



GCSP

**Geneva Centre for
Security Policy**

*For 30 years we have been building
peace together. Thank you for being
part of this journey, for your
support and partnership. I look
forward to the future and all that
we will accomplish together!*

J. GE
Amb. Thomas Greminger

**Celebrating
Our Journey**



Our Mission

The Geneva Centre for Security Policy (GCSP) is an international foundation that aims to advance global cooperation, security and peace. The foundation is supported by the Swiss government and governed by 55 member states and the Canton of Geneva. The GCSP provides a unique 360° approach to learning about and solving global challenges.

The foundation's mission is to educate leaders, facilitate dialogue, advise through in-house research, inspire new ideas and connect experts to develop sustainable solutions to build a more peaceful future.

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.





Our Legacy and Impact: The GCSP Today

Thirty years ago, when the GCSP was established, the world was already fraught with complexity, challenges, and power struggles. It was a time defined by a bipolar world order, with the United States and the Soviet Union standing as towering giants of a global geopolitical divide. The Geneva Centre for Security Policy (GCSP) has its roots in this exact historical period and more precisely in the **Geneva Summit of 1985**, which **exposed the urgent need to strengthen national and international expertise in the field of international security**. Equipped with this understanding, the Swiss Confederation initiated a nine-month executive training programme tailored for government officials from Switzerland and abroad to encourage exchanges between experts and practitioners. The participants **built relationships and trust across political divides** through dialogue and education, making the course a powerful tool for promoting peace and security. **The GCSP Way was born.**

Today, as we reflect on the past three decades, we recognise that the world has grown exponentially more complex. Our era is defined by a deeply interconnected array of issues and challenges, where a once bipolar world order has given way to **a multipolar reality**. Various power actors, each with conflicting interests, ideologies, and objectives, now shape the global landscape and agenda.

Over the past few years the **type of challenges** we face have multiplied and intensified. Environmental and climate threats loom large, with severe and catastrophic events becoming increasingly frequent and exacerbating insecurity and conflict. The emergence

of new technologies, particularly quantum computing and artificial intelligence, presents both unprecedented opportunities and significant risks. The number of conflicts and their widespread geopolitical impact increase constantly, posing a persistent threat to socio-economic stability, food systems and emerging security. Funding for development and humanitarian activities is under strain, while gender divides are widening and mass migration is reshaping societies.

In this evolving landscape, the GCSP has **remained steadfast in its mission** of building peace, security and international cooperation through the ability to adapt, innovate, and anticipate the interlinked and far-reaching security challenges the world faces.

The Centre strategically embraces the Swiss principles of **independence, impartiality, and inclusivity**. These principles have enabled us for three decades to bring together both likeminded and non-likeminded individuals, fostering an environment where dialogue thrives and mutual understanding is possible. Whether through executive education courses, dialogues, research, or our community of alumni, experts and partners, the GCSP **excels at creating open communication channels and safe spaces** in an **increasingly more fragmented and polarised world**.

Thirty years after its foundation, the GCSP is a leading institution in international security and is more relevant, strategic and unique than ever.



Explore our 2025 catalogue and discover how, drawing on three decades of experience, we can empower and equip leaders with innovative insights, new mindsets, and creative solutions to anticipate and address the challenges of the 21st century.

Become an agent for change and an advocate for peace and security. Join us in our transformative journey where people are at the centre and make peace and security possible!

Ambassador Thomas Greminger
Executive Director

Ms Christina Orisich
Deputy Executive Director

Key Moments in Our History

1985



Geneva Summit 1985, Ronald Reagan and Mikhail Gorbachev

Establishment

The Geneva Centre for Security Policy (GCSP) was established in 1995 as a foundation of the Swiss Confederation. Its primary mission is to promote peace, security, and stability through comprehensive training and research in international security policy. The Centre serves as a hub for education and dialogue, and aims to foster a global community of security policy professionals.

First International Training Course

In 1996 the GCSP launched its inaugural international training course, known as the International Training Course in Security Policy (ITC). This course (building upon its precursor SIPOLEX) quickly became a cornerstone of the Centre's educational offerings, setting the standard for its future training programmes.



1995

1996



Signature of the Founding Act



Partnership for Peace 1996

Relocation to the Maison de la Paix

In 2014 the GCSP moved to its current location in the Maison de la Paix (House of Peace) in Geneva. This state-of-the-art facility hosts various international peace and security organisations, fostering a collaborative environment that enhances the Centre's mission and activities.

2014



1997

2001



Partnerships and Collaboration

During the late 1990s the GCSP started to form significant partnerships with various international organisations, governments and academic institutions. These collaborations enhanced its global outreach and influence and enabled the Centre to extend and deepen its impact on international security policy.

Expansion of Courses and Programmes

The early 2000s marked a period of growth for the GCSP with the introduction of new courses and programmes. Notably, the New Issues in Security Course (NISC) was established to address emerging security challenges, reflecting the Centre's commitment to staying ahead of evolving threats.



2015



Leadership and Innovation

Under new leadership from 2014 onwards, the GCSP expanded its initiatives to include innovative formats within executive education and expand its customised training and high-level policy dialogues. The Centre also bolstered its research capabilities and launched various thematic clusters focused on specific security topics, demonstrating a commitment to adaptability and forward thinking. Additionally, the **Global Fellowship Initiative** was launched, marking the beginning of impactful collaborations driving meaningful change.

2018

Launch of the
Creative Spark,
our Incubator



Gender and Inclusive Security Initiatives

The GCSP has placed a significant emphasis on gender and inclusive security. Since 2015, it has developed specialised courses and initiatives aimed at promoting gender equality and the inclusion of diverse perspectives in security policy, reinforcing its commitment to comprehensive and equitable security solutions.

2020

25th Anniversary

In 2020 the GCSP celebrated its 25th Anniversary, marking a quarter century of contributions to global peace and security through education and policy research. This milestone underscored the Centre's sustained impact on and ongoing relevance in the field of international security.





Global Alumni Network

Over the years, the GCSP has cultivated a robust Global Alumni Network comprising security policy professionals from around the world. The dedicated Alumni & Community Engagement Office facilitates ongoing collaboration and the exchange of ideas, further extending the Centre's influence and reach.

Recent Developments

Since 2021, under new leadership, the GCSP has reinforced its diplomatic dialogue, research and policy advice work and consolidated partnerships globally to offer customised and open-enrolment courses in person and online. Building on its extensive expert network and access to high-level decision-makers worldwide, the Centre has continued to stay relevant, especially in response to significant events like the COVID-19 pandemic and the war in Ukraine that started in February 2022.

2024



GCSP

Geneva Centre for Security Policy
Where knowledge meets experience



2021

Adapting to Global Challenges

Throughout its history the GCSP has continually adapted to address global security challenges, including cyber security, terrorism and climate security. This adaptability ensures that its programmes remain relevant and impactful in a rapidly changing security landscape.





We educate: As we confront the realities of our time, the role of education extends beyond traditional academic boundaries. At the GCSP we encompass a broader vision of learning that not only imparts knowledge and skills, but also cultivates critical thinking, open-mindedness, polarity thinking, and resilience – all key elements in the Centre’s executive education portfolio. We have more than 1,200 course participants from across the globe every year, half of whom are women – a statistic of which we are very proud.

The diversity of our participants, speakers, and clients, and our holistic approach to security has made us a leading education institution in the international security domain.



We facilitate dialogue: We leverage our in-house expertise and widespread global networks of experts to facilitate inclusive, discreet dialogue. We support Track 1 actors by providing a safe space for Track 1.5 and Track 2 processes to develop innovative and policy-oriented approaches to tackle security challenges, de-escalate tensions, rebuild trust, and find mutually acceptable solutions to security-related problems.

Our dialogues focus on international and regional security, geopolitical tensions, mediation processes and other peace endeavours around the world to help states, international organisations, conflict parties, or other stakeholders find peaceful alternatives to conflict.



We advise: Over the years our research and policy advice work has assisted multiple states, international organisations and firms to analyse issues and crises facing them, design appropriate policies, take key decisions and develop smart solutions to these pressing challenges. Moreover, we have launched a series of monthly debates (the Geneva Security Debates) that bring together global experts to discuss complex security challenges, we have become the host institution for well-established organisations, like the Processes of International Negotiation Programme (PIN), a network of scholars and practitioners active in international negotiations, developed security-related partnerships, and we have significantly extended our thematic publications series, adapting to the rapidly evolving international security landscape.



We inspire: Through our Global Fellowship Initiative (GFI) and Creative Spark we empower individuals to develop transformative solutions for the world's most pressing challenges. Our GFI Fellows benefit from a unique, risk-free environment where they can test ideas, innovate, and gain a comprehensive understanding of security challenges by engaging with experts across diverse fields. The Creative Spark provides targeted support to applicants with promising ideas, helping them transform innovative concepts into reality with sustainable, far-reaching impacts in peace and security.



We connect: The GCSP Alumni & Community Engagement Office plays a pivotal role in fostering connections among our alumni, promoting the exchange of knowledge and expertise among each other, for the Centre, as well as for our partners and donors. This network encompasses over 11,000 members across 174 nations, representing a powerful, diverse international community of security policy professionals. Our alumni (graduates from a GCSP course or fellows at the Centre) shape the policy agendas of governments, organisations, and businesses worldwide that are tackling today's and tomorrow's security challenges.

Our Offerings



WE EDUCATE



EXECUTIVE EDUCATION

Over the past 30 years, the Centre has established itself as a globally recognised *Centre of Excellence in Executive Education*.

- **Courses:** Alongside our flagship advanced courses (LISC, ESC, and NISC), and the shorter executive courses, we design highly tailor-made courses in collaboration with different governments, international organisations and NGOs worldwide, addressing specific security challenges and needs.
- **Thematic focus:** Our work today is structured around 4 thematic fields covering 19 key topics, integrating knowledge with practical skills to empower leaders to navigate change, innovate, and contribute to peace.

WE FACILITATE



DIPLOMATIC DIALOGUE

- **Creating a conducive space for dialogue in a polarised world:** The GCSP offers a neutral and safe platform for inclusive dialogues representing geographical and gender diversity, as well as different school of thought.
- **We provide a safe space** for Track-2 and Track-1.5 dialogues that bring together both likeminded and non-likeminded actors.

WE ADVISE



RESEARCH AND PUBLICATIONS

- **Public engagement:** Through initiatives like the Geneva Security Debates, the GCSP engages with a broader audience to raise awareness about security challenges and promote informed debate.
- **Policy papers and collaborative research:** The GCSP publishes a variety of policy-relevant publications through its five publication series, contributing to global discourse on a broad range of security issues and addressing critical security challenges. The center also collaborates with other institutions and think tanks to produce in-depth research.

WE INSPIRE



INNOVATION IN SECURITY POLICY

- **Initiatives and projects:** The GCSP undertakes innovative projects and initiatives to address emerging security threats. These include efforts in leadership development, gender and inclusive security, new technologies in security, and the Creative Spark.
- **Thought leadership:** The GCSP is recognised for its leadership in identifying and addressing new and evolving security challenges.



The GCSP's history reflects a continuous commitment to promoting global peace and security through education, research, and collaboration by continually adapting to the dynamic nature of international security challenges.

NETWORKING AND PARTNERSHIPS

WE CONNECT



- **International network:** The GCSP has built a strong network of alumni, fellows, experts, and partners worldwide, facilitating international cooperation and knowledge sharing.
- **Strategic partnerships:** The Centre collaborates with various international organisations, governments, NGOs, major think tanks, and academic institutions to enhance its impact and reach.
- **Fellowship programmes:** The GCSP provides fellowships for emerging leaders and established professionals to engage in education, research and policy development while fostering a multidisciplinary, multicultural, and multigenerational network of experts.

Governing the GCSP: From Early Years to the Present

The GCSP was founded in a Euro-Atlantic environment in 1995, but has since become a global institute. For neutral Switzerland, which initiated and funded the GCSP, the Centre was a significant contribution to its participation in NATO's Partnership for Peace programme. Over the years, the global security environment has changed, but the Centre has systematically transformed itself to keep pace with these changes (and even stay ahead of them) under the able stewardship of its management.

Directors

- **Ambassador Teddy Winkler**
1995
- **Ambassador Daniel Woker**
1995-1998
- **Ambassador Ulrich Lehner**
1998-2002
- **Ambassador Gerard Stoudmann**
2002-2006
- **Ambassador Fred Tanner**
2006-2013
- **Ambassador Christian Dussey**
2013-2021
- **Ambassador Thomas Greminger**
2021 to date



**Ambassador
Teddy Winkler
1995**

“During my fairly brief tenure, the GCSP was used as a model to create two further Geneva centres: the Geneva International Centre for Humanitarian Demining (GICHD) and Geneva Centre for Security Sector Governance (DCAF). These three institutions provided – and continue to provide – Switzerland with a security policy basis it had never before dreamt of. Furthermore, the need to house these Centres led in later years to the construction of the Maison de la Paix – a modern and beautiful building complex in the heart of International Geneva where the GCSP is based today.

If I were to review the GCSP's major achievements of the 30 years of its existence, I would say that the Centre's main asset was – and still is – its constant willingness to adapt its activities to the needs of the time. It was also the single most important spot where Europe grew together again after the fall of the Berlin Wall. It formed the point of gravity that pulled the many smaller institutions in International Geneva together, and provided the international community with multiple networks and crucial contacts. It became the symbol of Switzerland's willingness to support, strengthen and use International Geneva to further world peace. And even with its enormous achievements over the last 30 years, it is in no way content to rest on its laurels, and has enormous additional potential. It can play a major role in mastering the multiple challenges of cyber space and artificial intelligence, and will continue to be used as an avenue for multiple secret and confidential talks. Ultimately, the GCSP – and indeed the three Centres – have still to be better used by Swiss security policy and the international community, and their potential is far from being exhausted.”

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“It’s been almost 30 years since I parachuted into the just born GCSP as its first and founding director. The practical beginnings were not entirely free from pitfalls, and initial opposition to this diplomatic intruder was rife both from within the Centre itself and especially outside.

But far more successful was the process of further establishing and enlarging the Centre’s Foundation, and a number of remarkable experts from the main Foundation countries were assembled to teach the first courses, initially the International Security Courses (ITC, now the LISC), while work on the ESC and NISC started then too. Equally important, and probably the principal task of the first director, was the solidifying of support in the Foundation countries.

Looking back at the GCSP’s infant years, I would be amiss not to mention the person behind it all who had the strategic sense and national foresight to create the three Geneva centres (GCSP, GICHD and DCAF) as a tangible Swiss contribution to the then freshly created NATO Partnership for Peace: Federal Counsellor Adolf “Dölf” Ogi, then the Swiss Minister of Defence, who might well be called the father of the GCSP.

If asked what I consider the main achievement during my two years at the GCSP, I would point to putting the Centre on the international map, which in my opinion was invaluable both for International Geneva and the world.”



**Ambassador
Daniel Woker
1995-1998**

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“By the time I joined the GCSP as the director in mid-1998, the Centre’s initial experiences had formed a firm foundation on which I was able to consolidate its growing reputation. In the same year, the GCSP was privileged to welcome a new President of its Foundation Council in the person of François Heisbourg, under whose leadership the Council grew from its initial 11 members to 29 countries when I left office in 2002. The GCSP and Graduate Institute for International and Development Studies also initiated a cooperation agreement giving ITC participants the opportunity to also obtain an academic degree, while the growing community of former participants were connected through an active and much appreciated alumni network. During those years the GCSP also transferred to new premises, leaving the growingly inadequate location on Rue de Lausanne to move into a whole floor of the newly built World Meteorological Organisation headquarters.”



**Ambassador
Ulrich Lehner
1998-2002**



**Ambassador
Gerard Stoudmann
2002-2006**

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“I arrived at GCSP in fall 2002, one year after 9/11, the tragedy that was going to be a turning point in the concept of security and reshape our perceptions on peace and stability. Instinctively, we all understood that the GCSP, already well established and recognised, had to adapt to the new paradigm and look beyond the traditional security policy curriculum.

How were we going to do it?

In an increasingly globalised world, the multidimensional and interconnected challenges to security had to be identified and addressed. The rapid development of new technologies and their impact needed to be integrated into this approach.

Curriculum: “Critical infrastructures” was a first obvious topic that was added to our programmes. It eventually led to an international conference in Geneva with the objective to identify and chart global vulnerabilities, bringing together experts and authorities from many countries.

Outreach: We also had to further develop our understanding of how security threats to peace and stability were perceived in different cultural and geopolitical contexts. Eventually we exchanged and in some cases initiated cooperation with institutions in Amman, Ankara, Belgrade, Bishkek, Dubai, and Moscow, to name a few.

Operational: To be more receptive to those facing the reality of operational challenges, we also developed contacts and cooperation with the EU External Action Service, leading, among other things, to a training mandate for EU and Iraqi election monitors by a GCSP team in Baghdad.

Programmatic approach (enlarging the agenda): Beyond these few examples, one of the main achievements was to come when I had the chance to meet Dr Nayef Al-Rodhan, finding out that we shared many of the same visions on geopolitics and new and future challenges in an increasingly globalised world.

This led – besides a joint book – to what is today GCSP’s Geopolitics and Global Futures Department, one of the important pillar of the Centre’s educational offering. This illustrates the innovative, critical thinking – as we used to say, thinking out of the box – that is needed today in complex environments.

All of these initiatives, however, would not have been possible without the crucial support of many colleagues in the relevant departments of the Swiss Defence and Foreign Ministries who supported this approach, in particular its initial budgetary consequences.”

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“Throughout my time at the Centre, both as a staff member, Deputy Director and finally as Director, I have been actively involved in shaping the GCSP into the global powerhouse for peace and security that it is today. My association with the GCSP predates its formal establishment in 1995, when I served as Director of the International Training Course in Security Policy (ITC, now LISC), a cornerstone programme that laid the foundation for the GCSP's creation and growth.

Moving away from the Cold War focus on defence training, the GCSP under my leadership created a more inclusive and global learning environment. To promote knowledge-sharing and cooperation across geopolitical divides, the GCSP established a diverse range of civil-military training courses, attracting participants from Europe, the United States, Russia, China and even North Korea. The GCSP has become a unique platform where diplomats and military officers from countries with antagonistic or hostile relations come together in the same classrooms in Geneva to engage in collaborative learning.

A major improvement in mid-career training was the accreditation of the ITC, coupled with the use of e-learning as a new teaching tool. In addition, new programmes were offered as part of the Partnership for Peace (PfP) training activities, such as the Security and Law Programme for defence officials (in cooperation with the ICRC) and the Defence Attaché Security Policy Programme for senior officers.

The period 2006 to 2013 was also a time, when the GCSP partnered with the UN in Geneva and New York on peacebuilding and disarmament. We co-founded the Geneva Peacebuilding Platform, bridging the gap between international Geneva and New York, and contributed to a coordinated approach to peacebuilding efforts. The Swiss Peace Operations and Peacebuilding Course (SPTC) was another successful joint initiative.

To strengthen the governance of the GCSP, a high-level Advisory Board was established, including prominent figures such as Angela Kane and Rolf Ekéus. The Board's expertise strengthened the Centre's capabilities and outreach. By creating a dedicated structure for our alumni, the GCSP fostered a sense of belonging and ensured their continued involvement in GCSP initiatives. In addition, the Foundation Council has been expanded to include China, among other countries, to enhance global representation. Professor François Heisbourg, as Chairman of the Foundation Council, provided invaluable guidance throughout my tenure as Director.”



**Ambassador
Fred Tanner
2006-2013**



“The GCSP 2013-2021: “Don’t Fight the Problem; Shape the Solution.”



**Ambassador
Christian Dussey
2013-2021**

Over the eight years of my tenure as GCSP Director, my talented colleagues, partners and I have celebrated many successes: advanced new models, almost tripled our activities (reaching close to 10,000 alumni), and significantly expanded our reach. We experimented with new products and services for our beneficiaries and clients, always with the same objective: making the best and most carefully considered impact.

We achieved this through having the courage to experiment, the space to do it, and the humility to learn from past experiences. In the spring of 2013, shortly before I joined the GCSP, Prof. Graham Allison, gave me advice to set up a unique value proposition (UVP) for the GCSP: (1) define your segment and don’t copy others; (2) build a vision and be convinced about it; and (3) leverage the unique value of your location.

The GCSP’s UVP has evolved over time to fit a fluid environment and rapidly changing demand. The move to new and exceptional premises at the Maison de la Paix in early 2014 provided an opportunity to transform the GCSP. A second transformation took place a few years later organising the GCSP around five focus areas: Executive Education, Diplomatic Facilitation, the Global Fellowship Initiative, a Digital Amplifier, and Community Engagement. Each line delivered a specific service, but as a system this Peace Pentagon allowed for co-creation, synergies, and cross-pollination across a broadened focus on 19 fields. This model went against conventional wisdom, but limiting ourselves to a few fields would have been contradictory to our desire to break out of unproductive silos. In bridging disciplines and expertise, our new model provided current and future leaders with the necessary mindset, toolset and skillset to be successful in a complex, turbulent, and rapidly moving environment.

To deliver results, the GCSP adopted a “platform model” with a small core staff supplemented by more than 1000 invited experts each year, to create a unique “GCSP Experience” and innovative learning journeys. A spirit of entrepreneurship and empowerment was also reflected in the names of the Centre’s floors – Discover, Engage, Explore, Shape, and Spark. This was a key ingredient for the success of our endeavour that proved to be agile and responsive to our clients’ needs than previously. It ensured that we provided the right product at the right time and in the right location. And it also allowed for scalability without sacrificing the quality of our offerings. This model proved itself to be extremely efficient when, over a weekend in mid-March 2020, when due to the COVID-19 pandemic the GCSP became, in record time, fully virtual. There were no delays in our operations.

The staff continued to deliver courses as scheduled with participants from every corner of the world. When I joined the GCSP in August 2013, my objective was to create an organisation that would always be forward looking and deeply engaging, to adapt continuously to an ever-changing world; an organisation that would provide relevant, timely, and actionable skills, tools, and knowledge; an organisation that would be a safe environment for diplomatic facilitation and an incubator for innovative projects in the field of peace and security. I have always had a strong conviction that to transform the world, we need to transform human beings – and only through education can we do so!

When conviction meets passion and talent, it can generate a limitless sparking of ideas and projects.”





**Ambassador
Thomas Greminger
2021 to date**

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In May 2021 I took over the directorship of the GCSP. I knew the institution well from my time as head of the Human Security Department of the Swiss Ministry of Foreign Affairs, during which I served as chair of the Bern-based Steering Committee of the Geneva Centres. The GCSP was in very good shape, organisationally consolidated and had an excellent reputation as an international training platform. Fortunately, in preparing for my new role, I had the opportunity to talk to a significant number of stakeholders in and outside of Geneva. Most of my interlocutors expressed one major concern: they wanted the P in the Centre's name to be given more prominence. More specifically, they asked that diplomacy and policy advice be given more room in the GCSP's activities.

I therefore took office with the intention of expanding the Centre's focus on applied research, policy advice and diplomatic dialogue. In the latter area, the aim was to offer the GCSP more systematically as a safe space for informal dialogue among experts and government officials on contested themes of international security policy. This seemed to make sense in the context of an increasingly polarised world where governments had stopped talking to each other about too many important matters.

However, I wanted to approach this undertaking without jeopardising what had worked so well for the Centre in the recent past. Consequently, I felt that the focus on executive education, fellowships, the Creative Spark and the cultivation of the Alumni Community should not be reduced, but consolidated and even expanded if possible. This excluded reallocating funds to new priorities at their expense, but implied that additional resources would have to be mobilised. A new medium-term strategy for the years 2023-2027 laid the conceptual foundation for this endeavour.

The interim results after three years are encouraging: the volume of research and policy development mandates has multiplied, as have the number of related publications and public events. In the area of diplomatic dialogue, the Centre now facilitates 16 dialogue platforms of varying intensity and confidentiality, all of which are highly appreciated by their participants and of great relevance to international security policy. Executive education has not suffered as a result. On the contrary, its offerings have been expanded, not least due to a significant increase in customised courses. As a result, today the GCSP implements its “Peace Pentagon” in a more balanced way.

We managed to produce evidence that strengthening individual pillars of it is not a zero-sum game but a win-win approach. Being a renown centre of excellence in executive education gives us a reputation in international security policy and grants us thereby entry points for diplomatic and advisory activities. At the same time, having access to the top echelons of governments offers opportunities to position the Centre as a platform for capacity-building and policy advice. Finally, drawing from significant security expertise in-house as well as in our fellowship and alumni networks allows us to act as credible and competent facilitator on our dialogue tracks.



The growth of the GCSP in recent years has been made possible thanks to governmental and non-governmental partners who entrust us with the implementation of a wide range of projects and programmes. The financial contributions almost doubled between 2020 and 2023, while the Centre's overall income increased by 18% in the same period. Particularly encouraging is the increase in commissions and grants from private foundations, including from renowned international institutions like the Carnegie Endowment, the Wilson Center, and the Friedrich Ebert and Konrad Adenauer Foundations.

The senior management and entire staff of the GCSP are fully committed to doing their best to justify the trust placed in us. We are convinced that, in these uncertain times, the GCSP is needed more than ever!"

Ambassador Thomas Greminger
Executive Director



Foundation Council members
sorted by year of membership
and in alphabetical order



Presidents of the GCSP Foundation Council

- Dr Hans Ulrich Ernst, 1996–1999 († 2019)
- Professor François Heisbourg, 1999–2018
- Ambassador Jean-David Levitte, 2019 to date



Dr Hans Ulrich Ernst
1996–1999

Milestones and Achievements

The life of the GCSP can be compared to long-distance travel. The initial take-off phase built on the concept developed by Teddy Winkler of creating a set of international security-related centres in Geneva. Then came cruising altitude, reached after the mastering of the growing pains of a young institution. New heights were scaled with the creation of the Maison de la Paix, of which the GCSP is one of the key players. As the post-Cold War era gave way to harsher times, the GCSP has been well positioned not only to face the turbulences of the age, but also to enhance the Centre's unique contribution to international security.

Two words can be used to describe the GCSP: **RESILIENCE** and **INNOVATION**



Professor
François Heisbourg
1999–2018

Future Significance of the GCSP

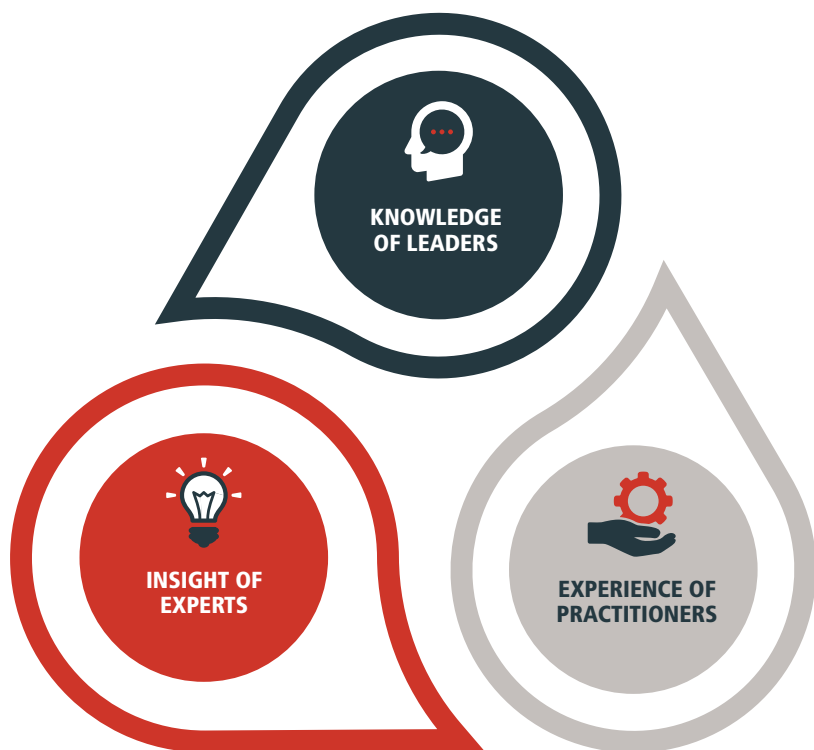
The GCSP was founded 30 years ago for the training of Swiss diplomats and officers. But it has gradually evolved and now it is at the service of countries all over the world. In today's challenging circumstances, it's very important that there is a unique place like the GCSP for all actors to discuss discreetly positive ways forward. It is really a symbol of what Switzerland and Geneva represent - **there is a need for hope and the GCSP is the incarnation of this hope.**



Ambassador
Jean-David Levitte
2019 to date

**Embracing
Current
Initiatives
and
Envisioning
the Future**

Anticipating Global Challenges: Trends and Insights



OUR APPROACH: **THE GCSP WAY**

Aligned with our unwavering commitment to impartiality, independence and inclusiveness, we curate environments designed to empower individuals with the requisite skills to confront global challenges. By embracing **The GCSP Way**, professionals undergo a transformative journey where they not only acquire vital knowledge and skills, but also cultivate a mindset primed for catalysing impactful change in the realm of peace and security.



Collective wisdom: We believe in the power of diverse perspectives. Through collaborative efforts, we bridge gaps, challenge assumptions, and break down silos, creating an environment where everyone's viewpoints enrich the collective understanding.



Global engagement: Our approach brings together practitioners, academics and course participants worldwide. By systematically unpacking global security issues from diverse perspectives, we cultivate innovative thinking and resilience in a rapidly changing world.



Expert insights: We curate a network of renowned experts who offer unparalleled knowledge and experience in navigating complexity. With methodological rigour and intellectual depth, they empower course participants to navigate current affairs and anticipate future challenges.



Tailored learning: Recognising that people have diverse learning styles, our learning journeys employ interactive and practical methodologies. From theoretical foundations to actionable strategies, we cater to individual preferences and foster holistic learning experiences.



Long-term impact: Our goal is to inspire change makers. By identifying participants' needs and expectations, we guide them in connecting widely diverse knowledge and points of view and translating knowledge into action. Our support extends beyond formal education, ensuring sustained impact in the global arena.



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.



Innovative Programmes

Innovation for Impact: The GCSP's Path to Peace and Security

We invite those who are interested to discover the power of innovation at the GCSP, where we believe in making meaningful changes and implementing new approaches to enhance outcomes. In a disruptive, uncertain world, how often have we lacked the imagination to connect the dots and design innovative solutions? At the GCSP innovation is not just about invention – but about creativity, adaptability and resilience. This understanding sets the stage for exploring innovation in peace and security.

The Creative Edge

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.



The Creative Spark: An Incubator for Impact

At the GCSP we believe that innovation and the cross-pollination of ideas are able to catalyse a more peaceful future. The Creative Spark nurtures groundbreaking concepts, empowering current and emerging leaders to turn transformative ideas into reality. Do you ever feel like your pioneering idea or brand-new project lacks something to take off? The Creative Spark provides a unique platform for experts from diverse backgrounds to collaborate, challenge conventions, and expand their concepts through a stimulating and supportive environment.

The Creative Spark is a one-of-a-kind incubator where current and emerging leaders develop initiatives with potentially lasting impact on peace and security. They gain a holistic view by gathering multidisciplinary feedback and developing innovative tools in leadership, education, and policymaking. Creative Spark Fellows connect across sectors, breaking down knowledge silos to generate ideas to advance sustainable peace and development. Leveraging the GCSP's strategic location in the heart of International Geneva, the Creative Spark offers unique access to resources, renowned organisations, and cutting-edge research. This fosters invaluable connections and knowledge exchange, enabling Fellows to refine ideas and amplify impact.

Incubated projects have benefitted from this collaborative ecosystem by collecting insights from the varied community at the heart of International Geneva. The Creative Spark ignites inspiration and fuels innovative visionary solutions to reshape the global landscape in a process that is testament to our commitment to proactively addressing challenges through the power of collective intelligence.

Some of the ideas that the Creative Spark has helped to develop or is currently incubating include the following:

- Centre for Humanitarian Action at Sea (CHAS)
- Equity 4 Humanity (E4H)
- Global Cities Hub (GCH)
- IDE4 Association
- UNaccountable
- Climate Action Accelerator (CAA)



Being incubated in the GCSP's Creative Spark programme has allowed the Centre for Humanitarian Action at Sea to strengthen our internal organisation and optimise our work processes. Discussions with their experts have opened new perspectives and enriched our strategy. Additionally, our integration into their network has expanded our reach, allowing us to connect with established and influential experts in their fields.

Dr Caroline Abu'Sada, Director, Centre for Humanitarian Action at Sea

www.gcsp.ch/the-creative-spark



GCSP Prize for Transformative Futures in Peace and Security

In its commitment to innovation, the GCSP's Geopolitics and Global Futures Department, together with the Global Fellowship Initiative and Creative Spark, jointly launched the Prize for Transformative Futures in Peace and Security. This annual award recognises and rewards groundbreaking concepts that offer exceptional promise in addressing global peace and security challenges. The prize includes a two-month incubation in the Creative Spark valued at CHF 15,000, which allows prize winners to develop their ideas in a stimulating and dynamic environment, expand their concepts, gather insights from a diverse community of experts, and grow their networks by leveraging the GCSP's prominent position in International Geneva.



Prize for Transformative
Futures in Peace and Security

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The creative and thoughtful support and camaraderie provided to our Global Governance Innovation Project by the staff and fellows was greatly appreciated, helping our team to think through and scale up complex methodologies for the measurement and innovation of how nations cooperate through multilateral institutions.

Dr Richard Ponzio, Senior Fellow and Director,
Global Governance, Justice and Security,
Stimson Center

The experience of the Stimson Center team, first winners of the prize:

The intellectually stimulating and supportive environment provided by GCSP colleagues, combined with the strategic location of International Geneva, offered an unparalleled setting for the Stimson Center team’s work. Team members conducted interviews and engaged in programming with a range of UN missions and non-governmental experts in their project for the September 2024 UN Summit of the Future. This unique opportunity allowed the team to refine their ideas and broaden their impact, demonstrating the true power of collaboration and innovation fostered by the Creative Spark.



Donors and Partnerships

The GCSP's relevance is particularly critical today, as we are all deeply aware of how fragile international peace and security have become. Trust is eroding, divisions are deepening, and misunderstandings are on the rise.

That is why the **support of partners and donors is vital**, to enable GCSP to offer a platform and activities that unites diverse stakeholders to collaboratively develop ideas, policy options, and solutions. Through these efforts, we can all contribute to shaping a resilient global order to advance peace, cooperation, and sustainable security.

The GCSP obtains some **25% of its annual funding from third parties** including voluntary contributions from members of the Foundation Council. Regarding the latter, contributions in recent years have been received from: Austria, Canada, China, Japan, Netherlands, the United Kingdom, and the United States. Other funding has been received from the United Nations, the European Union, the Gulf Research Center, the Silicon Valley Community Foundation, the Nestar Foundation, the Robert Koch Institute, Movetia, the Ministry of Foreign Affairs of Saudi Arabia, in addition to substantial private donations.

The roles of partnerships and donors are often closely interlinked. Our partners often commission and partially or fully fund specific GCSP projects. Other donors do not necessarily fund specific projects but can direct their contributions to be used more broadly for individuals or activities. **The GCSP works carefully to ensure we meet all partners and donors priorities and to maximise impact.**

There are multiple ways to contribute:

- **Donate to the Global Scholarship Fund:** Empower future leaders by sponsoring their participation in our transformative courses.
- **Endorse Fellowships:** Nurture the innovative thinking of emerging and established professionals through the GCSP Fellowship Initiative.
- **Support a Programme:** Fund a specific programme through a strategic partnership with the GCSP as a whole, or through one of our specific departments.
- **Contributing to Existing Projects:** Support ongoing initiatives with targeted or broad donations.
- **Sponsor Events:** Partner with us in providing venues, experts or other contributions to our events such as our Geneva Security Debates series.





Partnerships in Action

The GCSP cultivates a vibrant ecosystem of intergenerational learning and innovative problem solving through strategic collaborations. We partner with governments, international organisations, and diverse institutions to craft tailored fellowship opportunities that build capacity in critical areas such as cyber security, peacekeeping, emerging technologies, and sustainable development.

Our **Trust Village Geneva Project**, established with our long-term partner Trust Valley, provides a collaborative hub for cyber security and digital trust innovators to explore the nexus of international security, emerging technologies, and geopolitics. In a similarly way, we are able to co-design with our partners customised professional development programmes for their staff or beneficiaries from partner countries and organisations.

From 2023 the GCSP has been home to the **Processes of International Negotiation Programme**, in partnership with the Anwar Gargash Diplomatic Academy. Partnerships such as these not only enhance the position of the Centre as a key player in negotiation work in International Geneva, but also foster collaboration with key partners in the security policy field.



Our Commitment to Sustainability: Future Directions

Centre Support and Development Department

The GCSP closely monitors societal developments and challenges, which allows it to deliver a personalised experience to each client and organisation by ensuring effective management, designing and implementing adaptive structures, using advanced technological tools, and employing a highly qualified team. The GCSP is committed to respecting strict performance standards and consistently monitoring its impact, ensuring excellence and sustainability in all its operations.



Climate Action Accelerator

Climate Action Accelerator

At the GCSP we recognise climate change as one of the major challenges facing humanity today and a growing obstacle to security, international cooperation, and lasting peace. Equipped with such understanding, the Centre not only incubated the Climate Action Accelerator (CAA) in the Creative Spark, but also committed itself to the collective goal of recognising climate action as a key factor in its ongoing strategy. The Climate Action Accelerator is an initiative helping organisations to reduce their carbon footprint and develop climate resilient practices and operations. We are diligently working with the CAA to develop processes and adapt all our activities to meet the ambitious goal of halving by 2030 the GCSP's carbon footprint of 2019.

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Encouraged by the positive feedback and valuable insights received from a diverse group of stakeholders and partners on its executive education, dialogue, policy advice, innovation and networking activities, the GCSP will continue to capitalise on its strengths. This strategic approach will ensure the Centre's ongoing growth and the fulfilment of its mandate and vision of contributing to global peace and security.

Ambassador Thomas Greminger,
Executive Director, GCSP



Marketing and Communications

Our Mission in Action

The GCSP Marketing and Communications team builds on and reinforces the Centre’s mandate of actively promoting peace, security, and international cooperation through the effective, targeted, and unified amplification of our executive education, fellowships, applied policy research, and impartial and inclusive dialogue throughout our worldwide community of alumni and experts.

Innovative Programmes

We support the Centre’s stakeholders by uniting 30 years of expertise under one brand identity, by providing innovative solutions through market analysis, and by creatively amplifying the GCSP’s activities through meaningful and wide-reaching communication.

Partnerships

We serve as a central repository and resource in the development of the GCSP’s philanthropic footprint through the creation and deployment of effective collateral to promote and deepen a “donor stewardship” mindset. Together with our generous partners, we are facilitating a transparent and accessible path for our donors to meaningfully contribute to and support our work to advance global cooperation, security, and peace.

We Are Creative. We Are Collaborative. We Are Unified.

OUR GLOBAL REACH

Website



1,300,000

Visitors

Social Channels



92,000

Followers

Social Media



1,700,000

Impressions

Newsletter



9,500

Subscribers

GCSP Alumni and Community



11,000

Members



Shaping Tomorrow's Leaders

Shaping tomorrow's leaders begins by constructing a solid foundation from which they can expand. By developing an effective narrative encompassing 30 years of success, the GCSP Marketing and Communications team ensures that the leaders of tomorrow are provided with the expertise, support and encouragement to continue to make a difference in how they will continue to build peace together in the decades to come.

Anticipating Global Challenges: Trends and Insights

Today's dynamic world requires a dynamic approach. Anticipating global challenges by identifying current trends using the deep insights gained through our GCSP experts is key to developing an effective strategy. The GCSP Marketing and Communications team leverages cutting-edge techniques to tailor our Centre-wide message to meet these ever-changing needs. We are therefore well equipped to successfully address our audience using timely, current and targeted communications.

Our Commitment to Sustainability: Future Directions

A true commitment to sustainable innovation is more than just a mantra to which lip service is paid, but a quintessential way of doing business. The GCSP Marketing and Communications team actively curates environmentally friendly service providers who play a demonstrable role in the preservation of our planet's finite resources. We promote likeminded initiatives such as the Climate Action Accelerator to continually amplify the GCSP's impact worldwide and promote its partnerships like the Global Arctic Initiative to better define our future direction.

Executive Education

A Centre of Excellence in Executive Education

At the heart of International Geneva, the GCSP stands out as a **Centre of Excellence**, known for delivering world-class executive education. Our unique blend of Swiss neutrality, impartiality, and independence, combined with strong ties to the Swiss Confederation, positions the GCSP as a highly relevant and respected actor in the international security arena.

From the beginning, executive education has been the driving force behind the GCSP's mission and vision. Our Executive Education courses became the vehicle to build and maintain peace and security while fostering international cooperation. Thirty years after its foundation, the Centre continues to offer a unique perspective in an increasingly complex world, where **education and innovation allow for a mindset shift and the development of impactful solutions.**

The GCSP offers a dynamic and engaging learning environment that brings together diverse groups from around the world. The diversity of thought and perspective remains a key strength that distinguishes our approach and upholds our reputation as a global leader in the executive education field, with course participants from 174 countries, and with an increasing number of women leaders. By attending our Executive Education courses, leaders not only acquire tools and knowledge, but also build relationships and trust across political divides, learning from each other.

What sets the GCSP apart is our ability to adapt to the evolving needs of our course participants. Whether through face-to-face, virtual, hybrid or self-paced learning, we ensure that our Executive Education courses remain flexible, accessible, and cutting-edge. This adaptability was demonstrated when the Centre quickly transitioned to virtual learning during the COVID-19 pandemic, ensuring continuity without compromising the quality of our programmes.



Our base at the Maison de la Paix in Geneva offers participants a unique setting – a neutral, safe, and vibrant space for learning, creativity, and discussion. The GCSP's reputation for creating impactful learning experiences surpasses many other institutions, making us the preferred choice for professionals seeking to enhance their expertise and leadership in the field of security.

Today's complex challenges require us to understand different needs and priorities and develop tailor-made solutions. This is what guides our Executive Education portfolio, which includes:

- **Advanced courses:** A series of courses of longer duration that provide a comprehensive approach to global challenges in the field of security, peace and crisis.
- **Executive courses:** A series of short courses focused on specialised topics and skills.
- **Customised solutions:** Learning journeys, workshops and seminars co-created with our clients that address their specific needs and achieve high impact.

Recognising our clients' **different needs when addressing global and regional challenges**, in recent years we have substantially expanded our customised courses offering developed for and in close collaboration with governments, international organisations, and NGOs across all five continents.

The complex, interconnected nature of security challenges has also led us **to expand our portfolio of expertise**. Currently our work develops around four key thematic programmes encompassing 19 key topics. We complement knowledge with skills and tools to educate leaders to embrace & navigate change, develop innovative solutions and lead effective responses.



Against the backdrop of an ever-changing global landscape, where geopolitical tensions and conflict persist, **education emerges as a powerful tool** to dismantle the roots of discord and intolerance, fostering understanding, empathy, emotional intelligence and soft skills and laying the ground for long-term and sustainable peace.

As a recognised **Centre of Excellence**, the GCSP is committed to continuously evolving and expanding its offerings to meet the diverse needs of stakeholders and partners. By focusing on innovation, collaboration, and excellence in education, we empower course participants to make a lasting impact in their fields.

Learning Journey for Impact

At the GCSP, we have enhanced our proven Learning Journey framework by integrating cutting-edge asynchronous and synchronous learning methods, creating an even more impactful experience.

The three phases of a GCSP Learning Journey:

DISCOVER

Begin your Learning Journey with asynchronous learning. Kick off online, where interactive modules and self-paced activities allow you to reflect on your experiences and connect with peers virtually. This flexible approach sets the stage for deeper engagement and ensures you are ready to dive into the next phase.



CONNECT THE DOTS

Move into synchronous learning, where live, interactive sessions with experts and peers bring your Learning Journey to life. Participate in hands-on experiences, practical cases, and immersive simulations, either in Geneva, at partner locations, or virtually. This collaborative environment fosters dynamic skills development and real-time connections.

ACHIEVE IMPACT

Leverage both asynchronous and synchronous elements post-course. Apply your new insights in your professional context while continuing to access our resource-rich online platform. This blended approach ensures your continuous growth through revisiting materials, engaging in follow-up activities, and maintaining the connections you have built, leading to lasting impact.

**Organisations for which we delivered
customised solutions include
(in alphabetical order):**

Customised Solutions

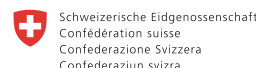
The GCSP was born out of a tailor-made course designed to meet the specific needs of government actors. Thirty years after its creation, almost **60% of the GCSP's** activities in executive education are **highly customised learning journeys**. We continue to grow with and through our partners, who have diversified across sectors and around the world.

At the GCSP we are driven by the urge to create **a lasting impact** and to make a **substantial contribution to the promotion of peace and security in the world**. To do this we draw on our leading-edge expertise built over three decades and which we continuously develop to reflect the changing world in which we live.

These learning journeys are designed in close cooperation with our partner countries/organisations to provide them with the education and expertise they specifically require to address the challenges they face and achieve their goals. **We invest time upfront** to understand our partners' goals, strategic policy and organisational needs, as well as the context in which they operate.

Our courses and customised solutions take place

- in **Geneva**,
- in our partners' **locations globally**, or
- **fully virtually**.



Examples of our high-impact projects include:

- a series of **Crisis Management and Leadership** courses for the Swiss Confederation, the European Commission, the World Health Organization and multiple NGOs (e.g. Vétérinaires Sans Frontières (VSF) in South Sudan)
- specific requests from various governments to design and deliver **customised courses** for their officials to enhance their crisis management preparedness. This usually includes a state-of-the-art simulation designed for their organisational and geographical contexts.
- 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 series of 12 highly customised **Diversity and Inclusion workshops** for managers and their teams at a European Ministry of Defence
- 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 Department for Peace Operations Police Division, the Swiss Expert Pool for Civilian Peacebuilding of the Federal Department for Foreign Affairs, and SWISSINT to host the **UN Police Commanders Course**.
- **Leadership Excellence in Politics (LEiP)**: Coordinated by the GCSP, Apolitical Foundation, Kofi Annan Foundation, and NexusVesting, LEiP aims to advance political leadership through an expert council and multi-partisan training. The initiative seeks to bridge the gap between citizens' expectations and leaders' actions.



www.gcsp.ch/customised-solutions



Our Mission in Action

The Executive Education Department provides a holistic education in international security that is inclusive, anticipatory and transformative. We prepare current and future leaders to successfully address complex, interconnected and emerging national, regional and global challenges by focusing on knowledge, mindsets and toolsets.

Innovation in Learning

FlexLearn at the GCSP redefines the learning experience by combining flexibility with high-impact engagement. Designed to accommodate the busy schedules of modern professionals, FlexLearn offers carefully structured **Blended Learning Journeys** that maximise learning outcomes. Participants begin their journey by engaging with interactive content and completing preparatory assignments on innovative platforms to contribute effectively during live sessions. FlexLearn's unique blend of flexible, focused learning empowers participants to drive meaningful change in their professional environments.

Partnerships

At the GCSP we believe that creating partnerships is the only way to promote peace and security at a global level. In our Executive Education Department, we partner with numerous organisations all over the world to:

- Ensure that we have access to the leading-edge experts and practitioners in all aspects of international security
- Fully understand the challenges and opportunities of our clients
- Design the most impactful courses and learning journeys to address these challenges
- Create relevant and meaningful educational experiences for leaders involved in contributing to peace
- Bringing our offerings to course participants in as many countries as possible

Shaping Tomorrow's Leaders

Executive education plays a critical role in shaping tomorrow's leaders by equipping them with the strategic insights, skills, and global networks needed to navigate complex challenges.

Our Executive Education programmes shape tomorrow's leaders by focusing not only on traditional security topics and their interlinkages, but also providing skills linked to strategic anticipation, crisis management, and leadership. There is a need to also adapt mindsets, allowing leaders to leverage polarities and challenge assumptions. We blend hard and soft skills to help leaders stay ahead of the curve and innovatively anticipate disruption and change. Diversity is a driving force in all our activities, and we foster women's and non-European countries' participation, ensuring they are at the forefront when critical decisions are made.

With the right mindset, tools, and perspectives, challenges can be transformed into opportunities. To make peace and security possible we need to make sure that everyone can be onboard and capable of contributing meaningfully.



Anticipating Global Challenges: Trends and Insights

Now more than ever, our world is at a crossroads. We stand at the nexus of geopolitical shifts, technological revolutions, increasing inequalities and a fragile climate. The lines between war and peace are blurred. New actors are playing increasingly significant roles in peace and security. The new era that is emerging will be highly unpredictable, creating new challenges and opportunities. Thus, the ability of practitioners to adapt, learn, and grow is a strategic necessity. The GCSP's Executive Education Department ensures that practitioners' needs are at the core of its work. Our offerings continuously evolve to incorporate the most up-to-date knowledge, as does our expert network to include relevant perspectives. All our offerings harness tools to promote agile thinking in our course participants. The learning space at the GCSP is a microcosm of the multistakeholder environment in which our course participants will have to operate, and our virtual and in-person spaces ensure a wide outreach. We create a learning-dialogue nexus, a safe space in which participants engage with ideas that challenge their own thinking and build a common understanding. This is how the most effective and sustainable solutions are formed, and enables the GCSP's Executive Education offerings to equip practitioners to prepare for, and respond to, whatever lies ahead.

Our Commitment to Sustainability: Future Directions

Our dedication to sustainability drives us to continuously adapt and deliver impactful learning experiences. When COVID-19 hit, we quickly transitioned to online course delivery, upskilling our faculty and investing in the latest technology. This shift not only ensured programme continuity, but also expanded our global reach, making courses more accessible, especially for women and participants outside of Europe. This aligns with our goal of inclusivity and reducing our carbon footprint by 2030. Moving forward, we will continue to leverage innovative technology to provide high-quality, sustainable education that empowers leaders with forward and innovative thinking.

Fostering Dialogue in a Multipolar World

Our Diplomatic Dialogue
Departments

Partnering to Create Solutions

In light of the growing global geopolitical tensions in an increasingly multipolar world, the GCSP discreetly engages conflict stakeholders to help them identify solutions that will peacefully address their grievances. Through its diplomatic dialogues the GCSP offers a neutral and safe space for exchanges between government representatives and experts, and supports them in the development of concrete and viable alternatives to conflict. Two departments, International Security Dialogue and Mediation and Peace Support, enable channels of communication at the unofficial level with a view to identifying paths towards a gradual return to normalised diplomatic relations.

To this end, the GCSP mobilises its extensive experience in dialogue and mediation, its in-house expertise, and its vast network of specialists, government officials, and conflict stakeholders. Our strategic placement in International Geneva, the “Capital of Peace”, ideally positions us to facilitate confidential discussions. Our diplomatic dialogue initiatives are thus designed not only to gradually rebuild trust and confidence among conflict stakeholders in an increasingly polarised world, but also to find common ground so that the rationale for resumed cooperation is clear.

The GCSP believes that quiet, informal diplomacy can directly contribute to official processes or help establish the framework for official talks, and thus stimulate meaningful debate and new thinking on security, as opposed to the zero-sum thinking that often pervades current public discourse. Track 1.5 and Track 2 discussions can help to keep the threads of communication alive and promote constructive engagement where it is currently not possible at the official level.

Mediation and Peace Support Department (MPS)

In an era of intense tensions between big powers at the multilateral level, the MPS Department identifies opportunities for re-establishing communication flows at the unofficial level, builds trust and confidence between conflict parties, and generates creative and policy-oriented approaches to resolving conflicts. After first carefully assessing the GCSP's potential dialogue niche, the MPS Department follows a holistic approach to network building, shuttling between key state capitals, facilitating the dialogue process, and conveying key ideas to relevant policymakers. With the tools of dialogue, the department works to help states, international organisations, conflict parties, and other relevant stakeholders to manage diplomatic tensions and find peaceful alternatives to conflict or mitigate its worst consequences.



The following dialogues illustrate a part of the expanding portfolio of our dialogue activities (other more discreet initiatives and assessments are not mentioned in this section).

- **Bridge States Dialogue**

The Bridge States Dialogue explores how smaller states in Eurasia that are vulnerable to the knock-on effects of the war in Ukraine could strategically position themselves in a way that would maximise both their security and economic potential. This dialogue allows for a meaningful exchange of experience and ideas on balancing geopolitical interests among these stakeholders without the undue pressure of having the big powers in the conversation.

- **Eastern Mediterranean Initiative**

The Eastern Mediterranean Initiative brings together experts – former officials and academics – from littoral countries of the Eastern Mediterranean region, along with third-country observers. Initiated by the GCSP as a Track 2 dialogue in 2020, it contributes to fostering a conducive environment for the resolution of conflicts and the development of a sense of common regional interests and purpose.

- **High North Talks**

The High North Talks is a platform that allows for discreet discussions on some of the most pressing challenges confronting the Arctic, ranging from security risks to the pause in environmental/scientific cooperation and governance issues. It brings together representatives from the key states that have a stake in the region, with a view to devising creative ideas for addressing some of these urgent questions.

- **MENA Dialogue Portfolio**

The MPS Department facilitates and engages in a variety of discreet dialogues relating to the Middle East and North Africa (MENA) region, focusing on both specific geographical contexts and transversal themes and issues. It brings together credible security and policy officials and experts from the region and beyond to identify common ground and produce creative and actionable policy recommendations that are conveyed to decision-makers for their consideration.

- **Zermatt Process on North-East Asian Security**

The Zermatt Roundtable is a long-running dialogue process that the GCSP facilitates together with the Swiss government. It convenes both officials and experts from several states of the North-East Asia region, including big powers, in a discussion that aims to improve communication between adversaries and develop new ideas for encouraging a return to constructive multilateral diplomacy and enhancing security in this vulnerable region.



The department works to help states, international organisations, conflict parties, and other relevant stakeholders to manage diplomatic tensions and find peaceful alternatives to conflict or mitigate its worst consequences.

Our Mission in Action

Through its Mediation and Peace Support Department, the GCSP leads innovative diplomatic dialogue tracks to address current and cutting-edge issues related to mediation, peace, and security. The department works discreetly to help states, international organisations, conflict parties, or other relevant stakeholders to manage diplomatic tensions, find peaceful alternatives to conflict and mitigate its worst consequences. Adapting to the current fluid geopolitical landscape, the department provides safe and inclusive spaces for discussions around sensitive political issues that can be translated into concrete policy options for decision-makers.



Innovative Programmes

The GCSP's MPS Department works at the forefront of global attempts to ensure peace and security. Together with government officials, former officials, and experts, it identifies creative entry points to address the most pressing geopolitical tensions of our time, niche topics to build common ground and innovative solutions to today's challenges to peace. In consultations with government representatives, international institutions and leading think

tanks, the department also conducts assessments that explore new opportunities where it can add value to peace efforts. In doing so, it relies on the extensive in-house expertise and network that the GCSP has accumulated over the years.

Partnerships

The MPS Department is grateful for the long-standing support of the Swiss Federal Department of Foreign Affairs and the Federal Department of Defence, Civil Protection and Sport. Such support includes the long-running project on the Zermatt Process on North-East Asian Security, led jointly with the Swiss government. The department also benefits from support from the private sector, including philanthropic foundations and private individuals. Such collaboration includes both financial support and direct or indirect substantive contributions to specific processes.

Anticipating Global Challenges: Trends and Insights

The MPS Department closely monitors global challenges and political developments around the world. It also focuses on cutting-edge thematic issues, including tensions around cyber security and environmental threats. Processes are designed to deal with the fallout from these geopolitical tensions to keep communication channels open even when official communication is difficult. Lastly, our assessments allow the department to identify the most worrying trends and evaluate ways in which these could be addressed through dialogue.

Our Commitment to Sustainability: Future Directions

Among other things, the impact of the environmental fallout from conflict in particular is directly addressed in the framework of several processes led by the MPS Department.



www.gcsp.ch/department-of-mediation-and-peace-support

International Security Dialogue Department (ISDD)

The ISDD's remit focuses heavily on the war in Ukraine and the task of rebuilding European security after the damage caused by the various aspects of this war. Today, escalation risks – whether between Kyiv and Moscow or between NATO and Russia – remain visible and continue to mount, with none of the opposing sides wishing to contemplate the possibility of failure. Yet it is precisely when dangers become manifest that diplomatic opportunities often arise – and one cannot seize those opportunities without the existence of forums for dialogue such as the GCSP.

Whether to solve common problems or manage inevitable disagreements, there can be no substitute for keeping lines of communication open and engaging in trust building, no matter how limited. With political will often lacking today, the ISDD's mission is to create a safe and inclusive space for different actors – likeminded or otherwise – to talk. Dialogue is the ISDD's – and the GCSP's – way of building peace together and will only grow in importance as crises continue to proliferate.

The ISDD is currently hosting several dialogue tracks, including but not limited to the following:

- **P5 Experts' Roundtable on Nuclear Risk Reduction**

This roundtable, co-organised with the Strategic Foresight Group, was launched in September 2022 in Caen, France, to engage the five permanent members of the UN Security Council (P5) on addressing nuclear risk reduction through dialogue among experts from each country. Since 2022 three experts' roundtables have taken place in Caen and Geneva. The initiative, inspired by the 2019 Normandy Manifesto for World Peace, seeks to foster dialogue and understanding among the P5 on how to mitigate nuclear threats amid growing global polarisation, with special focus on the interface between artificial intelligence and nuclear command, control, and communications systems.



- **Chambésy Roundtable and OSCE Focus Conference**

The GCSP has received a mandate from the Swiss Federal Department of Foreign Affairs to run Track 1.5 dialogues that bring experts and ambassadors around the same table for a direct exchange of views on several critical issues pertaining to the war between Russia and Ukraine and the future of Europe's security order.

- The **Chambésy Roundtable** deals with the implications of the war between Russia and Ukraine for European security, the question of security guarantees for Ukraine, potential de-escalation strategies between the West and Russia, and the future of the continental security order.
- The **OSCE Focus Conference** looks at how to revive the Organization for Security and Co-operation in Europe as a unique platform for dialogue; how to make more effective use of its toolbox, e.g. to promote de-escalation and confidence- and security-building measures; and how to use the OSCE as a forum for managing relations more effectively in Europe in the future.

- **Conversations on the Future of European Security (Helsinki+50)**

This Track 2 dialogue brings experts together from North America, Europe, Ukraine, and Russia for a frank exchange of views on unfolding developments between Russia and Ukraine and their consequences for the task of rebuilding key aspects of security and predictability across Europe. Launched in anticipation of the 50th anniversary of the Helsinki Final Act in 2025, discussions centre on the extent to which an increasingly deterrence-centric European security system can be complemented by elements of communication, compartmentalisation and cooperative security. Such efforts are aimed at providing policymakers with an array of policy options to navigate an unpredictable world and reduce the potential cost of mounting tensions on the continent.

- **US-Russia Dialogue on Syria**

Over the past two years the GCSP has conducted confidential diplomatic dialogue sessions between US and Russian experts on Syria. This dialogue series provides a unique opportunity and platform for informal diplomacy between Russia and the United States aimed at finding a path forward for this prolonged crisis. It is a neutral space for frank discussions and for sharing ideas for confidence-building measures that will improve the situation in Syria – and possibly in the MENA region more widely.



Our Mission in Action

The GCSP's International Security Dialogue Department provides a safe and neutral space for dialogue between actors – both likeminded and not – on issues of common interest and concern. In a world increasingly dominated by rivalry, uncertainty, and mistrust, preserving channels for dialogue is necessary to avoid misunderstandings and channel creative ideas to government actors, enabling them better to manage crises and strengthen international security. Dialogue is an important part of how we build peace together at the GCSP.

Innovative Programmes

The ISDD offers an innovative approach to its work by covering a panoply of different elements of the unfolding European security order. It also does so in several formats, ranging from Track 2 brainstorm among experts to direct and frank Track 1.5 exchanges between experts and government officials. Some dialogue tracks cover arms control, transparency measures, and strategic stability, both directly between US and Russian experts and in the P5 format. Others delve into broader questions of how to avoid the escalation of conflict between Russia and the West while guaranteeing Ukraine's sovereignty. In all cases, the ISDD explores the ways in which deterrence can be married with cooperative security; in other words, how efforts to secure Europe against Russia can only succeed if elements of continental security are rebuilt with Russia.

Partnerships

The ISDD adopts a global approach to its engagement with partners and donors, working actively with various North American, European and Asian institutions. Its funders and partners include the Friedrich Ebert Foundation's Regional Office for Cooperation and Peace in Europe, the Strategic Foresight Group, the Carnegie Corporation of New York, and the Swiss Federal Department of Foreign Affairs.



Shaping Tomorrow's Leaders

ISDD staff members regularly give lectures on issues pertaining to European security in general and the war in Ukraine in particular as part of the GCSP's Executive Education programming. These include the European Security Course and Leadership in International Security Course, but also courses geared toward training members of the Swiss Armed Forces. ISDD staff have also designed and contributed to course modules on the future of European security for students at the University of St Gallen.

Anticipating Global Challenges: Trends and Insights

The ISDD's Conversations on the Future of European Security project features a scenario-building exercise that explores the different ways in which the war in Ukraine might unfold (uncontrolled escalation, reduction of hostilities, ceasefire or negotiated settlement) and deriving conclusions for which aspects of pan-European security might be rebuilt in each case. The aim is to help policymakers to anticipate a greater range of possible outcomes and to equip them with an adequate toolbox to address them. The ISDD also plans to harness some of these insights to explore the ways in which the Russia-US relationship might evolve as the global balance of power becomes increasingly multipolar.

Our Commitment to Sustainability: Future Directions

In today's extremely polarised geopolitical environment in which almost any form of dialogue is scarce, the ISDD advocates and encourages innovative approaches to dialogue. These are geared toward finding sustainable solutions for a more peaceful Europe rooted in a long-term strategic vision rather than a logic based on maximising short-term political gain.

Together with sustainable peace, there is also the question of environmental sustainability. The ISDD's work includes the development of a new dialogue track on nuclear safety – currently a topic of particular importance, given the environmental risks of the war in Ukraine, which has partly unfolded in the vicinity of nuclear power plants. The ISDD plans to convene discreet workshops to discuss ways of reducing the risks of a nuclear incident or accident and to engage with relevant international organisations and interested states.



www.gcsp.ch/departement-of-international-security-dialogue

Research and Policy Advice

Advice to Navigate Complex Security Challenges

The world is at a key inflection point in history. It is dealing with an interconnected set of threats and challenges, including intensifying great power competition. This calls for renewed reflection on security challenges and innovative solutions. The GCSP offers research and policy advice to help 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 to our community and 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. Leveraging our in-house and global expertise, we develop policy recommendations and advise decision-makers.





Through our research we aim to leverage our expertise, knowledge and networks to develop evidence-based policy advice 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, war in Europe, and regional conflicts 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 and avenues for new cooperation on peace and security.

- **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. Our products will help these actors to better understand the international peace and security environment and equip them to anticipate and respond to the challenges and opportunities that may lie ahead.

- **Create knowledge, insights and ideas:**

With our diverse offering of research, publications series, events, expert workshops, and tailored products, we are a go-to place for expertise, analysis, and advice on security policy. Our work is particularly relevant 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 issues.

Notable current policy advice and research 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 debates inform policymakers in Geneva, and provide a forum for new insights, joint reflection, and networking.

- **Trends and Implications of Military Robotics:**

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

- **The Future of Peace and War:**

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

- **Geneva Process on AI Principles:**

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

- **The Processes of International Negotiation (PIN) Programme:**

As the new host of the PIN Programme, the GCSP integrates the expertise of negotiation academics and partners into its activities, enhancing our capabilities in the field of international negotiations.

- **Strengthening Peace Operations and Peacebuilding Project:**

In cooperation with the UN Department of Peace Operations and the Effectiveness of Peace Operations Network, the GCSP leads studies on the effectiveness of peace operations. Focus areas include the role, relevance and utility of the United Nations Truce Supervision Organization and the Future of UN Policing.



Our Mission in Action

Today's complex and intricate security challenges require careful analysis and smart ideas. The Research and Policy Advice Department's mission is to assist states, international organisations, and firms in their analysis, policymaking, and decision-making processes. Our interdisciplinary approach, in-house expertise, and wide and diverse range of networks enable us to provide expert and impartial policy advice. This helps those we advise to make sense of and adapt to a complex, interconnected, and rapidly changing world while developing new insights, creative solutions, and novel approaches. GCSP research and policy advice is offered in various forms:

- **publications and research projects** to understand new trends and issues;
- **public discussions and conferences** to share new thinking;
- **expert workshops** to jointly develop new insights; and
- **tailored advice** that supports policy- and decision-making.

Innovative Programmes: Future of War and Peace Project

Launched in 2023 in collaboration with the Geneva Science and Diplomacy Anticipator (GESDA) and Columbia University, this project positions the GCSP as a leading actor in the field of science and diplomacy. The project develops, tests, and applies methodological frameworks and tools to identify the forces shaping the futures of peace and war. Its innovative approach lies in focusing on both trends and countertrends, thus analysing the drivers of both war and peace. By integrating the implications of new technological breakthroughs into their thinking, our experts formulate narratives of probable futures that provide decision-makers with comprehensive insights to improve their understanding of the environment in which they make decisions and the possible long-term consequences of those decisions.

Partnerships

The Swiss government is a key partner in our research and policy advice activities. Notable projects include a study commissioned by the Swiss Federal Office for Defence Procurement (armasuisse) on global and European trends in military robotics, which will culminate in an expert workshop in late 2024, and a symposium providing the Swiss Armed Forces with strategic insights into the evolving international security landscape. Since 2023, the GCSP has been home to the Processes of International Negotiation (PIN) programme, in partnership with the Anwar Gargash Diplomatic Academy (AGDA). These partnerships not only enhance the Centre's position as a key player in negotiation work in International Geneva, but also foster collaboration with key partners in the security policy field.

Shaping Tomorrow's Leaders

Our analytical products deepen understanding of the international peace and security environment, helping future leaders anticipate and respond to challenges. Drawing on its broad spectrum of expertise and leveraging our five publication series, the GCSP addresses pressing global challenges and provides relevant recommendations on specific aspects of security policy. Moreover, our Geneva Security Debates series serves as a forum to inform and engage leaders on current security challenges through interactive discussions, joint reflection and networking.



Anticipating Global Challenges: Trends and Insights

The GCSP develops evidence-based policy to make sense of modern security affairs and address new challenges to international peace and security. This necessitates new conceptualisations of and approaches to security. Our comprehensive projects include desk research on changing or emerging security situations, expert workshops to develop new insights, and the formation of networks of global expert. The GCSP is therefore responsive to global challenges such as the use of artificial intelligence or robotics for defence and military purposes, the future of peace operations, the emergence of new geopolitical tensions, and the need for anticipatory governance, among others.

Our Commitment to Sustainability: Future Directions

At the GCSP we are committed to understanding the complexities of global challenges and enhancing stakeholder responsiveness through the creation and dissemination of fresh insights, new ideas, and novel approaches to the many challenges that the world currently faces. By integrating the ideas of diverse and creative stakeholders we work to ensure the development and implementation of interdisciplinary, gender-balanced, and cross-regional projects that foster a holistic approach to security policy and international cooperation.

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

**Global
Community**

Leaders of Today: Building Networks and Inspiring Innovative Thinking for Change

For over three decades the GCSP has been a driving force in developing a global network dedicated to addressing complex security challenges. Through its Alumni and Community and the Global Fellowship Initiative (GFI), the GCSP fosters an ecosystem of continuous learning, the cross-pollination of ideas, and collaborative problem solving.



Global Fellowship Initiative

If you are in a transitional phase, ready for a career change, awaiting your next assignment, or seeking an exceptional opportunity, the Global Fellowship Initiative (GFI) is the perfect fit for you. As a GFI Fellow you become part of a dynamic platform for innovation, where you are actively encouraged to learn, exchange ideas, co-create solutions to pressing geopolitical challenges, and expand your personal networks. The GFI aims to overcome siloed approaches to learning and knowledge by serving 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 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.



“

A former Vice President, a philanthropist, an entrepreneur, a speechwriter, a reinsurance specialist, and a British High Commissioner in waiting might seem like an unlikely grouping However, we all shared a curiosity and a commitment to understanding and addressing complex global security challenges.

Giles Enticknap, GCSP Government Fellow



The GFI offers five distinct fellowship paths, each of which is offered residually in Geneva or online, and is tailored to nurture the innovative thinking of emerging and established professionals.

- **Government Fellows** are empowered to reflect, ideate, and prepare for upcoming challenges between postings by leveraging the GCSP's resources and global network.
- **Executives-in-Residence** are encouraged to progress their unique professional projects while tapping into a rich network of expertise and an intellectually stimulating environment.
- **Doctoral Fellows** contribute to cutting-edge research, share their scholarly work globally, and build cross-border academic connections.
- **Young Leaders in Foreign and Security Policy** gain practical experience through impactful projects in a multicultural setting and prepare themselves for future leadership roles.
- **Associate Fellows** share their unique expertise, advance projects aligned with the GCSP's mission, and leverage the Centre's resources and prominent position at the heart of International Geneva.

Join this global movement of change makers shaping a more secure future through the transformative power of the Global Fellowship Initiative.

Regardless of the path they choose, our Fellows will expand their horizons, gain invaluable insights, and forge lasting connections that empower them to drive positive change. The GFI's dynamic community sparks innovative thinking and collaborative solutions to the world's most pressing security challenges. Since its creation in 2015, the GFI has welcomed 434 Fellows.

Our Mission in Action

Through our Global Fellowship Initiative and Creative Spark we break down barriers between sectors, offering a platform for experts and practitioners from diverse backgrounds to test and develop groundbreaking ideas. We believe in the crucial role of innovation and the cross-pollination of ideas to shape a more peaceful and secure future for the world. By equipping today's and tomorrow's leaders with skills and resilience, and giving them membership of a robust, diverse network, we challenge them to think out of the box. Our mission is to support experts and practitioners as they transition between roles, explore new sectors, and seek fresh perspectives, ensuring their creative potential thrives in a diverse and multicultural environment.

Shaping Tomorrow's Leaders

The GFI and Creative Spark cultivate a dynamic ecosystem where emerging and established professionals come together to learn, grow, and innovate. In this interdisciplinary environment, Fellows enrich their networks, develop resilience, and gain skills, innovative mindsets, and deep insights into global security. By fostering continuous learning and the cross-pollination of ideas, we equip tomorrow's leaders with essential tools like effective communication, collaborative problem solving, and leadership that empower them to navigate complex international landscapes and drive positive change.

Partnerships

Our Summer Young Leaders programme, in partnership with prestigious institutions like Georgetown University and Seton Hall, engages promising young minds in tackling global challenges. Our Polymath Initiative is a collaboration with the Primat Foundation and bridges the gap between the scientific and policy spheres, fostering a multidisciplinary approach to address the ethical, security, and governance implications of such advances as AI, synthetic biology, and neuroscience.





Anticipating Global Challenges: Trends and Insights

The GFI and Creative Spark foster collective intelligence through diverse collaboration. Experts brainstorm, combining perspectives to find innovative solutions. This open exchange of ideas and cross-pollination process cultivate agility, enabling GFI Fellows to anticipate trends, address challenges proactively, and shape a more secure future. The transformative projects incubated by our Creative Spark are proof of this proactive approach to shaping a more secure future.

Our Commitment to Sustainability: Future Directions

The GFI and Creative Spark are unequivocally committed to generating innovative ideas and projects that will help to build a sustainable future by fostering cross-sector collaboration and collective intelligence that work together to incubate transformative ideas. By empowering diverse experts to anticipate global challenges proactively and generate solutions that respond to such challenges, these initiatives drive progress towards a more peaceful, secure, and sustainable future. The Climate Action Accelerator that was initially incubated in the Creative Spark set the example for other transformative ideas to follow.

GCSP Alumni and Community

Since the GCSP's founding in 1995 more than 11,000 government officials and civil servants have enhanced their expertise through GCSP courses. The number of alumni grew steadily after the GCSP's establishment, and in late 2013 a strategic initiative was undertaken to create a dynamic network of alumni by cultivating links among the remarkable professionals in international security policy who had passed through the GCSP. This network, which covers 174 nations and counts among its members leaders, experts, and practitioners from diverse backgrounds, is a unique tool of Swiss foreign policy. Over the past decade, the GCSP Alumni & Community Engagement Office has strategically established and unified this network, ensuring its growth and cohesion.

In times of crisis, "Information is essential, and reliable information has to be exchanged fast", as one of our alumni aptly said. Our Alumni Community network provides a reliable source of information, knowledge and insights that its members can tap into when dealing with geopolitical crises in their work environment.



[X.com/gcsp_alumni](https://twitter.com/gcsp_alumni)



facebook.com/groups/gcspalumni



gcsp.ch/alumni-linkedin-group

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



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.



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



Regional Hubs and Global Exchanges

A worldwide representation of 33 Alumni and Community Regional Hubs serves as platforms for dialogue and exchange, allowing our community members to connect and collaborate on critical security issues.



Our Mission in Action

The GCSP Alumni & Community Engagement Office cultivates a global and highly influential network of over 11,000 security policy professionals, including GCSP alumni, former fellows, regular guest speakers, faculty, and staff. It facilitates meaningful connections through conferences, events, and knowledge-sharing platforms, fostering collaboration for lasting impact and leveraging collective wisdom to empower the community, their respective organisations, partners and the GCSP.

Innovative Programmes

The global network of our alumni and community members is uniquely equipped to offer internationally focused insights and perspectives. This network serves as an invaluable source of firsthand geopolitical knowledge. In September 2022 our Alumni & Community Engagement Office launched the Alumni Regional Security Conversations, creating a platform for alumni experts to discuss regional challenges and future threats in a closed roundtable setting.

Moreover, the Global Alumni Networking Night (GANN) serves as a vital tool for connecting the alumni community within their country's respective capital cities. This event – our most expansive – is organised simultaneously in as many locations as possible. In 2023 it was held in 40 cities worldwide.

“

The GCSP Alumni Community has been very useful during my recent postings, because it opens new doors to immerse in new regional contexts. It is an amazing two-way road to exchanging different points of views about security issues. It is possible to start a discussion and to receive feedback and insights from any global region because certainly you will find another GCSP Alumni member! This community, while tightening bonds and cultures, also helps to mature better thinking, resulting in better decisions.

Colonel Denilson Leitão, Military Advisor and retired Colonel, Brazilian Army, Hub Leader GCSP Alumni and Community Hub, Brazil





Shaping Tomorrow's Leaders: A Lifelong Learning Journey for our GCSP Alumni and Community

Top-tier professionals from a wide range of peace and security institutions come to the GCSP to build their knowledge and establish relationships that enrich their personal and professional lives long after they leave the programme.

Anticipating Global Challenges: Trends and Insights: Empowering Alumni Through Knowledge Exchange and Collaboration

At the GCSP Alumni & Community Engagement Office we provide a dynamic platform for alumni to exchange their knowledge and firsthand experiences, fostering a collaborative environment where real-world insights are shared. By facilitating these exchanges, we empower our alumni to continuously learn from one another, adapt to evolving circumstances, and stay ahead of emerging trends.

Our Commitment to Sustainability: Future Directions

We are dedicated to comprehending the intricacies of global challenges and improving responsiveness. By bringing together members of our diverse community and encouraging the transformative ideas, we promote interdisciplinary, gender-balanced, and cross-regional projects and foster a comprehensive approach to security policy and international cooperation.



www.gcsp.ch/alumni

Thematic Exploration

Strategies for Today and Tomorrow

Unpacking and Analysing Global Issues from a Variety of Angles

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



Open-enrolment Course Calendar

● Media and Arts for Peace (Self-Paced)	ONLINE
● Designing, Monitoring and Evaluation for Programming in Fragile Environments (Self-Paced)	ONLINE
● 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
● Leading Teams through Disruptive Changes	APR
● Global Health Security	APR
● Critical Incident Management	MAY
● Diplomatic Tradecraft for Non-diplomats	MAY
● Senior Level Leadership for Peacebuilding Seminar	MAY
● The Combinatorial Impact of Frontier Technologies	MAY
● Neurophilosophy of Global Security	JUN

● Swiss Security Network (SSN) Training Programme	AUG-SEP
● Swiss Peacebuilding Training Course (SPTC)	SEP
● International Disarmament Law	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	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	NOV
● Weapons Law and the Legal Review of Weapons	DEC
● Environment and Security	DEC

Advanced Courses Calendar

● European Security Course (ESC)	27 January-21 March 2025
● New Issues in Security Course (NISC)	5 May-27 June 2025
● Leadership in International Security Course (LISC)	6 October 2025-28 May 2026
● Master of Advanced Studies in International Security (MAS)	6 October 2025-28 May 2026



Find all our courses
online at:

www.gcsp.ch/courses

Global Scholarship Fund

We are currently in the polycrisis era – geopolitical relationships are increasingly tense, conflict is on the rise amid growing global inequalities, an acute environmental crisis, and a fast-changing technological environment. This situation is exacerbated by increased distrust, protectionism, and a lack of understanding among states and other stakeholders.

We **urgently need to build the capacity of peace and security practitioners** to be able to effectively navigate these current crises.

Unfortunately, the countries most affected by acute peace and security challenges often have the lowest capacity to invest in upskilling their future leaders. That is why the GCSP **Global Scholarship Fund** exists.

This fund was established in 2007 and is essential for bringing multiple stakeholders (governments, international organisations, NGOs, civil society, academia and the private sector) across the globe together to **learn, discuss and develop collective responses** to the challenges we confront today and tomorrow.

Partner with us to empower change-makers!

Impact

- Becoming a donor to our Global Scholarship Fund **strengthens the capacities of change-makers from developing countries** to ensure these practitioners have the knowledge, skills and community they need to lead effective and collaborative policymaking to navigate our increasingly complex global environment.
- Donor contributions to the Global Scholarship Fund impact not only the lives of scholarship recipients, but **their institutions, and national and international peace and security** through their work as current and future decision-makers.

Tailored Approach

Contributions are tailored to donor development priorities in terms of **gender, country/region, profession, theme and/or community**. The amount provided can target a specific course or be openly available for all GCSP activities. The GCSP will oversee recruitment and training and undertake reporting and publicity according to donor preferences.



Contact gsf@gcsp.ch

www.gcsp.ch/gsf

Preparing Leaders to Shape a Changing World





Crisis and Risk Management

Strategies for Today and Tomorrow

The **GCSP Crisis and Risk Management Cluster** was established in 2017 to address the growing complexities in global crisis management. Recognising the need for practical tools and skills, the cluster developed the unique concept of Crisis Management 360°, focusing on human response, resilience, trust, and risk analysis.

Looking ahead, we aim to expand our impact by researching new technologies, artificial intelligence, and the exponential growth of information in crisis management. The cluster will continue to provide training to enhance situational awareness, improve decision-making, and develop more adaptive crisis management responses.

By adapting to the evolving landscape, the GCSP aspires to remain a leader in crisis management education, research, and practice, ultimately contributing to a safer and more resilient world.



Crisis Management Skills Can Be Learned

We have assisted high-level decision-makers, governments, global organisations, and humanitarian NGOs to enhance their crisis management capabilities – and we can do the same for you. In today’s fast-paced world, crises can arise unexpectedly and have major consequences. Recent crises such as the COVID-19 pandemic have highlighted the importance of preparedness and effective response using principles like risk management, resilience enhancement, and trust building.

Are We in a Crisis?

This process starts by answering the basic question, “Are we in a crisis?”. 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 required skills 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 to plan, establish, maintain, review, and continually improve their crisis management capabilities based on the guidance standard ISO 22361:2022.



We explore both the behavioural and organisational aspects of responding to crises. 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 crisis management and leadership skills, risk-assessment skills, decision-making ability, analytical capacity, trust-building capacity, individual/team resilience, ability to identify/mitigate team stress, team performance through reflection and self-evaluation, crisis and emergency preparedness, and finally ISO 22361:2022 guidelines applicability.

Integrated Risk Management

Crisis and risk management are closely connected, with risk management forming the foundation for the effective handling of crises. Identifying and mitigating risks reduces the likelihood and impact of crises. The GCSP **Integrated Risk Management** courses equip leaders in government, security, and critical infrastructures to manage global dependencies, emerging risks, and their country's specific risk profiles.

The courses cover core aspects of integrated risk analysis, enabling comprehensive evaluations, hazard assessments, and effective mitigation measures. Participants learn to create action plans and engage relevant stakeholders in risk assessments.

To teach the necessary skills, the GCSP employs interactive sessions, expert presentations, and group exercises, allowing participants to apply theoretical insights to real-world scenarios, learn from international perspectives, and develop practical skills. By the end of the courses, participants will be better equipped to enhance their organisation's risk management capabilities and resilience.

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The quality of the experts, methodologies, tools and contents, as well as the participants selection, resulted in an ideal learning environment and an absolute satisfaction with the course.

Critical Incident Management
course participant, 2024

“

The course helped me gauge my own understanding of crisis management and how I train my clients. It also provided tools I didn't know about. The experience of the instructors was an outstanding element.

Crisis Management: Navigating the Storm
course participant, 2024

www.gcsp.ch/topics/crisis-management

Gender and Inclusive Security

Advancing Equity in Security

The GCSP established the **Gender and Inclusive Security Cluster** in 2015 in recognition of the need to address gendered power imbalances to achieve our collective security. Since then, we have worked to integrate the Women, Peace and Security (WPS) Agenda into our core courses and offered leadership courses to advance the mindsets, skills, and behaviours needed to achieve more equitable and sustainable outcomes globally. We work in close collaboration with other clusters, including the Geneva Leadership Alliance.

Past Achievements

We have worked with many partners, including the United Nations, European Union, Kofi Annan International Peacekeeping Training Centre and regional women mediators networks, to deliver our **Inspiring Women Leaders** courses for over 400 women globally, and have supported over 400 more leaders in inclusive leadership practices, including polarity thinking.



As socio-economic and political gaps have continued to widen within and between countries, we have hosted numerous public discussions and developed short and long policy analyses to assist policymakers in creating a more peaceful and equitable future, including most recently:

- Doing Things Differently: Mediating in Mozambique. Strategic Security Analysis, Catherine Turner and Julia Palmiano Federer
- Reimagining Peace through the Women, Peace and Security Agenda, GCSP Policy Brief, Fleur Heyworth



Present Initiatives

The GCSP continues to offer the **Inspiring Women Leaders** course on an open-enrolment basis and customised for partners globally. We also offer an annual seminar on **Equity, Power and Inclusion** and lead the Diversity and Inclusion Working Group to integrate this lens into all our activities.

In recognition of the systemic leadership which is required to achieve the structural and social shifts towards more equitable outcomes, the GCSP has been part of the **International Gender Champions (IGC)** since 2015 and hosted the IGC Secretariat since 2019. The network brings together over 340 leaders of missions, international organisations and civil society in six multilateral hubs, each making personal commitments to advance gender equality.

Leveraging the GCSP's expertise and the IGC network, in 2024 Ambassador Thomas Greminger joined other Gender Champions to form an **IGC Impact Group** to enhance the prioritisation and coherence of the **WPS Agenda in Geneva**, with a focus on human rights.

Future Directions

The GCSP is committed to continue to leverage its power to analyse, educate and convene diverse stakeholders. Together we hope to harness our collective wisdom and talent to find creative solutions and influence positive change that brings peace and security to all, including those traditionally marginalised from power and decision-making.

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.



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

The Geneva Leadership Alliance

Skills for Tomorrow's Leaders

The **Geneva Leadership Alliance (GLA)** was created in response to a lack of relevant leadership development opportunities among many peace and security actors, large and small. Its mission is **“To advance the understanding and practice of leadership in peace and security by equipping current and future leaders with the mindsets, skills, and tools to create a safer world”**. This mission is becoming increasingly relevant, considering that advancing peace and security for all requires continuously making sense of and skilfully navigating many complex, interconnected, and at times disruptive challenges.

Expectations of leaders have never been higher, yet paradoxically the days of “the leader is always the one who has all the answers” are gone. Hierarchical organisational structures of whatever kind reflect who has formal authority, but not necessarily who has the insight, expertise, or connections needed in any given situation, particularly crises. Leaders need to expand how they exercise their authority and create conditions for collective success to be achieved.

To release the experience and potential that people have to offer, leaders must be able to empower people and find ways to encourage collaboration across likeminded and non-likeminded boundaries. This requires courageous and inclusive leadership where people are trusted, and where both critical and creative thinking are the norm.

Past Achievements

For over ten years our in-person and online leadership development courses, such as Lead and Influence for Impact and a range of Masterclasses, have equipped 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. Over the years leadership has increasingly been about access to networks, and GCSP course participants forge

often long-lasting connections with diverse and influential international peace and security professionals that they have met either during courses or through the GCSP Alumni Community, which is a valuable longer-term resource that they can access throughout their professional lives.

Present Initiatives



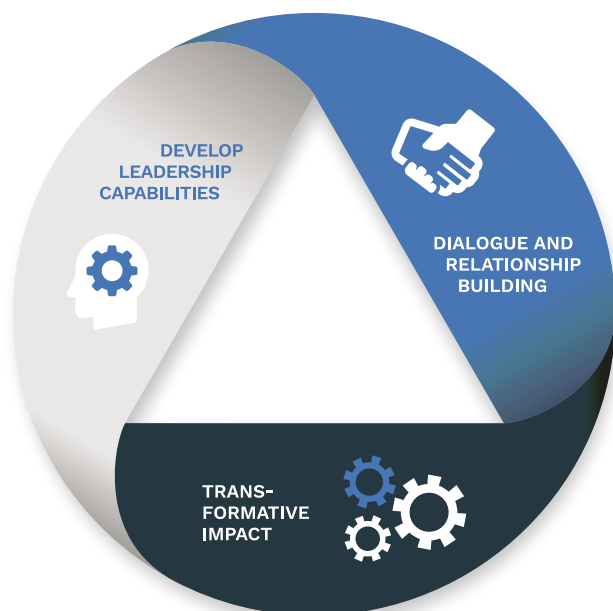
- **Leadership Excellence in Politics (LEiP):** In 2024 the GLA co-founded this new initiative to improve the understanding and practice of political leadership. The initiative is formed of three pillars: a cross-disciplinary research agenda; advocacy to reduce the distrust between politicians and citizens; and learning opportunities to prepare emerging politicians. The latter pillar convenes top-tier next-generation political leaders from across the globe in Geneva to develop their leadership skills, learn about common peace and security issues, and gain exposure to the rich multilateral ecosystem in International Geneva.



- An example of one of our long-running partnerships is the **WHO-GOARN Senior-level Leadership in Outbreak Response Programme**. Since 2019 we have been working with the World Health Organization (WHO) Global Outbreak Alert and Response Network (GOARN) to strengthen its senior-level emergency response capacity. Following a multi-year live online series of “Sprint” modules, we successfully delivered a five-day in-person course in Berlin in September 2023, in Amman in May 2024, and in Darwin in September 2024. More editions are planned for 2025.

Future Directions

The GLA continues to evolve by developing and delivering high-quality open-enrolment courses like the new **Leading Teams through Disruptive Change** course. We have also established long-term strategic partnerships and client relationships, and are frequently asked to re-engage with these as they evolve, while also receiving new requests as a result of our reputation and track record, such as the **Adaptive Leadership** course for the Kingdom of Saudi Arabia Ministry of Foreign Affairs. Our **Reimagining Leadership** activities ensure that the GLA remains forward looking and forward thinking by producing, curating, and disseminating emerging insights that inform, prepare, and strengthen current and future leaders in peace and security.



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



www.gcsp.ch/geneva-leadership-alliance

Defence and Diplomacy

Crucial in Today's Global Landscape

In a world where power politics increasingly takes precedence over negotiation, there is a need to keep discussion channels open between armed forces, cultures and regions.

The **Defence and Diplomacy Cluster** contributes to creating a secure, stable and prosperous environment by building and maintaining trust between friendly armed forces and countries. We contribute to setting the scene for a transformed relationship between defence and diplomacy. We are recognised as an impartially inclusive partner.

There is a need to create more meaningful impact through defence and diplomacy initiatives, which must be applied together with comprehensive governance, development, and dialogue. Therefore, the role of diplomats, military officers, and senior officials involved in defence and diplomacy is important, challenging, and manifold.

Our **Defence Attaché Courses** for military officers, diplomats and senior defence officials have been offered for more than a decade. They provide defence officials with a strong basis for their future professional challenges in a multinational environment, and are part of wider strategic cooperation between the Swiss Armed Forces and the GCSP. In light of the highly problematic security situation in Europe and the Middle East, the course has been reviewed for 2025 and new content has been added. We now offer three supplementary modules for a total course duration of eight days. We deliver those courses all over the world in several locations every two years.



Course Locations in alphabetical order:

- Amman
- Colombo
- Dakar
- Geneva
- Nairobi
- Sarajevo
- Ulaanbaatar



As a unique opportunity for professional development and networking, high-ranking military officers meet at the **Annual Senior Officers Seminar for Flag Officers (ASOS)** to discuss and share their assessment of selected global topics with high-level experts. We have organised the ASOS since 2007, which is funded by the Swiss government in the context of the NATO Partnership for Peace.

For more than 20 years we have provided Swiss and other military personnel with bespoke courses, such as the **Senior German Armed Forces Course** and the **German Armed Forces Orientation Course**. You can also benefit from similar training programmes. Highly successful and based on **The GCSP Way**, they offer you a unique opportunity for learning from and networking with high-level experts from International Geneva to help you better understand the world and its challenging dynamics.

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

Swiss Security Network (SSN)

Technological change, increasingly rapid and massive changes in the challenges we face and an ever more complex security environment are forcing us to work together more closely, more effectively, and more efficiently. The SSN creates such a platform, where knowledge and experience come together to find new solutions.

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 Swiss Armed Forces, and other partners from the Swiss public or private security sector.



SSN Training Programme 2025 (August-September)

In partnership with the Delegate to the SSN and the Swiss Police Institute, the GCSP delivers an **SSN Training Programme** on critical infrastructure of national importance for higher-cadre and senior executives contributing to Switzerland's security, whether from the public or private sector.



Swiss Professional Officers Training 2025 (SPOT 25)

SPOT 1 and SPOT 2 are offered for one week each as part of the advanced training programme for experienced professional officers of the Swiss Armed Forces at the level of lieutenant colonel (SPOT 1) or colonel (SPOT 2). The officers receive tailor-made training in security policy with a focus on the current world situation.

Strategic Planning and Analysis Seminar 2025 (SPAS 25)

The SPAS provides senior practitioners and analysts with expert advice on and insight into relevant topics that enable them to develop a comprehensive security perspective on selected issues and regions. It allows participants to spend a week learning about a lesser known but increasingly important topic.

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

Diplomatic Tradecraft

Building Diplomatic Understanding in a Turbulent World

In an age of geopolitical disruption within an increasingly multipolar world facing complex interconnected challenges, diplomacy is rapidly changing and adapting to the new reality. More than ever, diplomatic decision-making is at a crossroad where traditional practices must adapt to the rapidly evolving global landscape.

Diplomats and political advisors not only need to constantly update their knowledge and skills, but also need to learn innovative methods of conducting a more effective foreign policy.

Hence, effective diplomacy is not just about achieving short-term goals, but also building sustainable relationships and fostering mutual understanding and cooperation.

In a period characterised by geopolitical uncertainties and transnational challenges such as climate modification and health problems, the need for effective diplomacy is an ever greater requirement. At its core, diplomacy is about building relationships, fostering understanding, and finding common ground.

“

I really appreciated all the content and engaging sessions by the lecturers as well as the structure by the course leader. I definitely recommend this course to other colleagues in my field.

Skills Enhancement for Political Advisors course participant, 2024



This is why the GCSP focuses on enhancing the abilities of political advisors and those who interact with them

- to synthesise information rapidly;
- to think creatively;
- to communicate effectively to a diverse variety of stakeholders; and
- to negotiate successfully.



www.gcsp.ch/topics/diplomatic-tradecraft

Building a Resilient and Peaceful World





Peace Operations and Peacebuilding

Empowering Peace in Turbulent Times

Peace, security, human rights and sustainable development around the world are currently challenged to a degree not witnessed in generations.

The GCSP mission is to advance peace, security, and international cooperation by providing knowledge, skills, and networks for effective and inclusive decision-making. Building peace in turbulent times is difficult, complex and fraught with challenges. The **GCSP Peacebuilding Programme** was established in 2008 with the aim of supporting, enabling, and empowering countries, organisations, and individuals in conflict-affected countries or regions to retake the initiative and build back peace into their futures.

In the wake of the UN High-level Independent Panel of Peace Operations Report, the GCSP Peacebuilding Programme was further strengthened by adding Peace Operations as a linked core purpose and twin pillar in 2017. As a result, the programme provides a bridge between the peacebuilding, humanitarian, and human rights capital of International Geneva and the international peace and security-focused community and issues addressed at the UN in New York.

Today, the purpose of the GCSP **Peace Operations and Peacebuilding Programme** is to contribute to the strengthening of leadership for peace and security. To this end, the GCSP (1) convenes dialogues and discussions; (2) generates policy-applicable research and advice; and (3) provides executive education and training.



As one example of the three-pronged Peace Operations and Peacebuilding Programme approach, mandated by the Swiss Federal Department for Foreign Affairs and the Department for Defence, Civil Protection and Sports, and in partnership with the Swiss Armed Forces and Police, the GCSP has supported Switzerland's tenure as a non-permanent member of the UN Security Council for 2023-2024 by

- co-hosting a range of UN peace operations leadership courses and a UN Police Division leadership team retreat;
- leading policy-applicable research in cooperation with the UN on the impact of UN peace operations; and
- co-designing and co-hosting with the UN the 2024 International Peacekeeping Day High-Level Seminar and Expert Symposium at the UN Secretariat in New York.

Building on the recent surge of activities and impact in 2023-2024, the programme will continue to host discussions and debates, seminars, and conversations to leverage and strengthen leadership to build peace in turbulent times. This will reinforce multilateralist projects and initiatives,

and contribute to the development of and preparations for future peace and security engagements, operations, and missions. The GCSP will continue to pursue policy-applicable research and offer a range of core courses and customised alternatives on a broad spectrum of peace operations and peacebuilding themes applicable to different geographical settings and organisational needs and priorities.

Work on strengthening inclusive leadership for peace will continue to be the primary purpose of the **Peace Operations and Peacebuilding Programme**. The GCSP will continue this endeavour in close cooperation with our key partners that include the UN, regional organisations, the International Leadership Association, the Geneva Peacebuilding Platform, and a global network of international and Swiss partner organisations, including men and women practitioners and thought leaders from countries, organisations, missions, and think tanks.

Are you ready to make a concrete contribution to peace? Please join our efforts!



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

Arms Control and Disarmament

Securing Tomorrow

Geneva has been a centre for arms control and disarmament negotiations for over a century. Understanding how these processes can contribute to the maintenance of international peace and security remains as vital today as it ever has been. Our cluster follows all the diplomatic processes on arms control and disarmament in Geneva and New York, working closely with diplomats and civil society to build knowledge of the issues and to facilitate new thinking to address the many challenges the world currently faces – and will face in the future.



We provide a neutral and inclusive platform for studying and discussing arms control and disarmament issues and promoting solutions. We do this in the following ways:

- **Executive education:** Our open-enrolment courses teach participants the core elements of international arms-related treaties such as our longstanding courses on the Arms Trade Treaty and International Disarmament Law.
- **Customised workshops:** We facilitate customised workshops on topics such as the Biological Weapons Convention or lethal autonomous weapons systems, convening leading experts in the field.
- **Events:** We organise debates, panel discussions, and briefings on topics of interest to the arms control and disarmament community.
- **Research and policy advice:** Our experts regularly analyse the key arms control and disarmament issues of the day by publishing commentaries and policy recommendations in the media or in the GCSP's publications series and appearing in panel discussions.
- **Dialogue:** We support dialogue processes on nuclear risk reduction, security in North-East Asia, strategic stability, and space security by providing advice on substantive arms control and disarmament issues, convening relevant experts, and drafting recommendations.

Topics covered include artificial intelligence and arms control, the Arms Trade Treaty, the Biological Weapons Convention, cluster munitions and land mines, lethal autonomous weapon systems, nuclear weapons, and space security.



“

I am extremely grateful to have had the opportunity to be part of this course. It has been an enriching experience for me. The course has given me a well-rounded education on the subject, covering different areas that are essential to understanding it holistically. From theoretical concepts to practical applications, I have acquired a comprehensive understanding of the subject matter.

Arms Trade Treaty course participant 2024

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

Counterterrorism and Preventing Violent Extremism

Beyond Conflict

The GCSP created the **Counterterrorism and Preventing Violent Extremism (PVE) Cluster** in 2015, in recognition of the fact that terrorism cannot be eradicated through hard security measures alone. It is equally important to address the various factors that contribute to extremism and radicalisation that lead to acts of terror.

Over the years the GCSP has focused on helping countries to find new ways to prevent and counter the spread of violent extremism that leads to terrorism and identify global strategies to suppress global organised crime. The cluster has been actively engaged in integrating PVE training – including how to create a national action plan on PVE – into the GCSP’s in-house and virtual courses. Additionally, the cluster has given over a hundred policy-related presentations in 34 countries and at major international security meetings, e.g. the Doha Forum, the Munich Security Conference, UNOCT and NATO meetings.

In 2024 the **Counterterrorism and PVE Cluster** focused on supporting security actors worldwide in developing greater capacities to counter terrorism and crime in three domains: training, research, and policy advice. Initiatives included participating in multiple Geneva Security Debates focusing on new ways to counter terrorism in cooperation with the UN and the Global Community Engagement and Resilience Fund (GCERF), collaborating on training courses with the Global Initiative Against Transnational Organized crime (GITOC), and contributing to publications for NATO’s Centres of Excellence and IEP’s Global Terrorism Index.

Going forward, organised crime and terrorism will continue to be a threat to international peace and security. It will be fed by multiple factors that include conflict, climate change, the persistent weakness of states, and new technologies – especially AI, drones, gaming, and social media.



The cluster will continue to raise global awareness by advising, training, and influencing a diverse range of security actors, with the goal of promoting more effective and sustainable strategies for counter terrorism and organised crime, both now and in the future.



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

Security and Law

Navigating Complexities

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 **Security and Law** team at the GCSP 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



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 the relationship between 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 published a resource entitled *International Law and Policy on the Protection of Civilians* (Cambridge University Press, 2022). The book offers in-depth analysis and explanation of the normative framework in this field, 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 to introduce solutions that are innovative, effective, and practical.



Other Publications Include:

- The Divide between War and Peace, in Mitt Regan and Aurel Sari (eds), *Hybrid Threats and Grey Zone Conflict: The Challenge to Liberal Democracies* (Oxford University Press, April 2024) – Tobias Vestner
- The Law of Targeting's Mechanisation and Objectivisation through the Use of Artificial Intelligence, in Irene Couzigou and Edouard Fromageau (eds), *Technological Change and International Law: Testing the Adaptability of International Law* (Edward Elgar Publishing, March 2024) – Tobias Vestner
- 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

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

Effective Governance in Dynamic (Inter)National Landscapes

Tailored Solutions for Complex Environments

The GCSP's **Effective Governance in Dynamic (Inter)National Landscapes Cluster** addresses the pressing need for effective governance in transitional, regime change and post-conflict situations. When governments, state officials, civil society actors, and communities grapple with these complex issues, forward-thinking and practical solutions are imperative. Our courses and customised solutions focus on enhancing the capacity of policy- and decision-makers to collaborate across different spheres and backgrounds by empowering them to design and implement robust domestic and international policies.

At the GCSP we leverage our unique position to provide professional development opportunities to junior/senior state officials and civil actors by equipping them with cutting-edge tools and methodologies to navigate current and future governance challenges. Through our customised courses, we offer tailored solutions on critical topics such as migration management, good governance, democratic transitions, state-building, strategic anticipation, etc. Our diverse range of programmes facilitate knowledge transfer, skills enhancement, and the establishment of networks crucial for effective governance.

Customised Courses for Recipient Countries

By combining lectures, Q&A sessions, panel discussions, and interactive activities, our goal is to strengthen participants' abilities in establishing democratic institutions, nurturing national dialogue, reforming security sectors, upholding legal frameworks, and advocating for human rights.





The **Effective Governance** courses are designed for government officials, military officers, members of parliament, and representatives of civil society and ethnic groups, with the aim of promoting a community of professionals committed to advancing effective governance in various countries and regions (among which is the MENA region).

Previously, the Effective Governance team has collaborated with esteemed partners such as the Swiss Federal Department of Foreign Affairs and the State Secretariat for Migration to develop tailored courses and promote effective governance and stability for the following countries:

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



www.gcsp.ch/topics/effective-governance

Anticipating Emerging Challenges



Combating TFGBV in an age of Generative AI

Dr. Rameen Choudhury
CEO, Humane Intelligence
LSE Science, Energy, Artificial Intelligence

GOEP



Human Security, Climate and Health

Strategies for a Sustainable Future

The onslaught on human security caused by short-sightedness that results in the root causes of conflict not being addressed, lack of respect for International Humanitarian Law, and an overwhelming return of power politics and traditional approaches to security is making the world an increasingly dangerous place. At the same time, 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 challenges to peace.

Our human security work is particularly important in 2025, in a security landscape impacted by traditional and emerging security challenges. In combination with traditional security threats, inaction on challenges such as **health security**;

environmental security; or addressing the **plight of people on the move**, be they migrants, asylum seekers, or internally displaced people, form a “perfect storm” requiring strategic thinking and holistic approaches by all types of security actors.

In our work on human security, we connect the dots between a range of subject areas such as climate change, infectious diseases, arms proliferation, terrorism, geopolitical challenges, and various types of conflict. We connect a 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 courses include new products and approaches through our executive education, policy analysis, and dialogue activities.





www.gcsp.ch/topics/human-security-climate-and-health

Global Cyber and Security Policy

Building Adaptability in the Digital Age

The GCSP **Cyber Security Cluster** was originally part of the Emerging Security Challenges Programme, which focused on gauging the security implications of emerging technologies for international security. However, due to the rapid development of information and communication technologies, increased interconnectedness, the growing reliance on interconnected information systems, and cyber attacks, the need for a more cyber-related focus was identified. The cluster has in the past supported numerous states and their agencies on cyber security. As part of our approach to these challenges, the GCSP Cyber Security Cluster, together with the International Telecommunication Union, was one of the co-authors of the *Guide to Developing a National Cybersecurity Strategy* published in September 2018.



Present Initiatives

The GCSP Cyber Security Cluster is engaged in a variety of activities. In the areas of executive education and capacity building, the cluster plans, prepares, and delivers an executive education programme on **Cyber Security in the Context of International Security**. The keynote speakers are all “pracademics” (practitioners and academics), who bring their professional and academic experience and knowledge to course participants. In partnership with the Atlantic Council, the cluster also presents the world’s only global cyber policy competition: the **Cyber 9/12 Strategy Challenge**. This competition, which is part training and part contest, aims to inform, train, and educate participants from universities at the bachelor, masters, and doctoral levels on cyber policy. The competition is supervised by experienced practitioners and applied academics in the field. The aim is to develop novel policy response options that address workforce challenges, and to share knowledge and expertise among all participants.

The cluster also supports public and private sector actors in increasing their cyber security awareness and cyber crisis management competence in response to the ever-changing threat landscape. Participants have included representatives from the luxury industry in Geneva, cyber security companies, and international organisations such as the United Nations.

Additionally, the cluster is engaged in Track 1.5 and Track 2 dialogue activities and outreach efforts.

Finally, the cluster conducts policy-relevant research and analysis, such as the implications of the Russia-Ukraine war for cyber security.



Future Directions

The future plans of the GCSP Cyber Security Cluster are to integrate AI into all its activities, including executive education training, dialogue, policy research, and analysis. Additionally, the role of cyber threat intelligence (CTI) and open source intelligence (OSINT) is increasing in the private sector, opening new opportunities to tackle the activities of threat actors, enhance the cyber resilience of organisations and states, and ensure the development of relevant security policy options for increased international security.

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Attending the cyber security awareness and business continuity planning customised training conducted by GCSP was an enlightening experience for the Group Treasury team that exceeded my expectations. The instructors demonstrated exceptional expertise, delivering complex concepts in a clear and engaging manner, fostering an environment conducive to learning and the realistic “business continuity game” was the cherry on the cake. I wholeheartedly recommend GCSP’s trainings to anyone seeking to enhance their cyber security knowledge and fortify their business operations.

Course participant from the Geneva
luxury industry

www.gcsp.ch/topics/cyber-security

Global and Emerging Risks

Embracing Resilience

The nature of the international system has completely changed since the end of the Cold War. While during that period 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 follows from this that risks are more subjective and hence also more numerous. In addition, the rapid growth and democratisation of emerging technologies such as artificial intelligence, synthetic biology or neurotechnologies provide opportunities while simultaneously increasing the areas in which organisations are vulnerable. The **Global and Emerging Risk Cluster** was created to understand, analyse, and anticipate global and emerging risks. It focuses on current and future geopolitical transformations and their interaction with the development

of emerging and disruptive technologies. Over the last seven years the cluster has advised several governments; international organisations such as the EU, OSCE, UN, OECD and NATO; numerous NGOs; and professional organisations and companies in the financial, banking, pharmaceutical, defence and digital sectors. The cluster regularly participates in global governance initiatives in the fields of autonomous weapons, emerging technologies, digital trust, strategic stability, nuclear proliferation, counter-terrorism and disinformation. Thanks to private funding, the cluster has also established the **Polymath Initiative**, which aims to bridge the gap between the scientific and technological communities, on the one hand, and policymakers, on the other hand, in order to anticipate future risks stemming from emerging technologies.



In light of the growing polarisation of the international system and the democratisation of dual-use technologies that can have enormous security implications, the cluster will continue to provide a platform for understanding current geopolitical developments and the strategic anticipation of the risks related to emerging technologies, as well as being an actor that promotes polymath thinking while educating current and future decision-makers and professionals of the global risks that they and their organisations may face, particularly those emerging at the frontiers of new technologies and new geopolitical realities.

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, quantum computing, and neurotechnologies.
- **Geopolitical analysis for the private sector:** By applying the expertise acquired from the other pillars of our activities, the GCSP fosters a dynamic understanding of the impact of current and future international developments and global and emerging risks on the private sector.

Among others, this cluster offers two courses on cutting edge topics, namely understanding the frontiers of geopolitical risks and the combinatorial impact of frontier technologies.



www.gcsp.ch/topics/global-and-emerging-risks

Strategic Anticipation

Exploring and Shaping Futures

A forward-looking approach to international 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 the nature of international security issues in terms of both the threats and the opportunities inherent in them. It is vital to harness such insights about the future to encourage more effective decision-making today.

Since 2015 the GCSP has run courses on strategic foresight and mainstreamed foresight in its programming, notably in its advanced courses (LISC, ESC, NISC) and through customised work with partners in governments and regional and international organisations. The course **Strategic Foresight: Planning for Impact in Uncertain Times** that takes place each September will be in its 12th edition in 2025.



Key Initiatives:

Customised Workshops and Courses – League of Arab States:

The GCSP runs customised workshops and courses on strategic anticipation in Geneva and abroad. For example, in partnership with the UN Department of Political and Peacebuilding Affairs, the GCSP ran a one-day training for senior representatives of the League of Arab States as they seek to incorporate longer term thinking into their organisation.

Research Project – Strategic Foresight in Foreign Affairs:

A research project examined how ministries of foreign affairs (MFA) use strategic foresight and other anticipatory practices. The research found that fostering an enabling environment for strategic foresight requires balancing the who (skills and resources), the where (organisational parameters), and what & how (process and activities). The project was sponsored by the Swiss Federal Department of Foreign Affairs.

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 online meetings each year to network and discuss current issues with an expert in the field. An online group facilitates connections and exchanges of ideas and insights between meetings.



Strategic Anticipation Brings to Peace and Security Conversations:

- A holistic outlook
- A focus on participatory processes
- A safe space for constructive exchange
- An emphasis on preventive approaches
- An inter-generational perspective
- An action orientation based on expanded options
- A cooperative setting to tackle assumptions and bias

How Can More Effective Decisions Be Made in International Security Policy?

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 comprises 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)
- **Exposure to a range of foresight methods** and assessing these methods' relative advantages and disadvantages. Underlining this approach is the fundamental accessibility of strategic anticipation and the value it can bring in various settings

“

The GCSP course on Strategic Foresight for Peace and Security truly overcame even my initial high expectations. The course equipped me with tools and methodologies that I will be able to utilise in my professional career. I particularly liked the combination of theory, practical case studies and group challenges. All the speakers demonstrated very deep knowledge and expertise. Overall, I am hugely satisfied with the knowledge I have gained throughout this course.

Ms Roxana Mohammadian-Molina, Deputy Chair of the Saudi British Joint Business Council and Saudi UK Tech Hub, GCSP Strategic Foresight for Peace and Security course participant, 2024

www.gcsp.ch/topics/strategic-anticipation

Rethinking Geopolitics and Global Futures





Rethinking Geopolitics and Global Futures

Focus

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

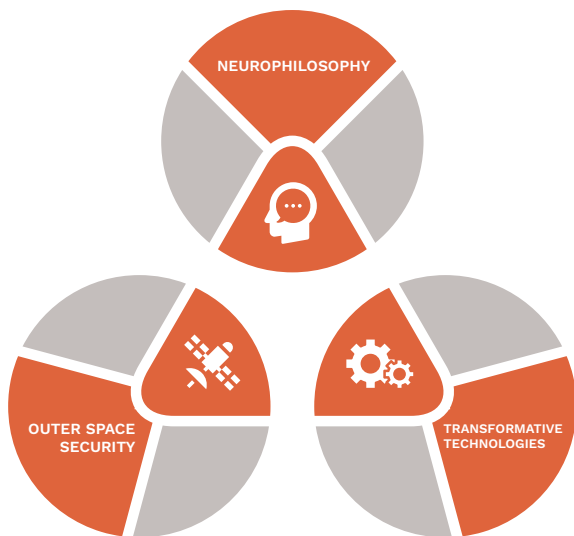
Thematic Overview

- Outer Space Security
- Neurophilosophy
- Transformative Technologies

Unveiling the Future of our World: The Geopolitics and Global Futures Department

Steering through the constantly changing waters of international relations demands sharp vision and strategic insight. The **Geopolitics and Global Futures Department** offers a comprehensive vision of the future and equips national and international stakeholders with critical insights for tomorrow's world. We achieve this by identifying and engaging with both current challenges and those developing on – or over – the horizon. Through our cutting-edge research, insightful courses, and dynamic activities we delve into emerging issues and concepts that shape international relations, geopolitics, global governance, peace, and security.



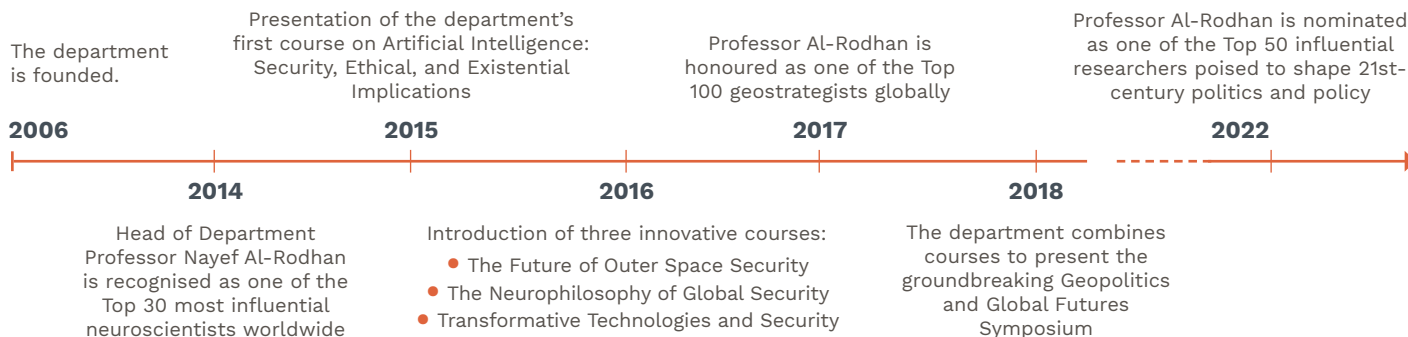


We examine:

- **Outer space-related issues:** outer space security, governance, weaponisation, competition and cooperation in outer space, space debris, astrobiology, and the role of outer space in the future of humankind and its interplay with terrestrial geopolitics
- **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
- **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

By sparking conversation across disciplines and stakeholders, we craft proactive strategies to stay ahead of a rapidly changing world.

Our History: Key Milestones and Achievements



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



Professor Nayef Al-Rodhan is a distinguished scholar who has contributed significantly to international panels on outer space security and disruptive technologies. He has authored 30 books and 350 articles covering a wide range of topics, including geopolitics, geostrategy, philosophy, international relations, global security, disruptive technologies, human nature, the philosophy of history, power, 21st-century statecraft, and outer space security.

For more information, please visit www.sustainablehistory.com and <https://oxford.academia.edu/NayefAlRodhan/Books>

Vision for the Future

Successfully navigating the ever-evolving landscape of international relations requires acute foresight and strategic acumen. At the Geopolitics and Global Futures Department our vision is to illuminate the path ahead for national and international stakeholders by offering unparalleled transdisciplinary insights and preparing them for the complexities of tomorrow's world.

We are committed to:

- **Pioneering transdisciplinary research:** We conduct cutting-edge research that identifies and anticipates emerging global challenges, ensuring our stakeholders are always one step ahead in the realms of international relations, political theory, geopolitics, transdisciplinary philosophy, neurotechno-philosophy, human nature, collective dignity needs, disruptive technologies, AI, synthetic biology, outer space security and sustainability, transcultural security, sustainable history, collective frontier risks, transhumanism, the future of war, global governance and sustainable peace, security, and prosperity.

- **Innovative education:** We deliver insightful and forward-thinking courses that empower individuals and organisations with the knowledge and skills needed to navigate and influence the future geopolitical landscape on Earth and in outer space.
- **Dynamic engagement:** We host dynamic activities and events that foster collaboration and dialogue among thought leaders, policymakers, and scholars, and drive innovative solutions and strategic thinking.

By continuously exploring new ideas and addressing both present and emerging issues we aim to shape a more secure, peaceful, and well-governed world for all. Our vision is to be a world leader in the areas of pragmatic strategic insight and actionable forward-thinking analysis, guiding the international community through the complexities of the future with transdisciplinary clarity and confidence.



Geopolitics and Global Futures Symposium

Master the complexities of tomorrow's world through our **Geopolitics and Global Futures Symposium**.

Designed to delve into the multifaceted complexities of global security, the symposium recognises the necessity of a holistic approach to understanding, preparing for, and mitigating present and emerging challenges across the whole spectrum of security issues. Through a rigorous examination of these interrelated aspects, symposium participants will gain a more nuanced understanding of the intricate threat environment and the multifaceted solutions shaping the global landscape.

The symposium consists of three modules:

- The Future of Outer Space Security (February)
- The Neurophilosophy of Global Security (June)
- Transformative Technologies and Security (October)

Participants can choose to follow the modules individually or as a complete series.



The GCSP Prize for Innovation in Global Security

In 2015 the GCSP launched the Prize for Innovation in Global Security as part of its Creativity and Innovation Initiative. This prestigious award, organised by the GCSP's Geopolitics and Global Futures Department, celebrates individuals and organisations that pioneer innovative solutions to global security challenges. Open to all disciplines and fields, the prize honours the year's most inspiring and groundbreaking contributions, whether through initiatives, inventions, research publications, or organisational achievements. The prize winners receive a CHF 10,000 cash award, honouring their outstanding contributions to global security.

Advanced Course Series



Introduction

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 higher-level and/or multilateral decision-making positions in government, the private sector, international institutions, and other agencies engaged in international peace and security.

Our approach to education harnesses 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.

DATES

Leadership in International Security Course (LISC)

6 October 2025-28 May 2026

European Security Course (ESC)

27 January-21 March 2025

New Issues in Security Course (NISC)

5 May-27 June 2025

www.gcsp.ch/advanced-courses



Leadership in International Security Course (LISC)

Generating Inclusive and Resilient Approaches to International Security

The **40th 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 increasingly unpredictable international security environment.

During the eight-month course you will have the opportunity to learn from and network with over 130 members of the GCSP's global experts community, including high-level practitioners from governments, international institutions, non-governmental organisations, 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 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

“

I highly recommend the LISC as it presents a unique opportunity to significantly enhance your professional background ... and to learn and re-learn, to embrace diverse perspectives, knowledge and methods that are unique to this course. The highly skilled professionals, the carefully selected speakers, and most importantly, the collective experience of your peers creates an environment that fosters unparalleled learning opportunities.

Mr Julian Valencia Gaitan, Ministry of Foreign Affairs, Colombia

A man and a woman in business attire are looking at a world map on a table. The man is pointing at a location on the map, and the woman is smiling and looking at him. They are in a modern office setting with large windows in the background.

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

www.gcsp.ch/advanced-courses



European Security Course (ESC)

Examining Global and Regional Security Challenges Relative to Europe and Beyond

Since 1997 the **European Security Course (ESC)** has been deepening the understanding of peace and security professionals from over 80 countries of the interlinking security policy challenges that impact Europe and the other regions of the world. The 29th 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, the regional security architecture relevant to Europe (EU, NATO, and OSCE), and key state actors. It also analyses Europe's interaction with and impact on its neighbours and other regions of the world. To do so, it explores the specific regional security dynamics of the Middle East and North Africa, sub-Saharan Africa, the Americas, and the Asia-Pacific region.

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

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

This course offers you a unique opportunity to:

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



The course draws on the different participants' aggregate experience as well as the presenters' breadth of expertise, creating a one-of-a-kind opportunity to share best practices. It provided insight into the complexity of security risks and threats facing many countries and their implications for regional and global security. If you want to be challenged in honing your leadership and professional skills and immersed in a journey where foreign and security policy is based on human security, the ESC is the finest option.

Ms Zandile Bhengu, Ministry of Foreign Affairs,
South Africa, ESC 2024

EDUCATE
Executive Education



WE FACILITATE
Diplomatic Dialogue

WE ADVISE
Policy Advice and Research

10

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**

www.gcsp.ch/advanced-courses

New Issues in Security Course (NISC)

Mapping and Responding to Today's Security Environment to Shape a Better Future

The **New Issues in Security Course (NISC)** was created in 2000 to respond to the changing peace and security landscape in the aftermath of the fall of the Berlin wall and emerging threats that could not be addressed on a national level only. From the outset, the NISC's ambition was to explore security challenges that were only emerging on the horizon of security practitioners. In addition to the dynamic and regularly updated content, its uniqueness was also that it brought together an increasing global participation that expanded to more countries each year. A quarter of a century later the NISC has trained over 600 security professionals from 90 countries from Africa, the Americas, Asia, Australia and Oceania, Europe, and the Middle East. It continuously updates its content and methodology to keep pace with the changing global peace and security environment.

The **25th edition of the NISC** 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 global dynamics in order to be able to proactively respond to new challenges and opportunities as they arise, and thus shape a better future.

The 25th NISC will provide you with a deeper understanding of contemporary threats that will prepare and empower you to have 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).

The 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

“

Attending the NISC was wonderful as people from various regions gathered to learn about transnational and new emerging issues and discuss how to deal with common crises. We also developed leadership and communication skills, of great importance for our careers. I highly recommend it for its practical-based curriculum and very insightful lectures. The professionalism of the GCSP staff is outstanding, showing their proven level of expertise in the domains of peace and security. In one sentence: it was connecting in diversity for a brighter future.

Ms Gaël Cécile Bekono Mboke Epse Ambassa,
Bureau Officer of the Lake Chad Basin
Commission, MINREX, Cameroon



COURSE FOCUS

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

www.gcsp.ch/advanced-courses

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Find all our courses
online at:

www.gcsp.ch/courses





GCSP

**Geneva Centre for
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Project Manager: Radostina Raykova
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BUILDING PEACE TOGETHER

Geneva Centre for Security Policy
Maison de la paix
Chemin Eugène-Rigot 2D
P.O. Box 1295
1211 Geneva 1
Switzerland

Tel. +41 22 730 96 00
Contact: www.gcsp.ch/contact



www.gcsp.ch

