particular, the GCSP delivers in partnership with the Delegate to the SSN and the Swiss Police Institute an **SSN Course** for senior executives contributing to Switzerland's security, whether from the public or private sector (notably those in charge of critical infrastructure). It offers course participants a unique opportunity for personal development, especially in terms of networking.

“

Offrir des visites exclusives avec possibilité de rencontrer et d'échanger avec des hauts dirigeants est un des atouts majeurs de ce cours.

Participant du Stage SF RNS II/2022

www.gcsp.ch/topics/swiss-security-network

Courses

Swiss Professional Officers Training Courses (SPOT 1 and SPOT 2) 5 days Geneva	APR/JUN
Strategic Planning and Analysis Seminars (SPAS) 3 days Geneva	JUN/NOV
Swiss Security Network (SSN) Course 3 x 3 days Bern, Zurich, Geneva	AUG-SEP
Course for Swiss Non-Commissioned Officers (NCOs) 2 days Geneva	OCT



Objectives of the SSN Course

- To acquire a global vision of security issues at the national level, and to be aware of the vulnerabilities of our globalised and urbanised society, whose fragility has recently been revealed by the COVID-19 pandemic and the war in Ukraine
- To understand the organisation of Switzerland's domestic security, and know the role of its key players and the personalities in charge of the various responsibilities, in the spirit of the motto « *in Krisen Köpfe Kennen* » (KKK), i.e. knowing who is responsible for managing a specific crisis situation

- To become familiar with the country's response to a crisis, including the role of and interactions among the various crisis management bodies in the public and private sectors

The SSN Course takes place from 10:00 to 16:30, Tuesdays to Thursdays, over three consecutive weeks in a different city each week (Berne, Zurich and Geneva), for a total of nine days.

Objective of the SPOT Courses

The objective of the **Swiss Professional Officers Training (SPOT) Courses** is the transfer of knowledge and the broadening of the conceptual understanding of international security issues, with special reference to global and regional security.



Sowohl der Inhalt, die Abwechslung des Programms, die Ausgewogenheit mit Bern, Zürich, Genf waren perfekt und sehr gut organisiert.

Teilnehmer des Lehrgangs LG SVS II/2022

Objective of the SPAS

The **Strategic Planning and Analysis Seminars (SPAS)** provide senior practitioners and analysts with expert advice on and insight into relevant subjects to enable them to develop a comprehensive security perspective on selected topics or regions. Background information provided by subject-matter experts and guest speakers in the proposed seminars covers current topics – if possible of a geopolitical and transnational nature – and allows participants to become familiar with a lesser-known subject or to deepen their existing knowledge and expertise.

Objective of the NCOs Course

The objective of the **Swiss Non-Commissioned Officers (NCOs) Course** is the transfer of knowledge and the broadening of the conceptual understanding of international security issues with special reference to International Geneva and the three Geneva centres (the GCSP, the Geneva International Centre for Humanitarian Demining, and the Geneva Centre for the Democratic Control of Armed Forces).



Diplomatic Tradecraft

In an age of geopolitical disruption, pandemic, and complex interconnected challenges, diplomacy is rapidly changing and becoming increasingly digital. Diplomats and political advisors not only need to constantly update their knowledge and skills, but also to learn innovative methods of conducting a more effective foreign policy. Non-diplomats can also learn from the experience of diplomats in handling crisis situations, negotiating agreements, reporting and communicating effectively, and leveraging cultural differences.

The GCSP focuses on enhancing the abilities of political advisors and those who interact with them to synthesise information rapidly, think creatively, and communicate effectively to a diverse variety of stakeholders. The GCSP's **Diplomatic Tradecraft** courses emphasise effective communication, reporting, analysis, risk assessment, advocacy, negotiation and mediation. While attending our courses you will have the opportunity to engage with experts from a variety of backgrounds and become integrated into a community of government officials and security policy professionals across the globe.

Partnering to create solutions

At the GCSP we work with governments and institutions in Europe and around the world to design and deliver innovative learning opportunities. The **Diplomatic Tradecraft** team offers you both open-enrolment and customised courses that will provide you with up-to-date knowledge and enhance your skillsets. While working with us you will become more receptive to the principles, policies, and institutional structures of diplomacy, and you will be more effective in supporting and implementing decisions as a result, even while working in a non-diplomatic but international environment.

www.gcsp.ch/topics/diplomatic-tradecraft

Courses

Diplomatic Tradecraft for Non-diplomats
Virtual Learning Journey

MAY

Skills Enhancement for Political Advisors
4 days Residential Learning Journey | Geneva

SEP





WE ADVISE

“

The GCSP has a unique way of enabling its participants to prepare for the course with ample reading and preparation activities. It provides a range of professional course facilitators and resource persons that are able to impart their knowledge and skills from their own real-life experiences, and not only be limited to theories and book knowledge. This ensures that all adult learners maintain their interest through the entire course.

Anitha Munasinghe, Country Manager, Solidaridad Network Asia,
Sri Lanka, Diplomatic Tradecraft for Non-diplomats course, 2023

Gender and Inclusive Security

Advancing our collective security is only possible if we address the widening socio-economic and political gaps between us. This demands an adaptive, open, and inclusive mindset, and policies and practices that are responsive to the needs of different people.

A **gender and inclusion lens** is increasingly critical for effective security policy. Recent crises and conflicts have exacerbated pre-existing vulnerabilities and made us all more vulnerable to insecurity, be it physical, economic, or health security, or – increasingly – food and water security. All the GCSP's long courses are designed to help participants understand the differential impacts of policies on people as a result of their multiple identities – be they shaped by gender, nationality, age, ethnicity, or political affiliation. The GCSP's Global Community enables us to exchange diverse perspectives and explore both the polarising norms that hold us back and the behaviours and practices that will move us forward. We believe that by challenging our assumptions and recognising the blind spots in our thinking we can design and build a more equitable future that mitigates the biases that have become embedded in our systems and thinking.

We work with our wide network of associates to offer open-enrolment and customised courses for women and men to develop the mindsets, skillsets, and toolsets that will empower them to lead more inclusively in a wide variety of contexts, including in government, international organisations, and civil society settings. In 2024 we will offer a series of in-person half-day workshops with the Geneva Leadership Alliance and a full-day hybrid workshop on **Equity, Power and Inclusion: Realities and Opportunities**. The hybrid workshop is designed to make sense of our different realities in our rapidly evolving world, exchange policies and practices that work, and develop ideas and policies to strengthen them.

www.gcsp.ch/topics/gender-inclusive-security

Courses & Workshops

Inspiring Women Leaders
Virtual Learning Journey

MAR

1 day hybrid workshop on Equity,
Power and Inclusion: Realities and
Opportunities

OCT

Masterclasses to build your
Leadership skills and network

**THROUGHOUT
THE YEAR**

Leverage Diversity for
Increased Performance

**ON
REQUEST**



The **Inspiring Women Leaders** open-enrolment and customised courses are available in person and online and are designed for women from across all sectors who continue to be under-represented in policymaking and decision-making processes. Building on the “**Seven Themes for Women Leaders**”, we help them to develop strategies to overcome the gendered barriers they face in their work environments and their social, cultural, and political lives, and to build powerful support networks. Partnerships with the KAIPTC, UN, EU, women’s mediators’ networks, and national governments have enabled us to support many women who are advancing peace and security globally. All participants benefit from our mentoring guide *Multiply the Impact*.

Concrete actions

Throughout the courses and workshops offered at the GCSP, the Gender and Inclusive Security team works to:

- **Promote** understanding of the relationship between security and inequalities
- **Generate** spaces for collaborations among partners and stakeholders
- **Co-create** knowledge resources and innovative solutions to address individual and systemic biases
- **Engage** women and men in more inclusive and collaborative leadership

International Gender Champions (IGC) is a global leadership network bringing decision-makers together to break down gender barriers. The GCSP is host to the IGC Secretariat, and the GCSP Executive Director, Ambassador Thomas Greminger, is a Gender Champion.



This “Inspiring Women Leaders Course” has helped me to truly analyse my decades of work experiences. I discovered my unique journey, be it good or bad, has an opportunity for a better future for me and that I can use these lessons to inspire others. I learned the importance of creating psychological safety as a leader and to empower others to become a better version of themselves. I now realized that my authenticity is part of who I am regardless of the environment where I found myself. I finally recognized that kindness, passion, failure, success, assertiveness, and faith woven together in humility are my recipe for growth.

Ms Kiki Rebecca Lawal, GCSP
Executive-in-Residence and former UN
employee, Geneva, Inspiring Women
Leaders Course, 2023



WE FACILITATE



WE INSPIRE



WE ADVISE



INTERNATIONAL
GENDER
CHAMPIONS

Leadership

Preparing and supporting current and future leaders to create positive change

Advancing peace and security for all requires us to continuously make sense of and skilfully navigate many complex, interconnected, and at times disruptive challenges.

Expectations have never been higher, yet paradoxically the days of “the leader is always the one who must have all the answers” are well behind us. Hierarchy reflects who has the power, but not necessarily who has the insight, expertise, or connections needed in any given situation. Leaders need to shift how they exercise their power from controlling people that serve them to creating the conditions for collective success.

To release all the experience and potential that a team or an organisation has to offer, leaders must be able to empower people and find ways to encourage collaboration across a wide range of boundaries. This requires courageous and inclusive leadership where people are trusted, critical and creative thinking are encouraged, and commitment to a shared purpose is valued.

Our in-person and online leadership development courses and masterclasses equip people from all over the world with valuable insights, sharpened skills, and the confidence to navigate many tensions inherent in addressing peace and security issues.

Leadership today is increasingly about access to networks, and our participants often forge long-lasting connections with diverse and supportive international peace and security professionals.



www.gcsp.ch/topics/Leadership

Courses & Workshops

Leading teams through disruptive changes
Virtual Learning Journey

APR

Lead and Influence with Impact #LIMPACT
Immersive Virtual Learning Journey that provides strategies for leading and mobilising people
Virtual Learning Journey

OCT

Masterclasses to build your Leadership skills and network

THROUGHOUT THE YEAR

Executive Workshops and Retreats
Carefully designed customised events that facilitate collaboration among leadership teams working on complex challenges

ON REQUEST



How we are making a difference

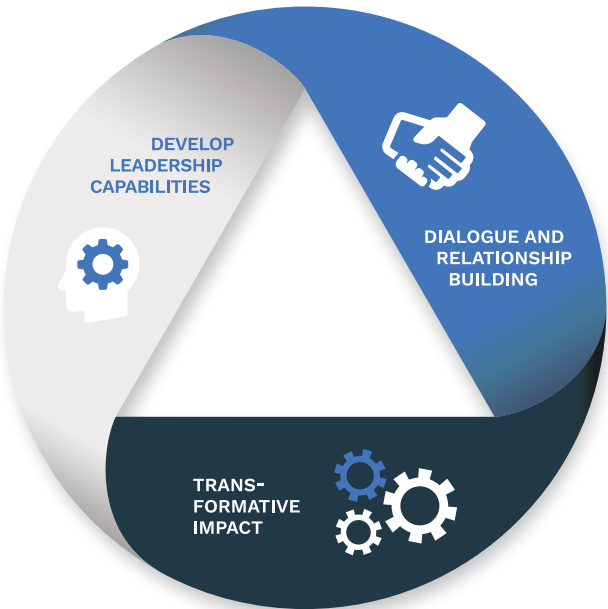
- **Political Leadership Initiative:** This is a coordinated effort to improve the understanding and practice of political leadership and establish the foundations of the effective selection and development of political leaders. The initiative will coordinate a series of activities focused on three pillars: **research**, **advocacy**, and **learning**.
- **Emerging Leaders programme:** Since 2022 the Swiss youth agency, Movetia, has co-funded this yearly one-week immersive residential course that provides concrete keys to leadership for the next generation of leaders, preparing them to become actors of change and increase their professional and personal impact. With over 700 applications for both editions, this programme reveals the high motivation and interest of the 18-30 age group in leadership.
- **WHO-GOARN Inclusive Leadership:** Since 2019 we have been working with the WHO’s Global Outbreak Alert and Response Network (GOARN) to strengthen its senior-level emergency response capacity. Most recently we have run a series of virtual workshops on **Inclusive Leadership** for GOARN to strengthen the leadership capacity of senior leaders. The focus was on **purpose** (to identify a vision and expectations for the future), **positions** (to discuss leadership and how it affects members of the community), **power** (to understand power dynamics, surface tensions and gender dimensions), and **agency** (to understand how individual capabilities impact response team dynamics).
- **EUMM Georgia:** We were invited by the European Union Monitoring Mission (EUMM) in Georgia to design and deliver a three-day management and leadership programme (MALP) for 40 of its members. The programme was presented at various locations in Georgia and included an action learning phase.

Leading requires a wide range of capabilities across different levels.

Contact us to find out how we can help you, your organisation, and your beneficiaries to unleash advanced leadership capabilities and practices.

The GCSP’s Leadership programme:

Develops leadership capabilities for current and future influential actors in the peace, security, governance, and international development sectors



Offers executive education that enables dialogue, networking and relationship building

Combines subject-matter expertise and advanced leadership capabilities to transform the standard and impact of global leadership

The Creative Edge

How often have we lacked the imagination to connect the dots, approach problems from a different perspective and design innovative solutions?

Creativity is at the source of innovation and a key factor in generating forward-looking solutions and transformational ideas in every area of constructive human endeavour.

The Creative Edge is designed to enhance leaders' ability to creatively and effectively address the challenges of advancing peace, security and international cooperation worldwide.

Under the umbrella of the Creative Edge, the GCSP offers specialised courses, conducts and incubates cutting-edge projects, and provides a vibrant platform for unique dialogue and networking activities.

“

Don't fight the problem; be creative and shape the solution.

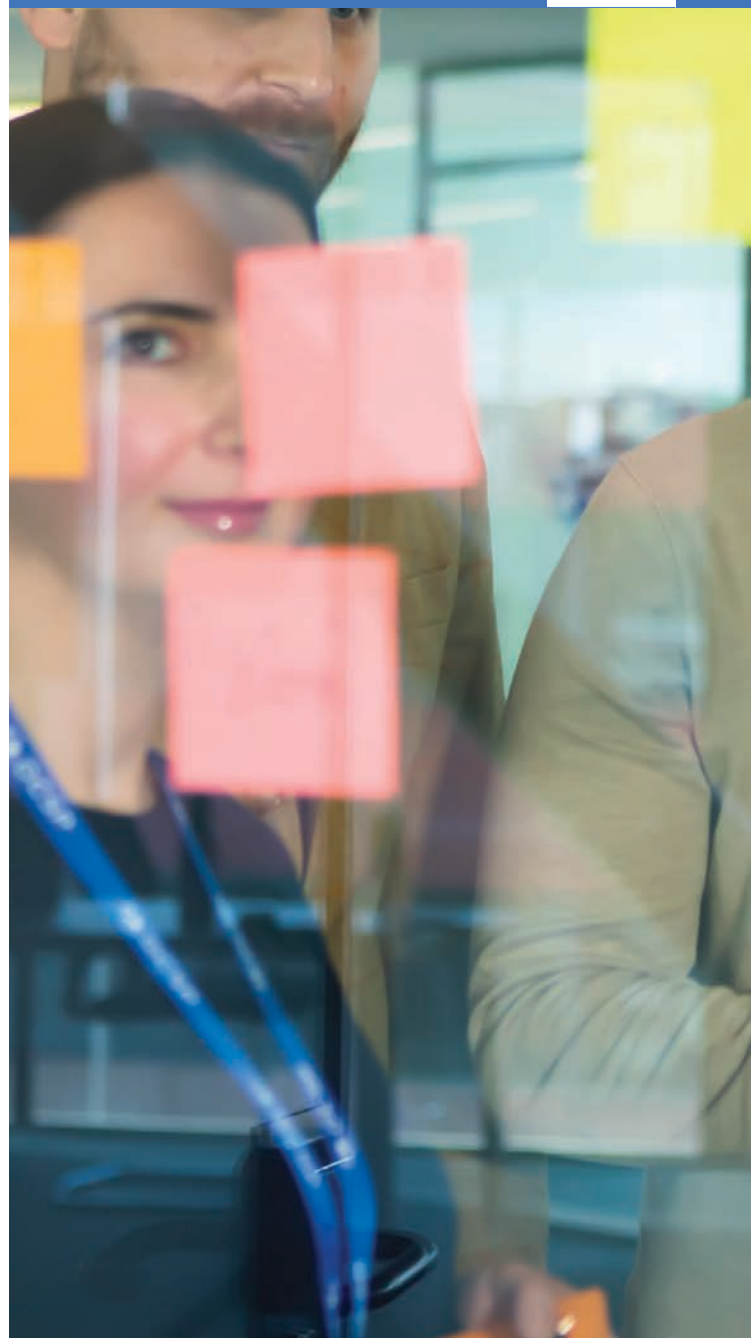
Ambassador Christian Dussey,
former Director of the GCSP

www.usip.org

Courses

Media and Arts for Peace

ONLINE



GCSP Prize for Transformative Futures in Peace and Security

In 2022 the Geopolitics and Global Futures Programme and the Creative Spark introduced an annual prize – which was awarded for the first time in 2023 – to support groundbreaking concepts of exceptional promise aimed at addressing specific peace and security challenges. Prize recipients receive full financial support to incubate their concept for a period of two months at the GCSP's Creative Spark, a unique, risk-free space where creative individuals can test their ideas, innovate, gain a holistic view of security challenges, and network with other International Geneva stakeholders.



Prize for Transformative
Futures in Peace and Security

The Creative Use of Media and Arts to Help Build Peace

The **Media and Arts for Peace** course explores why, how, and when media and the arts can be combined and integrated with other peacebuilding strategies to effect positive socio-political and cultural change. It explores how media and the arts can transform conflict and prevent violent extremism. The course can be taken online (self-paced and delivered in partnership with the United States Institute of Peace), or can be customised specifically to the needs of you or your organisation.



A grayscale photograph of three people in professional business attire. A man in a white shirt and tie stands in the center, looking towards the camera. To his left, another man in a dark suit is partially visible. To his right, a woman with long dark hair is gesturing with her hands while speaking. They appear to be in a modern office or conference room with glass partitions in the background.

Building a Resilient and Peaceful World

Focus:

- 1 Enhancing regional and global dialogue and cooperation
- 2 Tackling regional security challenges
- 3 Connecting civilian and military actors and institutions
- 4 Providing effective skills and tools for state officials

Thematic Overview

- Arms Control and Disarmament
- Effective Governance
- Peace Operations and Peacebuilding
- Security and Law
- Terrorism and Preventing Violent Extremism

Arms Control and Disarmament

The uncontrolled accumulation and spread of all types of weapons are strategically destabilising and have major adverse humanitarian consequences. We offer innovative, cooperative, and rule-of-law-based responses to these long-standing and complex issues, taking into account their interrelationships with other security challenges such as terrorism, organised crime, disruptive technologies, and regional conflicts.

The GCSP engages with arms control, disarmament, and non-proliferation issues by:

- **Monitoring** related geopolitical, technological and legal developments
- **Partnering** with key global stakeholders to facilitate cross-institutional dialogue and Track 2 diplomacy
- **Anticipating** potential future developments, especially in related fields such as violent extremism, transnational organised crime and technological innovation

We combine publications, in-person and virtual high-level discussions, and customised courses on the implementation of international treaties such as the Treaty on the Non-Proliferation of Nuclear Weapons, the Treaty on the Prohibition of Nuclear Weapons, the Biological Weapons Convention, and the Arms Trade Treaty. We also work with regional partners to build local capacities to respond effectively and efficiently to chemical, biological, radiological, and nuclear threats.

www.gcsp.ch/topics/arms-control-and-disarmament

Courses

Building Capacity for Effective Implementation of the Arms Trade Treaty (ATT) Virtual Learning Journey	MAR-APR
Building Arms Control Capacities in the Middle East and North Africa Region Virtual Learning Journey	JUN-JUL
Building Arms Control Capacities in the Middle East and North Africa Region, 5 days Residential Learning Journey Amman, Jordan	NOV
Développement des capacités pour une mise en œuvre efficace du Traité sur le Commerce des Armes (TCA) 5 jours Dakar, Senegal	DEC





The Building Arms Control Capacities in the Middle East and North Africa Region course is a tremendous opportunity and a strong commitment to promoting peace in a borderless world where threats are as complex as they are multiple. Of many relevant modules, the one on “Arms Proliferation in the MENA Region” has had a great impact on me as a law enforcement security officer. I am much more convinced that the search for knowledge is a powerful tool for promoting peace and security. With the GCSP, I am firmly engaged to keep learning and spread the expertise I will acquire for more commitment of others toward a more peaceful world.

Chéfou Boubacar, Niger National Police, Building Arms Control Capacities in the Middle East and North Africa Region course, 2023



WE FACILITATE



WE EDUCATE

By focusing on legal and other responses, we promote the impact of treaties and negotiations related to arms proliferation by hosting in-depth discussions or webinars on relevant topics. By inviting practitioners, academics, diplomats, journalists, and civil society members working to counter arms proliferation to participate in these activities, we connect people across disciplines, thus generating a better understanding of the complex international engagements and their geopolitical contexts that affect this issue.

Past events have focused on:

Treaty on the Non-Proliferation of Nuclear Weapons (NPT):

- Nuclear disarmament verification
- A treaty on general and complete disarmament
- The Stockholm Initiative

Other issues and frameworks on nuclear weapons:

- Treaty on the Prohibition of Nuclear Weapons
- No-first-use policy
- Negative security assurances
- The Iran Nuclear Deal (JCPOA)

Biological and Toxin Weapons Convention:

- Preparing for meetings of states parties
- Article VII on International Assistance
- Article X on International Cooperation

Weapons of Mass Destruction (WMD)-free Zone in the Middle East:

- NPT review process side events
- Arms control in the Middle East
- A draft treaty on a WMD-free zone

Instruments on conventional arms:

- Implementation of the Arms Trade Treaty
- Armed drones in Africa
- The Hague Code of Conduct against Ballistic Missile Proliferation

Effective Governance

Governments and state officials face evolving, far-reaching, inter-linked and transformational security challenges that require innovative solutions. State officials must be able to both work with their counterparts from a variety of spheres and backgrounds, and design and implement complex domestic and international policies.

The GCSP is in a unique position to provide professional development training to senior officials, and to equip them with innovative tools and methods that they can use to approach current and future security challenges. The **Effective Governance** team focuses primarily on providing customised courses to government officials on specific topics such as migration, good governance, democratic transitions or statebuilding. These customised courses facilitate the transfer of knowledge, the enhancement of skills and the building of networks.

“

Ma participation à ce cours m'a permis de connaître un autre régime politique à savoir le système fédéral suisse qui réussit très bien malgré les différences de langues entre les cantons cela prouve que lorsque vous faites participer les structures et les gens vous aurez des résultats meilleurs et c'est la politique qui est désormais appliquée dans notre ministère c'est à dire l'approche participative.

Participant in the 2021 course for Tunisian diplomats

www.gcsp.ch/topics/effective-governance





WE EDUCATE

Examples of customised courses

Migration and Good Governance
for Civil Servants
10 days | Geneva

Cours sur la bonne gouvernance et
la migration
10 jours | Genève | IN FRENCH

Customised courses for recipient countries

In partnership with recipient states, sponsors and partner institutions, the **Effective Governance** team runs customised courses for participants from specified recipient countries. The overall aim of these courses is to provide education to professionals on key issues such as building democratic institutions, national dialogue (between the government and civil society, ethnic groups, political parties, and non-state actors), security sector reform, the rule of law, and human rights. The courses are attended by government officials, members of parliament, and representatives of ethnic groups and civil society.

Previously, the **Effective Governance team has developed such courses in partnership with the Swiss Federal Department of Foreign Affairs and the State Secretariat for Migration for:**

- The Central African Republic
- The Republic of Cameroon
- The Republic of Guinea
- The Republic of Iraq
- The Republic of Tunisia
- The Republic of the Union of Myanmar



Peace Operations and Peacebuilding

Today the world is facing an ever-growing number of unprecedented political, security, economic, environmental and health challenges. In 2022 full-scale interstate war returned to the centre of international relations with the Russian invasion of Ukraine. Globally, violent conflicts are increasingly prolonged and protracted. A range of threats to international peace and security are aggravating the situation, from the impact of the climate crisis and the COVID-19 pandemic to the spread of transnational organised crime and the harmful impacts that new technologies can bring. The gap between governing elites and those who are governed continues to widen. While reinforced action to promote peace and sustainable development is urgently required, the international community is increasingly fragmented, polarised and often in conflict. To meet the challenges of today and tomorrow, the nurturing, inspiring, enabling, and empowering of organisations and individuals committed to making a concrete, positive difference for a more peaceful world are as critical as ever.

To this end, the GCSP contributes to strengthening inclusive leadership for peace, peace operations and peacebuilding through (1) capacity-building and executive education; (2) policy-applicable research and advice; and (3) dialogues and discussions on key issues.

In support of Switzerland's tenure on the UN Security Council in 2023-2024, the GCSP is mandated to support the country's work on the Council and other UN-related efforts connected to the New Agenda for Peace. The GCSP offers a range of core courses and customised alternatives on a broad spectrum of peace operations and peacebuilding themes applicable to a range of geographical settings and organisational needs and priorities, including dedicated leadership-level courses for the UN (**UN Mission Advanced Staff Training Course**, **UN Police Commanders Course** and **UN Senior Mission Leadership Course**).

GCSP dialogues and discussions, policy-applicable research, and advice on peace operations and peacebuilding support the UN-led development of the New Agenda for Peace. Work to strengthen inclusive leadership for peace is also pursued through the International Leadership Association, where the GCSP's Head of Peace Operations and Peacebuilding serves on the Board of Directors.

www.gcsp.ch/topics/peace-operations-and-peacebuilding



Courses

Enhancing Leadership for Peacebuilding (Senior-level Peacebuilding Course) 5 days Residential Course Geneva	MAY
Making the Difference in Peacebuilding, Security and Development - RBM and Beyond 5 days Residential Course Geneva	JUN
Swiss Peacebuilding Training Course (SPTC) 2 weeks Residential Course Stans, Switzerland	AUG-SEP
EU Pre-Deployment Course for CSDP Missions and Operations 5 days Residential Course Brussels	OCT
United Nations Senior Mission Leadership Course Nairobi	NOV
Designing, Monitoring and Evaluation for Programming in Fragile Environments Self-Paced Course	ONLINE
Leadership for Peace: Approaches to Conflict Analysis, Management and Resolution	ON REQUEST

The GCSP contributes to peace operations and peacebuilding development primarily in association with the following institutions:

- Swiss Federal Department of Foreign Affairs and Department of Defence, Civil Protection and Sports, and the Swiss Armed Forces
- United Nations: UN Departments of Political and Peacebuilding Affairs, Peace Operations, and Operational Support; UN Standing Police Capacity; UN University Centre for Policy Research in Geneva; UN Institute for Training and Research; and UN Office at Geneva
- European Union: European Security and Defence College
- International Leadership Association (ILA) (member of the Board of Directors)

- Geneva Peacebuilding Platform and Geneva Peace Week (member of the Steering and Management Committees)
- Effectiveness of Peace Operations Network (EPON)
- Geneva Centre for Security Sector Governance (DCAF), Geneva Graduate Institute, Interpeace, Small Arms Survey, International Peace Institute, Crisis Management Initiative, Institute for Economics and Peace, Centre for Humanitarian Dialogue, and United Services Institution of India
- International and European Associations of Peace Operations Training Centres
- International Forum for the Challenges of Peace Operations

“

Some incredible future scenarios were discussed which seem to be very relevant considering the current geopolitical turmoil.

Participant, Peace Operations and Peacebuilding Module, New Issues in International Security Course, 2023



WE FACILITATE



WE ADVISE



WE EDUCATE



WE INSPIRE

Security and Law

Security affairs are increasingly characterised by legal complexities, while the dynamics of global politics and technological developments often require the rethinking of traditional legal solutions. Global leaders and stakeholders are thus experiencing a growing need for guidance at the intersection of security policy and international law.

The GCSP's **Security and Law** team works to comprehensively address this need by:

- **Identifying** emerging legal issues in the contemporary security realm
- **Clarifying** legal frameworks for strategic and operational decision-making
- **Offering** executive education to assist course participants to master legal complexities
- **Bridging** the gap between legal research and practice
- **Fostering** solutions-oriented policy dialogue

www.gcsp.ch/topics/security-and-law

Courses

International Disarmament Law 2 days Residential Learning Journey Geneva	NOV
Weapons Law and the Legal Review of Weapons 5 days Residential Learning Journey Geneva	DEC
Negotiations Theory and Practice 3 days Residential Learning Journey Bern	ON REQUEST



Navigating the nexus of security and law

We strengthen course participants' knowledge by providing cutting-edge analysis, policy-oriented research, and timely global insights on security and law.

Most notably, we published *A Guide to International Disarmament Law* (Routledge, 2019) to provide clarity on contemporary international rules governing disarmament and their application, and to support policymakers and diplomats in their negotiation of future disarmament instruments. We also offer DisarmApp (disarmapp.gcsp.com), a digital tool that provides an interactive overview of disarmament treaties and explains their key elements and definitions.

GCSP experts also released a new resource on *International Law and Policy on the Protection of Civilians*. The book, published by Cambridge University Press in September 2022, offers in-depth analysis and explanation of the normative framework around this issue while also outlining and discussing the policies of concerned states and international and humanitarian organisations.

Lastly, the book *Ethical Dilemmas in the Global Defense Industry* (Oxford University Press, 2023) aims to inform a discussion about the moral and legal challenges facing the global defence industry and introduce solutions that are innovative, effective, and practical.



WE FACILITATE



WE EDUCATE

Additional publications include:

- From Strategy to Orders: Preparing and Conducting Military Operations with Artificial Intelligence, in Robin Geiß and Henning Lahmann (eds), *Research Handbook on Warfare and Artificial Intelligence*, Edward Elgar Publishing, February 2023 – Tobias Vestner
- International Counterterrorism Law: Key Definitions and Core Rules, GCSP Geneva Paper, February 2023 – Stuart Casey-Maslen
- The Nexus Between Responsible Military AI and International Law, *Articles of War*, January 2023 – Tobias Vestner
- Legal Implication of Bias Mitigation, *Articles of War*, January 2023 – Juliette François-Blouin
- State Practice and Policy on the Wagner Group, GCSP Policy Brief, January 2023 – Stuart Casey-Maslen
- Implications for International Security Law, in Thomas Greminger and Tobias Vestner (eds), *The Russia-Ukraine War's Implications for Global Security: A First Multi-issue Analysis*, GCSP, August 2022 – Juliette François-Blouin
- Revisiting the Law on UN Peace Operations' Support to Partner Forces, *Journal of Conflict and Security Law*, August 2022 – Ralph Mamiya and Tobias Vestner

Terrorism and Preventing Violent Extremism

While incidents of terrorism and deaths that result have decreased worldwide, the lethality and sophistication of attacks have increased. Extremist activity has surged almost entirely unabated in Africa over the past decade, particularly in the Sahel region and the Horn of Africa. At the same time, far-right extremist groups are gaining ground in Europe and North America. Multiple states are using armed non-state actors, including private military companies, for their own political objectives, which has become a worrying new trend. Criminals worldwide have the proven ability to take over parts of cities and ports, conduct strategic cyber operations, and use crypto currencies to generate millions from both licit and illicit markets.

The world is now in a situation where post-organisational fluid violent extremism is being enabled by social media, and where extremist propaganda is being streamlined and can be accessed worldwide by the click of a mouse. There are a growing number of social-media-induced lone-wolf violent extremist attacks worldwide, from racist attacks in the United States to religiously inspired terrorism in a wide range of countries. More must be done to understand the technological prowess of terrorists. Simultaneously, multiple global systemic shocks such as COVID-19, climate change, and inter- and intrastate conflicts, and their dramatic sociological, psychological, and economic repercussions will continue to feed extremism worldwide.

Courses

Organised Crime and Security Policy:
Understanding the Threat to Design Better
Responses
Virtual Learning Journey

SEP-OCT

Building a National Strategy for Preventing
Violent Extremism
Virtual Learning Journey

ON
REQUEST

Our approach to transnational organised crime and preventing violent extremism

In partnership with the Global Initiative Against Transnational Organized Crime, the GCSP is offering a course on **Organised Crime and Security Policy: Understanding the Threat to Design Better Responses**. Organised crime is usually dealt with by law enforcement experts, but has a wider impact on security, governance and development. The failure to understand the characteristics and impact of organised crime can leave blind spots in policymaking and even unwittingly reward organised criminal activities. This course gives participants a greater knowledge of global transnational organised crime and how to take it into account when crafting security policy.

The GCSP works closely with international and domestic partners to:

- train interested stakeholders to design national action plans for preventing violent extremism (PVE)
- host dialogue events emphasising a “whole-of-government” and “whole-of-society” approach to PVE
- facilitate the building of global networks to support better analysis and design better responses

www.gcsp.ch/topics/terrorism-and-preventing-violent-extremism



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Cluster activities include:

- 2023 Munich Security Conference – “**Negotiating the Non-Negotiable: Mapping Preconditions for a Ceasefire Agreement in Ukraine**” in cooperation with the George C. Marshall European Center for Security Studies and Harvard University, February 2023
- 2023 Munich Security Conference – “**Tackling Terrorist Tech: How to Collaborate with Tech Companies to Prevent Surrogate Warfare**” in cooperation with the Global Internet Forum for Counter-Terrorism and the Institute for Peace and Diplomacy, February 2023
- 2022 Munich Security Conference – “**How to Talk to Terrorists**” in cooperation with the International Crisis Group, February 2022
- 2020 Munich Security Conference – “**The Future of Disorder**” in cooperation with the Armed Conflict Location & Event Data Project (ACLED), February 2020
- Geneva Launch of the 2023 Global Terrorism Index, hosted by the GCSP and the Institute for Economics and Peace, April 2023

Cluster publications include:

- Building Resistance against Terrorist Attacks Involving Uncrewed Aerial Systems, GCSP Policy Brief, April 2023 – Christina Schori Liang
- Terrorist Digitalis: Preventing Terrorists from Using Emerging Technologies, *2023 Global Terrorism Index: Measuring and Understanding the Impact of Terrorism*, Institute for Economics and Peace (IEP), 2023 – Christina Schori Liang
- Far-Right Contagion: The Global Challenge of Transnational Extremist Networks, chapter by Christina Schori Liang in *Handbook of Security Science*, Springer Verlag, 2022
- Growing Nexus of Terrorism and Organized Crime, chapter by Christina Schori Liang in *Handbook of Security Science*, Springer Verlag, 2022
- Technology and Terror: The New Arsenal of Anarchy, chapter by Christina Schori Liang in *Handbook of Security Science*, Springer Verlag, 2022
- From Dynamite to the Metaverse: The Technology of Terror, *2022 Global Terrorism Index: Measuring and Understanding the Impact of Terrorism*, Institute for Economics and Peace (IEP), 2022 – Christina Schori Liang
- White-Crusade: How to Prevent Right-Wing Extremists from Exploiting the Internet, GCSP Strategic Security Analysis, July 2020 – Christina Schori Liang and Matthew Cross

Anticipating Emerging Challenges

Focus:

- 1 Identifying future challenges and opportunities
- 2 Finding novel solutions to transnational issues
- 3 Gauging the impact of new technologies

Thematic Overview

- Human Security, Climate and Health
- Cyber Security
- Global and Emerging Risks
- Integrated Risk Management and Civil Protection
- Strategic Anticipation

Human Security, Climate and Health

The Russian aggression against Ukraine and the return of the use of force in geopolitics, combined with the disastrous impact of COVID-19 pandemic on inequality levels and the continued changes in the global climate system continue to inform the growing consensus that security can no longer be understood merely in traditional military terms. The nature of contemporary security challenges calls for a blended state-human security approach in which security policies consider individuals and countries as equally important. Future decision-makers will require an updated understanding of these security challenges and how they connect to other threats to peace.

Given the complexity of today's security landscape, in this thematic area we focus on the interlinkages among various human security challenges, in particular those affecting the environment, public health, and the movement of people – global challenges that are increasingly impacting both people and states.

The COVID-19 pandemic and the disruption it has caused globally are a testament to the need to always be prepared to address health security emergencies. Our aim is to assist in developing capacities to deal with such challenges.

In parallel, the climate emergency continues, and the movement of people, be it within or across state borders, is a fact, combining to form a “perfect storm” requiring strategic thinking and decision-making as key ingredients of any possible response.

In addition to other security threats, the health-environment-movement of people nexus constitutes a scenario

that security actors – including governments, international organisations, civil society and the private sector worldwide – must understand and attempt to manage by effective cooperation, policymaking and decision-making.

Connecting the dots

Current challenges to peace and security are becoming increasingly complex and interconnected, hence the need for a comprehensive approach to analysing threats and devising solutions. This is the basis for the **Human Security** team's work. We connect the dots between a range of subject areas such as climate change, biodiversity loss, natural resources management, infectious diseases and biological risks. We also connect the dots between human security issues and more traditional security challenges such as arms proliferation, terrorism, organised crime and geopolitical challenges, including various types of conflict. Finally, we connect the dots between the wide range of concerned actors to allow them space and a safe learning environment to reflect and work on solutions to the challenges that humankind faces and to create long-lasting networks of security policy professionals.

Our work of connecting the dots will be particularly important in 2024, in a security landscape impacted by traditional and emerging security challenges. Our course offer includes new products and approaches through our executive education, policy analysis, and dialogue activities.

Courses

Climate and Security Futures
2 half days Critical Issues Course

MAR

Global Health Security
3 weeks Virtual Learning Journey

APR

Movement of People and Security
2 half days Critical Issues Course

NOV

Environment and Security
3 weeks Virtual Learning Journey

DEC



“

As a professional working on climate, peace and security the GCSP course allowed me to step out of my day to day work and gain new and fresh perspectives on the topic. The course was truly a good investment of my time and contributed to expanding my perspectives and understanding of the topics. I enjoyed both the speakers’ keynotes addresses, the tutored practical exercises and the readings that were shared. I would greatly recommend this course to anybody who wants to gain new insight and hear different voices (UN, academia, civil society) on issues related to the environment and peace. The diversity of the student body was also an added value as I have learned enormously by exchanging with knowledgeable peers from different backgrounds.

Ginvera Cucinotta, Learning Portfolio Manager, UN System Staff College, Environment and Security course participant, 2022



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Cyber Security

What is the role of cyber security in the context of international security?

The international security system is characterised by increased uncertainty. The Russo-Ukrainian war, rising Sino-US tensions, competition between EU 5G and Chinese 5G systems, disinformation, and an overall deteriorating international security system are just a few of humankind's current (and future) challenges. In cyberspace, interconnected information systems in networks of networks have transformed all aspects of human life in areas ranging from increased information flows and an explosion of digitalised social interaction to threat actors exploiting system vulnerabilities to carry out cyber espionage and cybercrime, undermine electoral systems, and spread disinformation that is reshaping how reality is perceived.

Therefore, it is essential to understand cyberspace as an operational environment and how threat actors conduct successful attacks in this environment, the potential impact of these attacks on international security, and how to proactively identify policy and technological response options to enable a safe and secure cyberspace.

“

A mix between research, strategy, and hands-on ethical hacking with a major passion for Data & Intelligence rooted in military and intelligence discourse.

Presentation: Removing the Veil on Offensive Cyberspace Operations participant at the MSc Programme in Information Security, Stockholm University, 2022

www.gcsp.ch/topics/cyber-security

Courses & Activities

Cyber 9/12 Strategy Challenge
2 days, Virtual

APR

Cyber Security in the Context of
International Security
Virtual Learning Journey

SEP

The GCSP brings people together and provides training, executive education, and high-quality policy analysis, either on site, or by leveraging the latest digital platforms. This enables experts, professionals, and practitioners from the public and private sectors and civil society to examine and understand cyberspace and the importance of cyber security for national security. Training and executive education participants will enhance their skills, expand their professional networks, and obtain the tools they need to meet the cyber security challenge in the context of international security.

Our principal aims are to:

- **Build capacity** by increasing awareness of the nature of cyberspace, threat actors, vulnerabilities, and policy responses, and how they impact policy and technology
- **Provide a space** for professionals and experts working in the political, military, economic, social, information, technological, legal and infrastructure realms to meet, discuss key issues and create trust to promote cyber security



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Executive Education

The Cyber Security Cluster presents the Executive Education course on **Cyber Security in the Context of International Security**. In addition, it can provide bespoke training and executive education programmes on a wide range of increasingly relevant cyber-security-related issues.

Furthermore, in collaboration with the Atlantic Council, the Cluster presents the **Cyber 9/12 Strategy Challenge** for university students from across the world. This is the only international cyber security table-top exercise focusing purely on cyber security policy and strategy.

Dialogue and Discussion

We organise several facilitation activities, including co-organising Track 1.5 dialogues, expert workshops on specific cyber security issues and capacity-building engagements.

These activities have a range of objectives and impacts, from encouraging the sharing of ideas among new and long-standing international partners and facilitating the publication of relevant research findings, to challenging the status quo of established cyber norms.

“

I appreciated the way the course was delivered (teaching methods, materials, interaction with the facilitator, general support service, etc.).

Cyber Security in the Context of
International Security course
participant, 2022

Global and Emerging Risks

The nature of global threats has been completely altered since the end of the Cold War. While during the Cold War states faced threats, they are now confronted by risks. Unlike threats, which are precisely identified through hostile intent supported by the required capabilities, risks are the product of the probability and utility of possible future events. It therefore follows that risks are more subjective and hence also more numerous. The COVID-19 crisis and war in Ukraine perfectly illustrate this new security landscape by revealing the interconnectedness of many diverse risks. Global and emerging risks contribute to redefining geopolitics, and force states and institutions to adapt to new, resilient mitigation and security strategies.

In addition, the advent of emerging technologies that rely on advances in the digital, neurological, biological and nanoscale domains; the ease of widespread access to them; and the speed of their development and proliferation provide states and new actors (non-state actors and individuals) with the means of projecting power and violence that can have a strategic impact. It follows that the scope of potential risk has broadened dramatically to new frontiers and will continue to do so. This requires new thinking about security policy and a paradigmatic shift from simple defence to resilience.

The COVID-19 pandemic and the war in Ukraine have demonstrated that the world is unprepared for even well-known and anticipated risks and for dealing with multiple crises simultaneously.

Courses

Looking at the Edge: Understanding the Frontiers of Geopolitical Risk
4 half days Virtual Learning Journey

OCT-NOV

Geopolitical Leadership for Organisational Impact (GLOI) - Introduction
FREE | Self-Paced Course

ONLINE



In an era of immense technological and societal change, of shifting strategic power competition, and rising consequences from the exponential development associated with the ways-and-means of global development, it is easy for practitioners and policy makers to become lost and bewildered by an expanding landscape of novel risks and threats. This is all the more so where societal understanding and legal frameworks lag behind to provide structure to managing risk generally, let alone frontier risk. The GCSP course provided a forum to structure each practitioner's thinking and focus on key risks of the Fourth Industrial Revolution. In doing so, the opportunity to hear from experts, both lecturers and course participants, actively engaged in thinking about tomorrow's frontier environment was a hugely beneficial opportunity.

Participant in the Looking at the Edge: Understanding the Frontiers of Geopolitical Risk course, 2022



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Our activities concentrate on three pillars:

- **Traditional geopolitical risks:** This involves the strategic monitoring and analysis of current trends in armed conflicts and terrorism. Furthermore, natural risks such as climate change or pandemics, although not geopolitically motivated, have direct and significant geopolitical implications that also need to be taken into account.
- **Disruptive and emerging technologies:** The GCSP focuses on the strategic implications and ethical, legal, and socio-political consequences for international security of the evolution of emerging technologies such as artificial intelligence or neurotechnologies.
- **Geopolitical analysis for the private sector:** By applying expertise acquired from the other pillars of our activities, the **Global and Emerging Risks** team fosters a dynamic understanding of the impact of current and future international developments and global and emerging risks on the private sector.

Our courses:

Geopolitical Leadership for Organisational Impact

To achieve a dynamic understanding of global risks, an organisation and its members need to develop a wide range of skills. The GCSP has identified four key skill areas where a more dynamic understanding will improve how you and your organisation operate in an increasingly interconnected global environment.

As part of the **Geopolitical Leadership for Organisational Impact** learning journey you can first interact with a free online introductory module in order to better understand how geopolitical trends and events affect a company's or organisation's operations and investments. With fresh insights into strategic foresight, geopolitical analysis, crisis management, and global health security you will be able to enhance and deepen your geopolitical leadership skills by attending one or more of the **four residential course modules** introduced by the online platform.

Looking at the Edge: Understanding the Frontiers of Geopolitical Risk

"You ain't seen nothing yet!": Understanding and managing frontier risks in a technologically driven world

The COVID-19 pandemic has demonstrated that the world is unprepared for even well-known and anticipated risks. Similarly, the advent of large-language models such as ChatGPT is profoundly altering our relationship with information and knowledge creation. As technological progress pushes humans deeper and more intensely into domains such as outer space, digital and cognitive spaces, and the natural world, new risks are emerging that have profound implications for international relations, economic development, and geopolitical risks. How can we better understand these "frontier risks" and what can we do to prepare organisations – and ourselves – to adapt to them? This fully online course will start by looking at where we are coming from in terms of geopolitical risks, what the emerging risks are, and how organisations (both public and private) can prepare themselves to deal effectively with them.

Integrated Risk Management and Civil Protection

The GCSP's **Integrated Risk Management and Civil Protection Cluster** is contributing to the promotion of the resilience and sustainable development of societies by enhancing civil protection and critical infrastructure protection in countries all over the world through the provision of training in integrated risk management, critical infrastructure protection, proactive preparedness, and management skills to deal with disaster and emergency situations.

Countries and their societies in the modern world are increasingly networked and connected. They are also becoming more and more dependent on the sustainable development of natural resources, the management of climate-changing human activities, well-functioning infrastructure, and intergovernmental collaboration. However, a number of forces are at work that are threatening the safety and security of our world. The human population is growing; climate change is accelerating; and the numbers of wars, disasters, and emergency situations all over the world are increasing.

To stop or reverse this trend, it is important to:

- Be aware of both the actual global risks and the actual hazards and risks present in every country
- Be aware of and understand the interdependency of our critical infrastructure
- Anticipate new risks
- Hold a national, regional or international dialogue on the level at which we are prepared to accept the manifestations of these risks

- Identify and discuss risk reduction actions and prioritise them accordingly
- Connect the disaster risk reduction process with climate action and sustainable development
- Honestly discuss the lessons learned from actual past disasters such as COVID-19
- Implement the most important and urgent risk reduction actions wherever necessary – in other words, take proactive steps to manage risks using an integrated approach

Risk management processes contain various elements such as the identification of hazards, the evaluation of risks, the assessment of the extent to which we are prepared to accept these risks, and the improvement of preparedness with the implementation of prevention measures and emergency provisions such as improving local, national, and international crisis management capabilities. The overall goal of this Cluster's approach is to enhance the resilience of societies through enhancing critical infrastructure and civil protection. The GCSP strives to be a key enabler of and contributor to these efforts.

Courses

Integrated Risk Management
2 days Virtual Learning Journey

NOV

The Cluster aims to:

- Improve resilience, critical infrastructure protection and civil protection in countries, organisations and companies
- Improve understanding of **Integrated Risk Management** elements, methods and processes
- Highlight the importance of protecting critical infrastructure as a key success factor of civil protection through the use of corresponding methods and actions, knowing the level of best practice and **Business Continuity Management** techniques
- Increase understanding of the connection among risk management, disaster risk reduction, sustainable development, civil protection, and critical infrastructure protection
- More widely disseminate knowledge of the advantages and capabilities of sustainable risk reduction actions
- Make stakeholders more aware of the purpose and value of integrated hazard analysis and national disaster risk assessment

Business Continuity Management (BCM):

- is part of **Integrated Risk Management**
- is an important issue for countries and the protection of their critical infrastructure
- is an important technique for improving the resilience of companies, organisations and individuals



Strategic Anticipation

A forward-looking approach to international peace and security is needed to anticipate future developments so that we can prepare for them today. The GCSP encourages actors operating in the peace and security environment to adapt their mindsets and thus think and act more creatively about how the future may unfold. It is vital to harness such insights about the future to encourage more effective decision-making.

How do we do this? We collaborate with partners around the world on strategic foresight processes; we design and deliver customised courses and workshops; and we undertake research and policy analysis. In addition, we offer open-enrolment courses and customised modules in GCSP advanced courses. We also host public events to encourage dialogue and the exchange of ideas.

In focus:

Advanced courses:

The GCSP mainstreams strategic foresight in its eight-month **Leadership in International Security Course (LISC)**. A multi-day strategic foresight process simulation, a module on strategic anticipation and foresight in institutions, and an applied multi-week final course project are all included in the LISC. Participants leave the course equipped to take their future-focused mindset and foresight skills back to their workplaces in countries around the world.

Customised projects:

Customised strategic foresight projects for **governments and organisations** are a core part of the work of the Strategic Anticipation Cluster at the GCSP. For example, this has taken the form of collaboratively designing and delivering (1) a high-level workshop for senior managers in an international organisation who will be championing foresight initiatives; (2) an internal team retreat to explore how to enhance the use of foresight; and (3) a customised course on using strategic foresight in a government ministry.

GCSP Strategic Foresight Community:

We invite those who have engaged with the GCSP on strategic foresight to join the GCSP Strategic Foresight Community. This community gathers for two online meetings each year to **network and discuss current issues with experts in the field**. An online group facilitates connections and exchanges of ideas and insights between meetings.

Courses

Strategic Foresight for Peace and Security
2 days Virtual Course

FEB

Climate and Security Futures
2 half days Critical Issues Course

MAR

Strategic Foresight: Planning for Impact in
Uncertain Times
3 weeks Virtual Learning Journey

SEP

Emerging Issues in International Security

**ON
REQUEST**

Strategic Anticipation in Practice:
Integration Techniques

**ON
REQUEST**



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How can more effective decisions be made in peace and security?

In an uncertain and rapidly changing world, strategic anticipation can provide a way to identify alternative futures and explore interconnections among key issues in order to make more effective policy decisions. The GCSP's approach to strategic anticipation has three dimensions:

- **Adapting mindsets** to the possibilities of alternative futures in a rapidly changing and highly interconnected environment
- **Integrating futures thinking into institutional contexts**, which involves a variety of skills (such as leadership and effective communication)
- **Exposing participants to a range of foresight methods**, based on the fundamental accessibility of foresight and the value it can bring in various settings



Rethinking Geopolitics and Global Futures

Focus:

- 1 Identifying and analysing transformative technologies
- 2 Incorporating insights from neuroscience into international affairs
- 3 Examining the multiple dimensions of global security and outer space security

Thematic Overview

- Neurophilosophy
- Outer Space Security
- Transformative Technologies

Geopolitics and Global Futures

Effective contemporary policymaking must address all the major issues and threats that characterise the international arena, while simultaneously anticipating future challenges in the medium and long term.

The **Geopolitics and Global Futures** team identifies and engages with current and possible future issues in order to provide a comprehensive outlook on the future for national and global actors. Our research, courses, and activities explore new issues and concepts in international relations, geopolitics, global governance, peace, and security.

The complexity of the international security landscape requires a creative, cross-cutting and agile approach to issues such as these. We seek to accomplish this through an analysis of the broad range of factors that will shape both contemporary geopolitics and tomorrow's world, examining:

- **Transformative technologies:** artificial intelligence, machine learning, big data, moral robots, quantum computing, neuromorphic computing, hypersonic missiles, synthetic biology, neurotechnologies and human enhancement, and their implications for global politics, security, and civil liberties
- **Outer space:** outer space security, governance, weaponisation, competition and cooperation in outer space, space debris, astrobiology, and the role of space in the future of humanity, as well as its interplay with terrestrial geopolitics
- **New international relations paradigms:** neo-statecraft, meta-geopolitics, symbiotic realism, multi-sum security, and sustainable national and global governance
- **Neuroscience and international relations:** human nature and human dignity, neurophilosophy, the emotionality of states, inequality, and cultural discourse
- **The five dimensions of global security:** human, national, transnational, environmental and transcultural

We foster interdisciplinary and multistakeholder dialogue to develop proactive rather than reactive strategies to address a rapidly changing world.

Courses

The Future of Outer Space Security
2 days | Virtual

FEB

Neurophilosophy of Global Security
2 days | Virtual

JUN

Transformative Technologies and Security
2 days | Virtual

OCT

Geopolitics and Global Futures Symposium
6 days | Virtual

**FEB/JUN/
OCT**

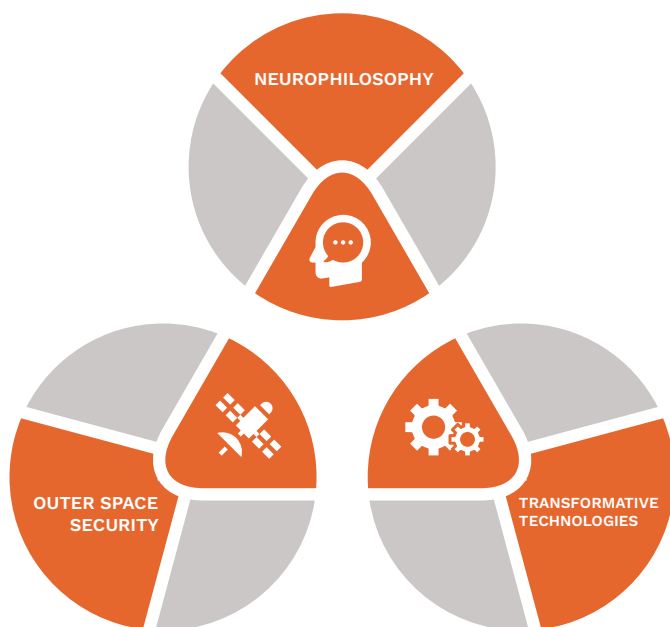
www.gcsp.ch/topics/geopolitics-and-global-futures



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Geopolitics and Global Futures Symposium

The three consecutive courses offered by the Geopolitics and Global Futures team comprise the **Geopolitics and Global Futures Symposium**.

Structured to examine the connections among the various dimensions of global security, the Symposium recognises that a broad range of security issues must be analysed simultaneously in order to understand, prepare for, and respond to current and future challenges.

The GCSP Prize for Innovation in Global Security

In 2015, under the umbrella of its **Creativity and Innovation Initiative**, the GCSP and its **Geopolitics and Global Futures Programme** established a prize to recognise deserving individuals or organisations with an innovative approach to addressing international security challenges. The prize is designed to reach across all relevant disciplines and fields. It seeks to reward the most inspiring, innovative, and ground-breaking contribution of the year, whether in the form of an initiative, invention, research publication, or organisation. The prize consists of a cash award of CHF 10,000.

Advanced Course Series

The GCSP offers a series of courses of longer duration that provide a more in-depth approach to developing your knowledge, skills and networks.

The **Advanced Course Series** is uniquely positioned to enhance your effectiveness and prepare you for decision-making positions in government, the private sector, international institutions, and other agencies engaged in international peace and security.

We harness the latest thinking in blended learning by combining virtual and digital modules to ensure that you benefit in the most effective way from your life-long learning journey with the GCSP.

- Leadership in International Security Course (LISC) / Master of Advanced Studies in International Security (MAS)
- European Security Course (ESC)
- New Issues in Security Course (NISC)

Leadership in International Security Course (LISC)

Generating inclusive and resilient approaches to international security today

The 39th edition of this highly competitive eight-month course in international security is designed for high-performing professionals seeking to enhance their careers and effectively respond to the world's most pressing security challenges.

Our approach is comprehensive and multifaceted. This course will not only update your knowledge, but will build your skillset and toolset to better prepare you to deal with the current unpredictable international security environment.

During the eight-month course you will have the opportunity to learn from and network with over 120 members of the GCSP's global experts community, including high-level practitioners from governments, international institutions, NGOs, the private sector and civil society.

You can also gain a **Master of Advanced Studies in International Security (MAS)** degree through our concurrent programme jointly run with the [Global Studies Institute](https://www.geneva.ch/global-studies-institute) of the University of Geneva.

This course offers you a unique opportunity to:

- **Strengthen** your leadership skillset in a multicultural and cross-sectoral environment
- **Acquire** analytical tools to increase your effectiveness as a security policy practitioner
- **Enhance** your ability to generate sustainable policy responses and solutions
- **Broaden** your professional network of peace and security practitioners

“

My experience at GCSP has been truly remarkable. The learning environment provided was exceptional, offering a diverse and inclusive space for participants from various backgrounds to engage in insightful discussions and collaborative learning. What sets GCSP apart is its commitment to empowering participants and providing equal opportunities, fostering a supportive and inclusive environment.

Captain Jalica Boto Manneh, Military Assistant
to the Deputy Chief of Staff, The Gambian
Armed Forces, LISC 2022-2023

<https://www.gcsp.ch/advanced-courses>



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COURSE FOCUS:

• **The Evolving Dimensions of Security Policy**

- The Foundations of International Security
- Leadership and Decision-making
- Power, Order and Peace in the 21st Century
- Governing the International System

• **21st Century Security Challenges**

- Emerging Security Challenges
- Managing Conflict, Creating Sustainable Peace

- The International Security Implications of New Technologies
- Leadership in Crisis

• **Global Security Dynamics**

- The Geopolitics of Regionalism
- Emerging Regions: Challenges and Opportunities
- Alternative Futures: Taking Leadership and Strategic Thinking Forward

7 October 2024-28 May 2025

European Security Course (ESC)

Examining global security challenges impacting Europe

Since 1997 the **European Security Course (ESC)** has been deepening security professionals' understanding of the security policy challenges that impact Europe. The 28th edition of this eight-week course is a unique opportunity to develop a wide-ranging understanding of European security issues in the broader international security context.

It examines current trends and challenges in both hard and soft security, European states' and the European Union's interests and impacts, Europe-related regional security architecture (the EU, NATO and the OSCE), and key state actors. It also analyses Europe's interaction with and impact on its neighbours and other regions of the world, such as the Middle East and North Africa, sub-Saharan Africa, the Americas, and Asia / Indo-Pacific.

Relevant traditional transnational challenges are explored, as well as less-traditional issues, including migration, climate change, terrorism, outer space, the Arctic and cyber security.

Additionally, the course places an equal importance on the development of your personal skills and building up a strong community of security professionals.

This course offers you a unique opportunity to:

- **Grasp** how global security trends impact Europe
- **Analyse** how Europe interacts with the world on security issues
- **Enhance** your leadership and communication skills in a multicultural environment to increase your effectiveness as a practitioner
- **Network** with a wide community of security policy professionals

29 January-22 March 2024

COURSE FOCUS

- **Key Global Security Challenges**
- **Europe and Its Relation to Other Regions:**
 - The Middle East and North Africa
 - Sub-Saharan Africa
 - The Americas
 - Asia / Indo-Pacific
- **The Future of Europe**

<https://www.gcsp.ch/advanced-courses>



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The ESC gave me an opportunity to delve into a broader security field focusing not only on transatlantic defence issues but also on other parts of the globe which also affect the security of Europe. The course provides a unique perspective on Europe, and I strongly recommend this course for professionals thinking of taking/holding leadership positions or of a future in European institutions. The ESC helped enhance my skills to work in a very multicultural environment, at the same time to represent my national security interests to a wider audience, as well as how to lead teams of professionals coming from different regions, and polish my overall leadership skills.

Živilė Vaicekauskaitė, Lithuanian ESC
2023 participant

New Issues in Security Course (NISC)

Mapping and responding to today's security environment to shape a better future

The 24th edition of the **New Issues in Security Course** focuses on new and re-emerging security challenges arising from a rapidly changing global environment. The course examines the evolution of security (with a special focus on human security), the interlinkages among security-related issues, and the value of adopting a more forward-looking approach to security. It will enable you to better understand both today's global security landscape and emerging dynamics in order to be able to proactively respond to new challenges and opportunities as they arise, and thus shape a better future.

The 24th NISC will provide you with a deeper understanding of contemporary threats that will prepare and empower you to have a greater strategic impact in all domains. This eight-week course also offers you a unique opportunity to interact with a diverse group of participants and experts from a wide range of sectors (government, international organisations, civil society, the private sector and academia).

This course offers you a unique opportunity to:

- **Strengthen** your understanding of the rapidly changing global security environment
- **Acquire** tools to leverage your professional capacity
- **Enhance** your ability to respond to new challenges in order to shape a better future
- **Network** with a wide community of security policy professionals

22 April-14 June 2024

<https://www.gcsp.ch/advanced-courses>

COURSE FOCUS:

- **The Changing Face of Security**
- **Human Security: The Environment, Health and Movement of People**
- **Security Implications of Emerging Technologies**
- **Terrorism and Organised Crime**
- **Law, the Economy and Security**
- **Conflict Management and Sustainable Peace**
- **Global and Regional Governance**
- **Connecting the Dots of the New Issues in Security**



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The NISC was the perfect segue into understanding the policy and practice loop in peace and security, and the combination between academics, policymakers, and voices from the field helped me develop an interdisciplinary understanding of the issues at hand. In addition to enhancing my knowledge vis-à-vis key security challenges, the NISC also gave me the opportunity to polish a number of key skills central to my job, including the ability to communicate effectively, write comprehensive policy decision memos and develop adaptive and inclusive leadership styles.

Assal Mahmoud, Program Associate at the Cairo International Center for Conflict Resolution Peacekeeping and Peacebuilding, the Arab Republic of Egypt, NISC 2023

Diplomatic Dialogue Departments

The GCSP facilitates diplomatic dialogue with a view to assisting policymakers to find solutions to common problems, reduce tensions, and manage international relations peacefully. Owing to our experience in dialogue and mediation, in-house expertise, vast regional networks, and our strategic placement in international Geneva, we are ideally positioned to facilitate confidential discussions.

As geopolitical rivalries deepen and communication lines are cut, seemingly irreparably, the need for quiet, informal diplomacy has become greater than ever. In this context, establishing safe spaces for discourse is of paramount importance. Against this backdrop, Track 1.5 and Track 2 discussions can help keep threads of communication alive, and promote constructive engagement where it is currently not possible at the official level. Our diplomatic dialogue initiatives are designed not only to gradually rebuild trust and confidence, but also to find common ground so that the rationale for resumed cooperation is clear.

Turning theory into practice

The war in Ukraine has created a major trust deficit that continues to play out not only in the direct relationship among the big powers, but also in various regions where the West and Russia are both invested.

Rebuilding links between interlocutors in key states will be an arduous task, and Track 2 actors like the GCSP have a role to play in it. As such, the GCSP is working hard to identify opportunities for re-establishing communication flows that will be essential to the eventual rebuilding of more harmonious working relationships.



Of course, the geopolitical rupture over Ukraine has considerable implications for the rest of the world and the multilateral system. While cooperation has stalled at the Track 1 level, impartial actors like the GCSP can help enable channels of communication at the unofficial level, with a view to identifying paths towards a gradual return to proper diplomacy. With this in mind, the GCSP offers a neutral and safe platform for exchanges between government representatives and experts.

We aim to stimulate meaningful debate and new thinking on security, as opposed to the zero-sum thinking that often pervades public discourse. To achieve these objectives, the GCSP facilitates a range of dialogues that aim to elaborate creative ideas for addressing geopolitical and regional tensions.

Department of Mediation and Peace Support

Russia's continued attack on Ukraine has had major implications not only for the norms-based international system, but for regions where cooperation between big powers used to be the norm. The significant polarisation of the multilateral system has served to expose a number of tense situations to an enhanced risk of conflict.

The Department of Mediation and Peace Support's dialogue portfolio strives to facilitate open and informal exchanges among countries with shared regional crises or common dilemmas, with a view to generating actionable policy ideas that are communicated to relevant authorities for consideration in official peace talks or at the Track 1 level. We do so by developing and maintaining strategic partnerships, nurturing influencers, and reaching out to policymakers and leaders.

The following dialogues illustrate a part of the expanding portfolio of our dialogue activities. There are other dialogues that are not mentioned in this section, and a range of assessments (on potential new openings) are under way.

• The High North Talks

The recent sharpening of geopolitical tensions, coupled with the lack of an adequate official forum for addressing the urgent issues facing the Arctic, inspired the GCSP to launch a discreet dialogue process that aims to help prevent the Arctic from becoming the next theatre of geopolitical conflict.

In the current geopolitical climate, the High North Talks is one of the few remaining venues where representatives from the countries most invested in the Arctic can meet in a discreet environment to constructively discuss the future of this region. With a focus on the most urgent problems (including accelerating militarisation and climate change), the aim is to find workable solutions and unearth mechanisms to prevent confrontation and maintain stability.

• The Bridge States

The Bridge States dialogue aims to explore how states that are neither in NATO/the EU nor fully aligned with other big powers can position themselves on the West-East continuum in ways that maximise their security and economic prospects. The dialogue provides a discreet space for these “bridge states” to develop policy options that will help them to successfully navigate today's fluid geopolitical environment.

This Track 1.5 dialogue enables representatives from these states to learn from one another's experiences, insights, mistakes and good practices, and to unearth lessons that might contribute to a more stable and sustainable security order in Europe.

• Zermatt Process on North-East Asian Security

In partnership with the Swiss Federal Department of Foreign Affairs (FDFA), the GCSP convenes a Track 1.5 process that enables open and informal exchanges among the countries of North-East Asia, with a view to facilitating contacts among actors with few or no communication channels, improving understanding, identifying ways to reconcile diverging interests, and thereby helping to enhance peace and stability.

“

The New Cold War in the Arctic has sadly become a reality. As an active participant in the High North Talks I consider this a vital and, in these difficult times, rare opportunity for constructive talks on the future of a region that is critical for the whole world. Engaging across geopolitical divides, at least discreetly and unofficially, is needed now more than ever.

Participant in the High
North Talks, 2023

Department of International Security Dialogue

Rising geopolitical competition has amplified tensions between the United States and China, inciting an arms race and surrogate conflicts across the globe. Strife between Russia and the West, coupled with the war in Ukraine, has critically undermined the foundations of the European security architecture, triggering repercussions such as energy and food insecurity.

Given the impartiality and inclusivity of the GCSP, the Department of International Security Dialogue's portfolio is able to address these geopolitical tensions, with a particular emphasis on European security. Our dialogue initiatives have three distinct objectives. They aim to re-establish trust between conflicting parties, sustain dialogue on matters of shared interest and concern, such as strategic stability and nuclear risk reduction, and delve into future European security order discussions. The Department supervises numerous confidential dialogue processes, where several major unresolved questions of the European security order are being discussed. The topics include, but are not limited to, resolving existing dilemmas between key principles of European security, how to provide solid security guarantees to countries in the region, and assessing the impact of the war in Ukraine on multilateral institutions, with a special focus on the Organisation for Security and Cooperation in Europe (OSCE).

The Department of International Security Dialogue actively collaborates with regional institutions and think tanks to organise joint dialogue events. For instance, the GCSP is part of the OSCE Network of Think Tanks and Academic Institutions, where it regularly participates in the ongoing security dialogue within the OSCE framework. It also partners with the OSCE Academy in Bishkek. Other institutional partners include the European Institute for Peace based in Brussels, the Friedrich Ebert Regional Office for Cooperation and Peace in Vienna, and the Strategic Foresight Group based in Mumbai, among others.

● P5 Roundtable on Global Security and Catastrophic Risks

This roundtable is co-organised together with the Strategic Foresight Group, an international think tank based in Mumbai. It is one of the examples of the successful partnerships among the Department's dialogue processes. This roundtable represents a diplomatic initiative focusing on catastrophic risks that was launched in September 2022 in Caen, Normandy, France. The initiative is inspired by the Normandy Manifesto for World Peace, issued by a group of Nobel Laureates and social thinkers under the auspices of the Normandy Forum in 2019.

The objective is to discuss nuclear risk reduction measures among the P5 countries - China, France, Russia, UK, and USA. The continued deterioration of the global security environment has further increased the urgency of this topic. Mentions of the use of nuclear weapons for tactical purposes have risen in both politico-military and media circles, reinforcing UN Secretary-General António Guterres' warning that the world is one miscalculation away from nuclear annihilation. Coinciding with the ongoing polarisation among the P5, it is crucial for experts to come together and find ways to promote both dialogue and common understanding to break this deadlock.

The GCSP has also received a mandate from the Swiss FDFA to run the following Track 1.5 dialogues:

● Chambesy Roundtable: "Rebuilding European Security: Challenges and Opportunities"

The repercussions of the war against Ukraine are globally palpable. The outcome of this conflict remains uncertain. However, its cessation will inevitably require addressing several critical issues. This Track 1.5 dialogue aims to convene state representatives and experts to examine the long-term implications of the Ukrainian war on the future of European security, focusing on security guarantees, potential de-escalation strategies, and anticipated steps towards reconstructing the European security order.

● OSCE Focus Conference: "No Business as Usual: Leadership at a Time of Crisis"

This event will assemble high-ranking participants from the OSCE community, providing an opportunity for enlightened and informal dialogue on some of the OSCE's most pressing

agenda items. Such topics include: the OSCE's role in Ukraine during and after the war; the OSCE as a unique dialogue platform, communication channel, and promoter of greater predictability; and the challenges of leading the organisation during tumultuous times, both politically and within executive structures. The OSCE Focus Conference will also foster discussions about the future of European security and the OSCE's role in this process.



WE FACILITATE



Research and Policy Advice

The world is at a key inflection point in history. It is emerging from a major pandemic and dealing with an interconnected set of threats and challenges, including a major war in Europe. This calls for renewed reflection on security challenges and possible solutions. The GCSP helps leaders to reshape the international system and look over the horizon to anticipate, explain, and prepare for risks and challenges.

To this end, we provide timely, relevant, and usable insights for our community and for specific clients. We monitor policy and technological developments that impact international peace, security and strategic stability; analyse their implications; and provide early warning, strategic anticipation and policy-relevant advice. We identify key topics based on our in-house and global community expertise to develop policy recommendations and advise policy- and decision-makers.

Our interdisciplinary approach, in-house expertise, and networks enable us to offer expert, impartial policy advice that helps those we advise to make sense of and adapt to a complex, interconnected, and rapidly changing world, and develop new insights, creative solutions, and novel approaches.

To this end, we:

- **Analyse** global developments
- **Create** knowledge and insights
- **Deduce** the policy implications
- **Develop** policy recommendations
- **Offer** general and specific policy advice
- **Organise** and host events on security-policy-related issues

We aim to leverage our expertise, knowledge and networks to develop evidence-based policy in order to:

● **Make sense of modern security affairs**

Revived great-power competition, emerging and disruptive technologies, new forms of warfare, challenges to multilateralism and global governance, and war and conflict in Europe are leading to new challenges to international peace and security. This calls for new conceptualisations of and approaches to security. The GCSP does this by focusing on future-oriented security policy, emerging and disruptive technologies, and avenues for new cooperation on peace and security, among other themes.

● **Provide tailor-made advice**

We aim to develop analytical products and strengthen partnerships with governments (starting with members of the GCSP's Foundation Council), regional and international organisations, think tanks, NGOs, academic institutions, and the private sector. Products of this kind will help these actors to better understand the international peace and security environment and be better positioned and equipped more effectively to anticipate and respond to the challenges and opportunities that may lie ahead.

● **Create knowledge, insights and ideas**

Through research, publication series, events, expert workshops, and tailor-made products we are a go-to place for expertise, analysis, and advice on security policy that is of particular relevance to core partners, Geneva-based partners, and the private sector in terms of risk and strategic forecasting, arms control, disruptive technologies, the impact of climate change on security, and crisis management, among other themes.

Notable current Research and Policy Advice projects are:

● **Geneva Security Debates**

The Geneva Security Debates consist of public discussions on current security challenges. Uniting the world's leading thinkers and practitioners for interactive discussions, the Geneva Security Debates inform policymakers in Geneva, and provide a forum for new insights, joint reflection and networking.

www.gcsp.ch/research-and-policy-advice



WE ADVISE

- **Geneva Process on AI Principles**

This project explores and clarifies the meaning, operationalisation, and legal implications of new policies and principles on the use of military artificial intelligence (AI).

- **The Future of Peace and War**

In collaboration with the Geneva Science and Diplomacy Anticipator and Columbia University, this project aims at developing the methodological frameworks and tools to better identify the relevant trends and counter-trends shaping the future of peace and war.

- **Trends and Implications of Military Robotics**

This project analyses the various advances in military robotics and explores the most salient developments at the global and European levels.

- **Outlook and Opportunities in the MENA Region**

The project assesses current and future challenges to the region as well as potential developments, with the aim of developing policy options and recommendations for the next Swiss Middle East and North Africa (MENA) Strategy.

- **Strategic Foresight in Ministries of Foreign Affairs**

This project explores how ministries of foreign affairs around the world use strategic foresight and other anticipatory practices to conduct long-term planning by identifying good practices and analysing institutional foresight capacities.



Global Fellowship Initiative

If you are in a transitional phase in your life, ready for a career change, waiting for your next assignment or looking for an opportunity to do something exceptional, then the **Global Fellowship Initiative (GFI)** is the right fit for you. As a GFI Fellow you are part of a platform for innovation where you are both given the space and actively encouraged to learn, exchange ideas, co-create solutions to pressing geopolitical challenges, and expand your networks.

The GFI aims at overcoming siloed approaches to learning and acting as an incubator for talent, innovation, and creativity. We believe that diversity and the cross-pollination of knowledge, ideas, and backgrounds drive creativity and innovation. Committed to the GCSP's values and in the spirit of International Geneva, the GFI provides a safe space to learn, reflect, share, and lead actions for peace and security by building bridges, challenging assumptions, and breaking down silos.

We offer five types of fellowship for a personalised experience:

- **Associate Fellows:** upon invitation, formally affiliated with the GCSP for one year, but not resident at the Centre
- **Government Fellows:** residential or digital, mid- or high-level government officials preparing for a new position or on sabbatical
- **Executives-in-Residence:** residential or digital, executives from all sectors working on a specific project or in transition who want to benefit from the GCSP's extensive resources
- **Doctoral Fellows:** residential or digital, recent (up to three years) or soon-to-be PhD graduates who wish to pursue research
- **Young Leaders in Foreign and Security Policy:** residential or digital, promising professionals up to 30 years of age, with at least two years of work experience after graduation and displaying outstanding merit in their fields of expertise

Since its creation in 2015 the GCSP's GFI has welcomed 389 Fellows.

www.gcsp.ch/gfi

“

I came to the GCSP to prepare for my next assignment in Geneva. I leave with a rucksack full of interesting insights, up-to-date knowledge and a network of inspiring colleagues and experts from around the world. Above all, I have enjoyed the atmosphere at the GCSP: professional, friendly, pragmatic and highly motivating! Swiss quality indeed!

Ambassador Anna Ifkovits-Horner,
Government Fellow, GFI



The Creative Spark

In order to maximise the experience of its Fellows while taking advantage of their expertise, the GCSP has developed a one-of-a-kind project incubator / accelerator: the **Creative Spark**. This is a space where Fellows develop projects and initiatives that could have a lasting impact on international peace and security. They are given a unique risk-free space to test ideas, innovate, and gain a holistic view of security challenges by gathering feedback from experts with broad perspectives, while learning about and integrating the most innovative tools in leadership, education, and strategic policy development.

Creative Spark Fellows are able to connect to and collaborate with people across sectors and break down silos of knowledge, expertise, methodology, and experience in order to generate ideas and develop policies and practices that could advance sustainable peace and development.

Some of the ideas that the Creative Spark has helped to develop / is currently incubating:

- Centre for Humanitarian Action at Sea
- Equity 4 Humanity (E4H)
- IDE4 Foundation – Collaboration Spotting
- UNaccountable
- Armed Actors' Transitions Strategic Framework
- Climate Action Accelerator (CAA)
- Geneva Cities Hub (GCH)

GCSP Prize for Transformative Futures in Peace and Security

In 2023, the inaugural **GCSP Prize for Transformative Futures in Peace and Security** was awarded. Introduced by the Geopolitics and Global Futures Programme and the Creative Spark, this annual prize seeks to reward groundbreaking concepts that offer exceptional potential to address a specific peace and security challenge.

“

The GFI is a platform that challenges your knowledge, enhances your adaptability skills, and allows you to take an integrated view of international trends, not just in the peace and security field, but also enables creative thinking and cultural awareness.

Katherine Urbáez, former Executive-in-Residence,
Senior Policy Advisor, Global Alliance on Health and Pollution;
and former Minister Counsellor, Dominican Republic
Embassy to the Swiss Confederation, Bern

www.gcsp.ch/the-creative-spark



The GCSP Alumni & Community



gcsp.ch/alumni



X.com/gcsp_alumni



facebook.com/groups/gcspalumni



gcsp.ch/alumni-linkedin-group

Our diverse community of impactful leaders and experts is a global and influential international security policy network.

Graduating from a GCSP course or having spent time at the Centre under the Global Fellowship Initiative qualifies you for free membership of the **Alumni & Community**.

174+ Nationalities

REPRESENTED IN OUR COMMUNITY

1,105

TEACHING STAFF / SPEAKERS

11,000+

TOTAL ALUMNI, FROM:



238

FORMER FELLOWS

222

FORMER STAFF / FACULTY



• GOVERNMENTS



• INTERNATIONAL ORGANISATIONS



• MEDIA ORGANISATIONS



• THE PRIVATE SECTOR



• NON-GOVERNMENTAL ORGANISATIONS



WE CONNECT

“

Thankful to GCSP for their commitment in this engaging and collaborative networking hub through which I was able to further develop my academic, professional and personal capacity. As a member of this global family, I constantly get enriching international exposure which expands my horizons and inspires me to move towards future career achievements with confidence and success.

Senior Criminal Investigator,
Ministry of the Interior, Serbia (Alumnus ITC 2011)

We nurture lifelong connections and foster dialogue and the exchange of ideas to advance international peace and security through the application of the collective skills and intelligence of our alumni and community members.

Ways to engage with and connect to the network:



MyGCSP is an exclusive and interactive membership platform where our community can share expertise, search for cutting-edge member analysis and find contacts.
www.gcsp.ch/mygcsp



The Alumni & Community Hubs are regional networks on five continents that provide networking opportunities and host thematic discussions.



Our alumni contribute to the GCSP's capacity both at the Centre and with partner organisations as guest speakers, facilitators, authors, and researchers.



Some 50 exclusive Alumni & Community events are organised annually in Geneva, abroad, and virtually, in addition to the GCSP's regular activities and public discussions.



Beyond the classroom, GCSP course graduates continue to interact with the support of the GCSP Community Engagement Office. A dense network of alumni-led hubs is present on five continents.



30 GCSP Alumni & Community Hubs

New hubs were opened in Albania, Brazil, Central Asia and Afghanistan, Japan, South-East Asia, and Tunisia.

Preparing Leaders to Shape a Changing World

Crisis Management Page 20

- Crisis Management: Navigating the Storm (5 days Residential Learning Journey | Geneva | MAR)
- Critical Incident Management (3 days Residential Learning Journey | Geneva | MAY)
- Leadership in Crisis Management (ON REQUEST)

Defence and Diplomacy Page 22

- Orientation Courses for Defence Officials (1-5 days)
- Annual Senior Officers Seminar (ASOS) (3 days)
- German Armed Forces Orientation Course (3-4 days)
- Senior German Armed Forces Course (2 editions | 3-4 days)

Swiss Security Network (SSN) Page 24

- Swiss Professional Officers Training Courses (SPOT 1 & 2) (5 days | Geneva | APR/JUN)
- Strategic Planning and Analysis Seminars (SPAS) (3 days | Geneva | JUN/NOV)
- Swiss Security Network (SSN) Course (3 x 3 days | Bern, Zurich, Geneva | AUG-SEP)
- Course for Swiss Non-Commissioned Officers (NCOs) (2 days | Geneva | OCT)

Diplomatic Tradecraft Page 26

- Diplomatic Tradecraft for Non-diplomats (Virtual Learning Journey | MAY)
- Skills Enhancement for Political Advisors (4 days Residential Learning Journey | Geneva | SEP)

Gender and Inclusive Security Page 28

- Inspiring Women Leaders (Virtual Learning Journey | MAR)
- 1 day hybrid workshop on Equity, Power and Inclusion: Realities and Opportunities (OCT)
- Masterclasses to build your Leadership skills and network (THROUGHOUT THE YEAR)
- Leverage Diversity for Increased Performance (ON REQUEST)

Leadership Page 30

- Leading teams through disruptive changes (Virtual Learning Journey | APR)
- Lead and Influence with Impact #LIMPACT (Virtual Learning Journey | OCT)
- Masterclasses to build your Leadership skills and network (THROUGHOUT THE YEAR)
- Executive Workshops and Retreats (ON REQUEST)

The Creative Edge Page 32

- Media and Arts for Peace (Self-Paced Online Course)

Building a Resilient and Peaceful World

Arms Control and Disarmament Page 36

- Building Capacity for Effective Implementation of the Arms Trade Treaty (ATT) (Virtual Learning Journey | MAR-APR)
- Building Arms Control Capacities in the Middle East and North Africa Region (Virtual Learning Journey | JUN-JUL)
- Building Arms Control Capacities in the Middle East and North Africa Region (5 days Residential Learning Journey | Amman, Jordan | NOV)

- Développement des capacités pour une mise en oeuvre efficace du Traité sur le Commerce des Armes (TCA) (5 days Residential Learning Journey | Dakar, Senegal | DEC)

Effective Governance – examples of customised courses Page 38

- Migration and Good Governance for Civil Servants (10 days | Geneva)
- Cours sur la bonne gouvernance et la migration (10 jours | Genève | IN FRENCH)

Peace Operations and Peacebuilding Page 40

- Enhancing Leadership for Peacebuilding (Senior-level Peacebuilding Course) (5 days Residential Course | Geneva | MAY)
- Making the Difference in Peacebuilding, Security and Development – Results-based Management and Beyond (5 days Residential Course | Geneva | JUN)
- Swiss Peacebuilding Training Course (SPTC) (2 weeks Residential Course | Stans, Switzerland | AUG-SEP)
- EU Pre-Deployment Course for CSDP Missions and Operations (5 days Residential Course | Brussels | OCT)
- United Nations Senior Mission Leadership Course (Nairobi | NOV)
- Designing, Monitoring and Evaluation for Programming in Fragile Environments (Self-Paced Online Course)
- Leadership for Peace: Approaches to Conflict Analysis, Management and Resolution (ON REQUEST)

Security and Law **Page 42**

- International Disarmament Law
(2 days Residential Learning Journey | Geneva | NOV)
- Weapons Law and the Legal Review of Weapons (5 days Residential Learning Journey | Geneva | DEC)
- Negotiations Theory and Practice
(3 days Residential Learning Journey | Bern | ON REQUEST)

Terrorism and Preventing Violent Extremism **Page 44**

- Organised Crime and Security Policy: Understanding the Threat to Design Better Responses (Virtual Learning Journey | SEP-OCT)
- Building a National Strategy for Preventing Violent Extremism
(Virtual Learning Journey | ON REQUEST)

Anticipating Emerging Challenges

Human Security, Climate and Health **Page 48**

- Climate and Security Futures
(2 half days Critical Issues Course | MAR)
- Global Health Security (3 weeks Virtual Learning Journey | APR)
- Movement of People and Security
(2 half days Critical Issues Course | NOV)
- Environment and Security
(3 weeks Virtual Learning Journey | DEC)

Cyber Security **Page 50**

- Cyber 9/12 Strategy Challenge
(2 days, Virtual | APR)
- Cyber Security in the Context of International Security
(Virtual Learning Journey | SEP)

Global and Emerging Risks **Page 52**

- Looking at the Edge: Understanding the Frontiers of Geopolitical Risk
(4 half days Virtual Learning Journey | OCT-NOV)
- Geopolitical Leadership for Organisational Impact (GLOI) – Introduction
(FREE Self-Paced Online Course)

Integrated Risk Management and Civil Protection **Page 54**

- Integrated Risk Management
(2 days Virtual Learning Journey | NOV)

Strategic Anticipation **Page 56**

- Strategic Foresight for Peace and Security
(2 days Virtual Course | FEB)
- Climate and Security Futures (2 half days Critical Issues Course | MAR)
- Strategic Foresight: Planning for Impact in Uncertain Times (3 weeks Virtual Learning Journey | SEP)
- Emerging Issues in International Security
(ON REQUEST)
- Strategic Anticipation in Practice: Integration Techniques (ON REQUEST)

Rethinking Geopolitics and Global Futures

Geopolitics and Global Futures **Page 60**

- The Future of Outer Space Security
(2 days | Virtual | FEB)
- Neurophilosophy of Global Security
(2 days | Virtual | JUN)
- Transformative Technologies and Security
(2 days | Virtual | OCT)

- Geopolitics and Global Futures Symposium
(6 days | Virtual | FEB/JUN/OCT)

Advanced Course Series

Page 62

- Leadership in International Security Course (LISC)
(7 October 2024-28 May 2025)
- Master of Advanced Studies in International Security (MAS)
(7 October 2024-28 May 2025)
- European Security Course (ESC)
(29 January-22 March 2024)
- New Issues in Security Course (NISC)
(22 April-14 June 2024)



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