



GCSP

Geneva Centre for
Security Policy

Annual Report 2018

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**Transformative Journeys
to Create a Safer World**

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Introduction

The GCSP at a glance



131
PARTICIPANTS'
NATIONALITIES



138
GLOBAL FELLOWSHIP
RECIPIENTS



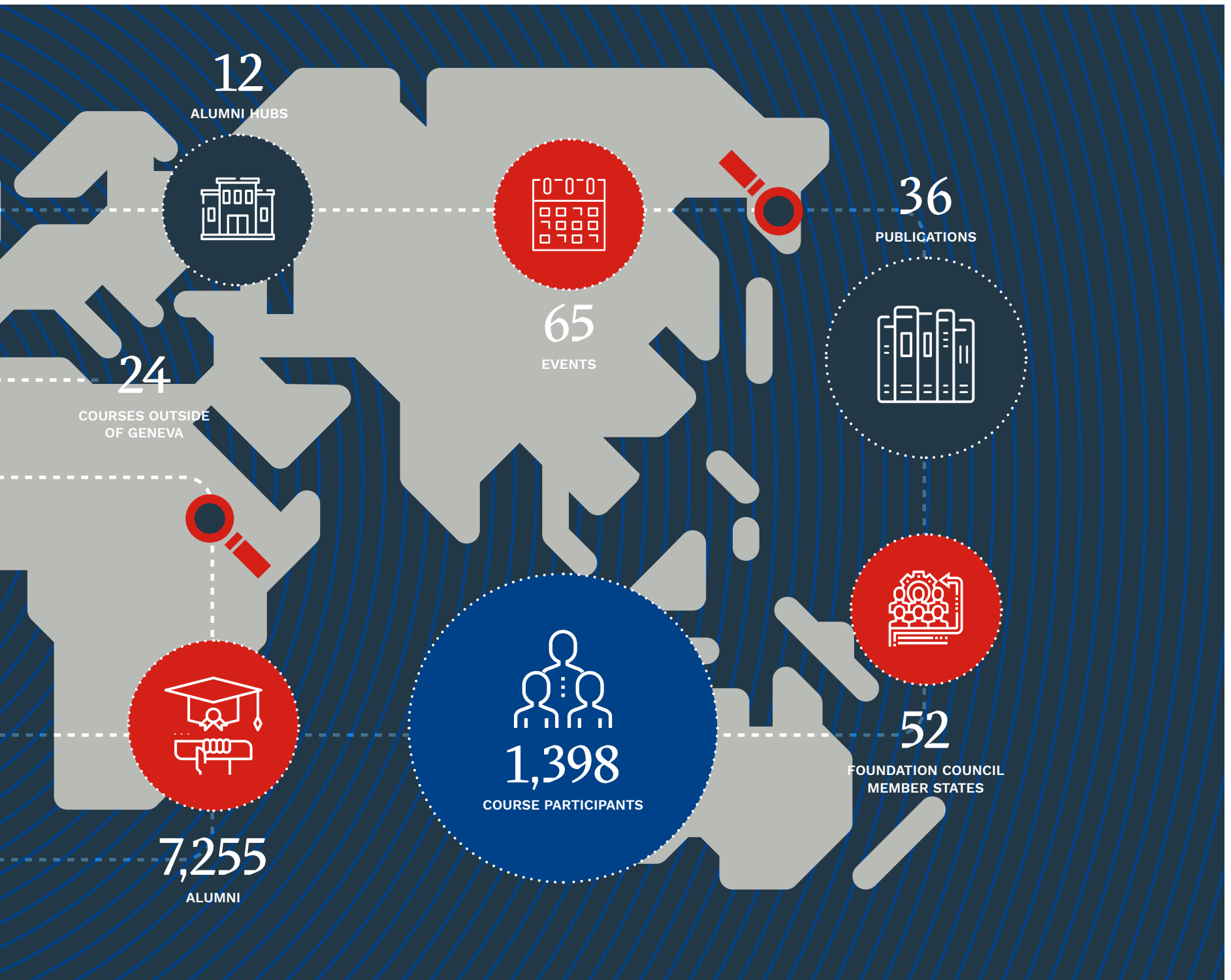
1,019
SPEAKERS

70
COURSES



46

COURSES IN GENEVA





Message from the Director

In this report we have highlighted many – although certainly not all – of the GCSP's accomplishments and activities that helped to advance our vision of a safer world. Before you start digging into the report, however, I would like to share with you some of our main endeavours in 2018:

We achieve impact when our beneficiaries, clients and stakeholders succeed. In 2018 we invested a great deal of effort in measuring the impact of our activities and assessing the many ways in which we have helped individuals and organisations to ignite positive change and increase peace and security. While any attempt to measure the long-term impact of executive education can be challenging, we have introduced new tools to evaluate the sustainability of the new mindsets, skillsets and toolsets we offer.

We constantly adapt to the needs of the global community. We tackle key topics that address real-life challenges and equip individuals and organisations with the mindset to anticipate future challenges. In 2018 we developed numerous new projects and partnerships to provide our partners with essential knowledge and experience in key areas such as crisis management, leadership, strategic anticipation, and security and law.

We make innovative projects a reality. With our Global Fellowship Initiative and our new Creative Spark incubator we have continued to develop a risk-free space to test ideas, innovate and obtain

feedback from experts with a rich variety of broad perspectives. Experience, expertise, successes and failures have continued to feed our applied research and allowed us to provide forward-looking solutions and transformational ideas. In 2018 exciting endeavours took shape particularly with regard to the impact of terrorism and climate change on peace and security.

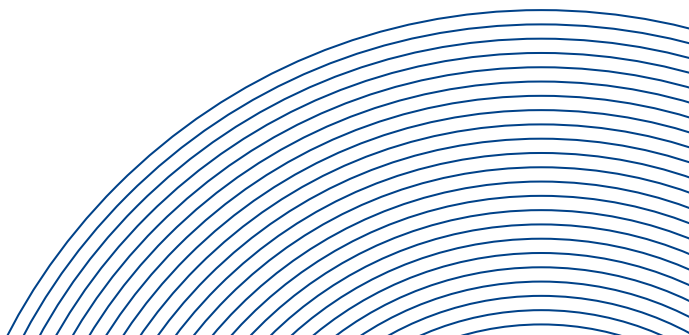
We continuously evolve, like the world we live in. Our objective is to take individuals and organisations on a transformative journey to create a safer world. This must start with us. Accordingly, in 2018 we started an overall evaluation of our strategy and operations to better equip us for the road ahead and respond to our partners' needs. We are now eager to implement changes in 2019 with a new strategy that looks ahead to 2023.

I also want to take this opportunity to welcome our new community members. More than a thousand alumni joined us in 2018! We are looking forward to working with each of them in the years to come.



Ambassador Christian Dussey
Director

Geneva Centre for Security Policy







TOP 5 impacts

Impact 1 – Global Fellowship Initiative

Impact 2 – Strategies for State Building in Syria

Impact 3 – Global Leadership Assessment

Impact 4 – Inspiring Women Leaders

Impact 5 – Strategic Anticipation



Impact 1 – Global Fellowship Initiative

From investing in shares to investing in security



Jean-Pierre Keller, a private banker for over 25 years, joined the Global Fellowship Initiative (GFI) after an officers' gathering where he met our Director, Ambassador Christian Dussey. During his fellowship he was looking for another job in the banking area while simultaneously taking courses at the GCSP to develop new skills and knowledge. In the open-space Fellows Office he started a discussion with a GCSP associate fellow (a well-known counter-terrorism expert in Switzerland), who explained the evolution from al-Qaida to Islamic State. After listening to him, Keller made a single comment: "You are basically describing a spinoff of a company." This marked the start of his new career. He is now a full member of the Terrorism-Joint Analysis Group (T-JAG), an initiative that is incubated in the GCSP Creative Spark and delivers timely analysis and training programmes to both the public and private sectors on the global manifestations of terror.

The GFI supports its fellows in transition. It encourages them to reflect on their past experiences, share the lessons they learnt, and develop new skills and knowledge by attending our courses. It also helps them to develop their networks and gain a more holistic view of how their fields of work relate to peace and security. When our fellows have an innovative idea to help generate sustainable peace and security in the world, we incubate their idea in our Creative Spark and help them to make it a reality.

Impact 2 – Strategies for State Building in Syria

The GCSP and the Omran Centre for Strategic Studies co-hosted workshops on **Strategies for State Building in Syria**, with a focus on centralisation and decentralisation formulas that would fit post-war Syria. The workshops were part of the Syria and Global Security Project jointly run by the GCSP and the Omran Centre. The project aimed to offer a platform for collective informed discussions on Syria that could build bridges among experts and researchers in order to bring peace and security to Syria and the wider region.

These workshops were praised for their overall quality. Their impact was high, as participants came time and again and encouraged several of their colleagues to also participate. Participants considered the Syrian workshops as the best way to understand the crisis in that country. The professional preparation of each workshop made it possible for participants to ask relevant questions of the stakeholders and to advance their understanding of the issues.



Impact 3 – Global Leadership Assessment

For thousands of years migration has been both a positive and challenging force for change. Whether impelled by climate change or conflict, or encouraged by individuals' pursuit of economic betterment and/or the desire for freedom, migration shapes us all over time.

The International Organization for Migration (IOM) has been a leader in the advancement of migration issues and support for over 50 years. The IOM came to the Geneva Leadership Alliance in 2017 seeking a global assessment of its capacities for leadership, including its best and less-than-best practices. Such an assessment was needed to help create and implement a leadership development strategy that would also align with the UN System Leadership Framework.^[1]

The Alliance responded: Through deep interviews, focus groups and a global survey of over 110 separate teams it assessed the IOM's collective capacity to play a key leadership role in the area of migration. This was arguably the largest study of this kind ever undertaken.

The IOM faces several leadership tensions:

Tension 1: Global and local. Arriving at a common definition of leadership is in natural tension with ensuring that the IOM does not apply a one-size-fits-all approach to the issue of leadership.

Tension 2: Continuity and change. The IOM aims to support continuity and change in a coherent manner.

Tension 3: Incorporating and contextualising existing leadership knowledge. Attempts to advance the IOM's capacity to lead requires incorporating broad, valid knowledge on leadership development and contextualising it cost effectively in terms of the localities in which the IOM operates.

Higher-level IOM teams confront and analyse these three tensions more effectively than other teams, sometimes explicitly, sometimes more indirectly.

The outcomes of the assessment are being transformed into a leadership development strategy, design and roll-out. A pilot programme will be tested in May 2019.

- This pilot programme will provide the foundation for a leader-development programme that will be appropriately scaled to reach as many people as possible.
- The innovative approach will design both in-depth materials for core leaders of IOM units and complementary material designed to reach a much wider base.
- The aim is to provide a common leadership framework that can be simultaneously engaged and localised on a broad scale.

This strategy and rollout is also the first to operationalise the UN System Leadership Framework on a global scale.

^[1] The UN System Leadership Framework is "both a call to action – and a call for change – for all UN personnel. ... UN leadership occurs in many contexts and at all levels. We are all called to lead. As such, the framework applies to all personnel of the UN system, regardless of their level, duties, or location" (UN System Leadership Framework, p. 2, Chief Executives Board for Coordination, 2018).





Impact 4 – Inspiring Women Leaders

Women's under-representation at senior levels of peacekeeping operations and peace processes across the globe is well documented. Eighteen years after the ratification of the UN Security Council Women, Peace and Security Agenda to shift policy and practice to align with this agenda, there are still many obstacles to be overcome, including masculinised cultural norms and models of leadership.

The Kofi Annan International Peacekeeping Training Centre (KAIPTC) has a Women, Peace and Security Institute that offers a master's programme, and has a wide network of women across a variety of sectors, including security and intelligence agencies, regional organisations, civil society groups and public servants. To date, however, leadership education has been a missing element in the KAIPTC's portfolio.

The GCSP's Geneva Leadership Alliance (in partnership with the Creative Center for Leadership) has been integrating leadership education into security policy and practice for several years and has developed a series of courses and workshops specifically designed for women leaders. The GCSP offered to:

- design and deliver a women's leadership programme at the KAIPTC; and
- develop the capacity of local facilitators to present a leadership programme to ensure that the project is sustainable.

In December 2018 three of the Alliance's facilitators went to the KAIPTC in Accra to deliver a three-day programme for 22 women from a variety of sectors. The focus was on effective personal and collective leadership practices, including leading, influencing and collaboratively engaging others; supporting and mentoring others; and developing more strategic personal development goals.

Through interactive experiences the participants deepened their self-awareness, challenged their assumptions, developed confidence, and gained both inspiration and practical strategies to overcome the gendered challenges they faced. Three senior mentors, including the first woman brigadier and first woman director-general of police in Ghana, brought to life the mindsets, skillsets and toolsets of successful women. They viewed challenges as opportunities and shared their personal experiences, developing self-confidence, courage and resilience, good communication, and strong support networks.

There was a 100% satisfaction rating for the course content and the practical application of the material, with over a 95% satisfaction rating in terms of relevance to the job and the acquisition of increased knowledge and skills. The KAIPTC facilitators could see the possibilities offered by the immediate and practical application of the adult learning methods used for other courses, and will be developing their skills to support the delivery of the next women's leadership course in Ghana by attending a further Geneva Leadership Alliance leadership course in Geneva in April.



Impact 5 – Strategic Anticipation

The international security environment is characterised by rapid change and complexity. Long-standing issues (such as geopolitics, terrorism or arms proliferation) co-exist with emerging issues (such as artificial intelligence, climate change or pandemics) that may quickly emerge or slowly develop, resulting in isolated or widespread consequences. These issues can no longer be neatly categorised and we need to open our doors to an expanded set of actors from a variety of sectors and our ears to disciplines that use their own specific terminology in the varied contexts in which they work.

In this context there is an imperative to adopt a more forward-thinking strategy. Strategic anticipation can help us to make this adaptation as we develop a more open mindset to change and enhance our skillsets on methods to manage the uncertainty we increasingly face.

Throughout 2018 the GCSP has worked with individuals and organisations to strengthen such approaches so that they can enhance their ability to make a difference in the specific contexts in which they work. Such examples include the following:

- **Ms Esther Ngegba** is an official from Sierra Leone, where she works in the Ministry of Health. She has witnessed at first hand the nexus between health and security in the Ebola outbreak of 2016 in her region. She took part in the 19th **New Issues in Security Course**, where she was introduced to strategic foresight over the two-month course.

She was able to take the future-oriented message and concrete skills back to her ministry and present them in follow-up discussions with her colleagues and superiors, so that they collectively can better anticipate future challenges facing global health security.

- **Maj. David Manunta** is a lecturer in World Politics at the Royal Military Academy of Belgium, where he designs and teaches courses for Belgian defence officials. The Belgian security context requires attention to new threats and a collaborative approach with the country's immediate neighbours and wider European and global partners. Attending the three-day **Strategic Foresight Course** provided Maj. Manunta with an opportunity to enhance the foresight content of Royal Military Academy courses to ensure that the next generation of officers are well placed to actively shape the future through forward-thinking security policies.
- **Ms Aissata De** works for the UN Development Programme as Resident Representative in Gambia. She was previously Regional Adviser at the UNDP Regional Bureau for Africa. She attended a course on strategic foresight in the context of a GCSP project for the UN Executive Office of the Secretary-General that brought together participants from across the UN system. The course focused on enhancing participants' ability to anticipate and address the linkages among issues. The course gave Ms De a fresh outlook as she refined her approach to the complexities of the dynamics in the Sahel and her awareness of the strategies needed to deal with these dynamics.





The GCSP

Our story

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

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

The course was uniquely designed to address the most critical issues in a round-table format that facilitated exchange among experts and practitioners. These officials not only gained knowledge, but also built relations and trust across political divides, and thus the course became a vehicle to build and maintain peace, security and stability, and foster international cooperation. The **GCSP Way** was born.

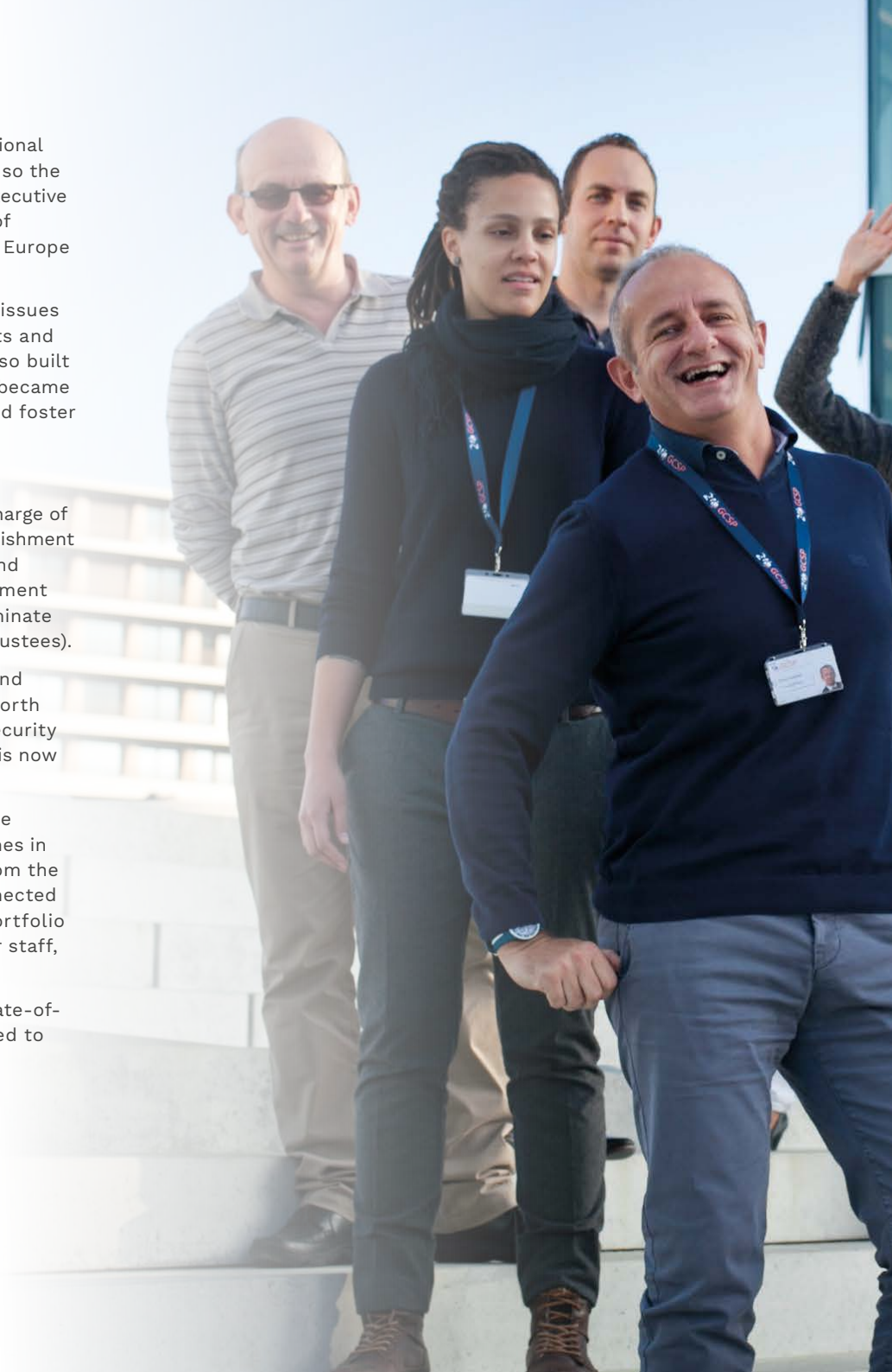
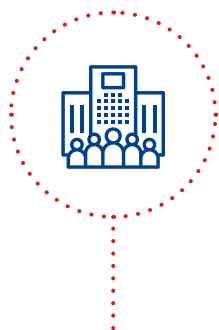
Creation of an international non-profit foundation

In 1995 Mr Adolf Ogi, Swiss President and Federal Counsellor in charge of the Federal Department (Ministry) of Defence, initiated the establishment of an international foundation in Geneva to expand the reach and impact of the course and serve as a contribution of the Government of Switzerland to peace in Europe. Eleven states agreed to nominate a representative to serve on the Foundation Council (Board of Trustees).

The GCSP's mission was strengthened when, in 1996, Switzerland joined the Partnership for Peace (PfP), an initiative led by the North Atlantic Treaty Organisation (NATO) to enhance transatlantic security cooperation. The GCSP was a Swiss contribution to the PfP and is now recognised as a Partnership Training and Education Centre.

Since the Centre's creation a quarter of a century ago, we at the GCSP have delivered high-quality executive education programmes in international security policy for participants coming initially from the Euro-Atlantic area and then worldwide. The complex, interconnected nature of security challenges has also led us to expand our portfolio of expertise and the professional and geographic diversity of our staff, participants, associates and experts.

In 2014 our move to the Maison de la Paix (House of Peace), a state-of-the-art glass structure in the heart of International Geneva, led to a significant transformation and expansion of the GCSP.





Our mission

We are an international foundation serving a global community of individuals and organisations. Our mission is to advance peace, security and international cooperation. We provide the knowledge, skills and network for effective and inclusive decision-making.

People make peace and security possible.

GCSP Community

International alumni community
More than 7,200 individuals from 6 continents

We are a global community with multinational staff, fellows, course participants and alumni. We help them build strong relationships in the interest of peace and stability. Our community is known for its influence and willingness to share its knowledge and experience.

Executive Education

Personal and organisational development
Online, residential and customised courses – workshops

We educate more than 1,300 professionals from more than 165 countries annually, including government officials and representatives from the corporate sector and non-governmental international organisations.

Amplifier

Daily production of knowledge
Publications – media interviews – global insights – videos

We contribute to a better understanding of the complexity of current global circumstances and enhance global responsiveness to future challenges through publications and expert contributions to the media.

Dialogue

Impartial platform for exchanges
Public discussions – conferences – executive lunches and breakfasts

We foster strategic, innovative and critical thinking in all our activities, and our principles of impartiality, independence and inclusiveness make us a sought-after platform for dialogue and exchange.

GFI/Creative Spark

Fellowships for innovation
Fellowships – project incubation – awards – scholarships

We host a vibrant, multidisciplinary, multicultural and multigenerational group of policymakers and executives, and offer a platform to incubate their creativity and capacity for innovation so that they can together create a safer world.

What we do



The GCSP Way

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

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

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

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

The **GCSP Way** brings together the experience of practitioners, the expertise of academics and the knowledge of participants from around the world. Global security issues are systematically unpacked from different stakeholders' perspectives. As a result, our participants discover new ways of thinking and thriving in today's tumultuous world.

We attract outstanding experts to share their knowledge and experience.

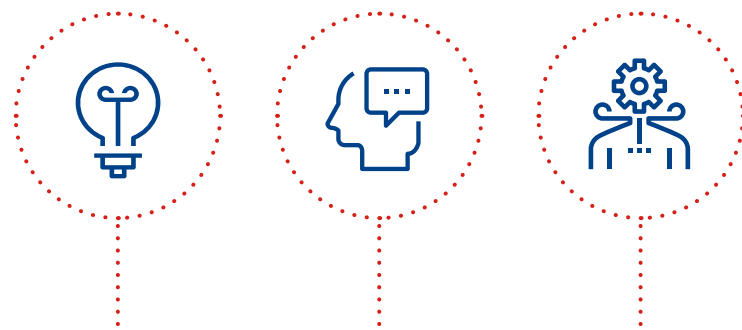
Our network of experts have spent their lives understanding and navigating complexity. With methodological rigour and intellectual depth they provide those who take our courses with the insights and tools they need to make sense of current affairs and prepare for the future. The **GCSP Way** stimulates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

Professionals learn in ways that suit their learning styles.

A major feature of our learning journeys is their practical orientation and interactive methodology, employing various approaches that are adapted to adult learning needs. We create experiences that help understand the “Why?”, “What?”, “How?”, and “If” of the issues we discuss, covering all learning styles.

We achieve impact when our alumni create change.

Our focus on impact runs like a golden thread through our learning journeys. It begins with discovering participants' needs and expectations. They each come with a concrete goal in mind that directs them throughout their GCSP experience. We then help them to connect the dots, linking challenges with creative strategies, while bridging the gap between theoretical knowledge and action. Engaging with the GCSP and its global community is a life-long experience. We continue to support professionals in making their marks on the world long after they have completed their formal courses of study.



Global issues are unpacked from different angles.

We apply a holistic approach, covering a wide range of dimensions:



Leadership, Crisis and Conflict Management
(crisis management, diplomatic tradecraft, gender and inclusive security, leadership, peace operations and peacebuilding)



Regional Perspectives
(defence and diplomacy, effective governance, regional challenges)



Emerging Security Challenges
(arms proliferation, cyber security, global risk and resilience, human security, security and law, strategic anticipation, terrorism and organised crime)



Geopolitics and Global Futures
(neurophilosophy, outer space security, transformative technologies)

Getting results at the GCSP

Contributing to more effective decision-making and nurturing a community of leaders who advance peace and security globally

In a world where peace and security are constantly challenged by a rapidly changing ecosystem, the emergence of unexpected threats, and constantly increasing and varied complexities, organisations need to constantly reassess the way in which they operate and make decisions.

Building knowledge and enhancing skills in shaping transformation

Navigating complexity and uncertainty requires courageous, creative and innovative leadership, based on resilience, foresight and versatility. The GCSP helps decision-makers to update their knowledge base, hone their skills and reinvent themselves so that they can actively shape change rather than passively react to it.

Delivering executive programmes, providing policy analysis and promoting dialogue

We develop global leaders from a variety of professional backgrounds and geographical regions, promote intellectual and cultural diversity, and encourage the exchange of different views and perspectives. The GCSP offers a unique combination of knowledge and experience, and provides a space for building a collaborative global community of peace and security leaders.

Applying a comprehensive approach

Leveraging our 25 years of experience, we adopt a comprehensive entrepreneurial approach that fosters the development of new ideas and fresh concepts to create lasting value and impact. We attract outstanding expert practitioners, renowned academics and first-rate facilitators. The GCSP's highly interactive and participatory environment encourages knowledge co-creation in support of innovative solutions to peace and security challenges.

Transforming individuals and organisations



Our customised solutions

The GCSP was born out of a tailor-made course designed to meet the specific needs of government actors. We continue to grow with and through our partners, who have diversified across sectors and around the world to include international organisations, civil society organisations and the private sector. From new or adapted courses, workshops and events to advisory services, our multidisciplinary team has delivered a wide range of solutions to advance more effective security policy and practice.

The driving force behind our approach to customised offerings is achieving impact. We do this by investing time up front to understand what members of our global community want to achieve, their strategic policy and organisational needs, and their context. We present our courses in Geneva and globally. Examples of high-impact projects include:

- Strategic Foresight course for the United Nations Executive Office of the Secretary-General
- Courses and seminars for Swiss and German professional and non-commissioned officers
- Courses and workshops on intelligence and counter-terrorism operations for governments in South-East Asia, the Middle East and Europe
- Course on Effective Governance for participants from across sectors, including government and civil society, from Myanmar, Cameroon and Iraq
- Global assessment of the International Organization for Migration's leadership and a proposal for a leadership development strategy by the Geneva Leadership Alliance
- Inspiring Women Leaders course in partnership with the KAIPTC in Ghana, with further training to develop the capacity of local staff to deliver the course.





Our advanced course series

To fulfil its mandate of educating a new generation of global leaders, the GCSP continued to offer its series of advanced courses in 2018, delivering excellence in learning with a focus on a broad range of state and human security topics, as well as illustrating its commitment to progressive tools and learning methodologies. Our courses are run by a broad range of expert scholars and practitioners who engage with our diverse (in terms of geography and institutional background) participant groups, which amplifies the learning that occurs and the networks that are created after the courses are completed.

- The 33rd edition of the **Leadership in International Security Course (LISC)**: This course runs over eight months and is designed to increase the conceptual and leadership skills of high-performing professionals who are seeking to further their career and move into decision-making positions. Through the LISC, participants gain insight into strategic threats to peace and stability and assess the effectiveness of current and future policy responses, while simultaneously enhancing their leadership capacity and networks. The LISC is a dual-track programme, as part of the **Master of Advanced Studies in International and European Security** jointly run with the Global Studies Institute of the University of Geneva.
- The 22nd edition **European Security Course (ESC)**: This course is designed to help participants to understand European security issues in the broader international security context. This two-month course examines current trends and challenges in both hard and soft security, the European Union's interests and impact, and regional security architecture relative to both Europe (EU, NATO and OSCE) and key state actors. The course also analyses Europe's interaction with, and impact on, its neighbours and other regions in the world, such as the Middle East, North Africa, sub-Saharan Africa, Asia and Latin America. Relevant transnational challenges are explored, including migration, terrorism and energy security.
- The 19th edition of the **New Issues in Security Course (NISC)**: This course, which was presented over two months, responds to the need for a better understanding of new and re-emerging security challenges and the pursuit of effective responses to these challenges. The course has three points of focus to support its aim: (1) a human security lens, (2) a focus on the interlinkages among issues, and (3) an emphasis on the value of adopting a more forward-looking approach in international security.

Participant statistics

Course	Number of participants	Nationalities	Professional backgrounds	Continents
LISC	22	19	Four government ministries (MOD, MFA, MOI, parliament), humanitarian agencies, private sector and academia	5
ESC	21	20	Three ministries (MFA, MOD, MOI), Office of the National Security Adviser, and three independent professionals	3
NISC	22	22	Three ministries (MFA, MOD, MOH), the State Chancellery, the UN Department of Peacekeeping Operations (UNDPKO), Médecins Sans Frontières (MSF), and the KAIPTC	5
Combined total	65	42	Seven government departments, UNDPKO, MSF, the KAIPTC, the private sector, and six independent professionals	5

Testimonials¹

LISC

*“The set-up of the course and the **GCSP Way** was absolutely ideal for this stage of my life and professional career, and exceeded my expectations Aside from the wealth of knowledge ... I have gained confidence in my ability to lead and precious skills in analysing and understanding new and complex security challenges.”*

Ms Marina Fakhouri, Delegate, International Committee of the Red Cross

ESC

“Time spent in the GCSP provided a great opportunity to update my knowledge and vision on many aspects of the modern security challenges facing Europe and its neighbourhood, to strike up new friendships, to test my negotiation techniques and to share my ideas.”

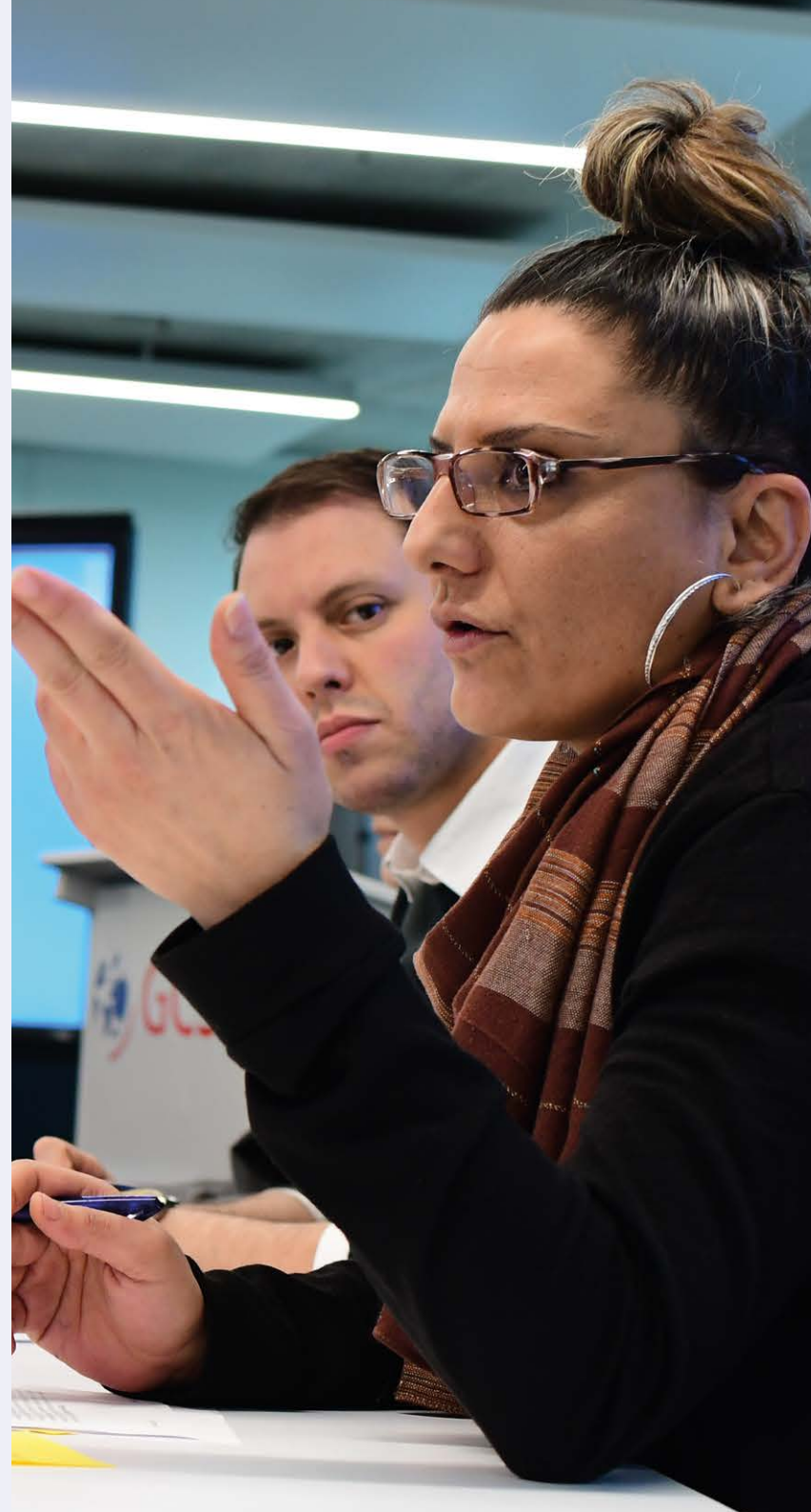
Ms Ilona Rubin, Ministry of Foreign Affairs, Ukraine

NISC

“My experience at the GCSP has radically changed my view of the concept of security. The multitude of participants from different parts of the world and the multidisciplinary approaches of the experts who taught us show that security is neither locally centred nor country centred, but should be viewed from a global perspective.”

Mr Abdoulaye Issake Ousman Gaoh, Ministry of Foreign Affairs, Niger

^[1] All testimonials have been lightly edited to improve the language, but the spirit in which they were written remains unchanged.



Developing leadership and global security

Leadership

Today we are facing a global leadership crisis. There is urgent need for a radically expanded understanding of what leadership means and who has the ability to lead.

Sustaining peace, security, and stability is demanding and complex. We must all increasingly think, connect and collaborate across boundaries and ensure that we remain relevant in a landscape of multiple actors and challenges. Yet prevailing beliefs about leadership are siloed and often linked to highly authoritative roles or functions, which results in many people not being able to see themselves as capable of leading. As a consequence we are experiencing a leadership deficit and a lack of trust in the traditional role of 'the leader'.

The Geneva Leadership Alliance combines the vision and talent of two leading organisations, pairing the GCSP's expertise on peace and security with the CCL's leadership development experience. Together, we equip individuals, teams, organisations and communities with the mindsets, skills and tools needed to navigate today's challenges and take action to create the type of world that they want to live in.

In 2018 the Alliance continued to respond to demand for learning to lead in contexts of high levels of diversity, differences and complexity, and multiple professions and sectors needing to collaborate across silos.

Our activities included:

- **Lead and Influence with Impact:** A three-day course to develop essential leadership practices for current and future leaders that ran twice in 2018 and included executive coaching for the first time.
- **Crisis Leadership:** A collaboration with the Crisis Cluster to create a new portfolio of courses running for between one and five days
- **Women's Leadership:** A collaboration with the Gender and Inclusive Security Cluster producing two new courses:
 - **Inspiring Women Leaders:** A two-day course focusing on the unique challenges facing female leaders, which was delivered once in Geneva and once at the KAIPTC in Ghana
 - **Leading Inclusive Teams:** A three-day course focusing on the leadership practices that enable diverse teams to excel.
- **Congressional Transatlantic Leadership Programme:** A new multi-year programme in partnership with the German Marshall Fund of the United States targeting chiefs of staff of serving bipartisan members of the US Congress and US Senate.
- **Insight to Practice Webinar Series:** A new initiative to run short, focused workshops using a live online tool so that participants can join in from anywhere in the world.
- **A Roundtable for Heads of Leadership and Talent Development** for non-profit, humanitarian and government organisations.

As a result of these activities we equipped over 134 people from 105 organisations with the mindsets, skills, and tools needed to lead and effect positive change in their organisations or professions.



GCSP
Geneva Centre for
Security Policy



Center for
Creative
Leadership®

Peace Operations and Peacebuilding

In an increasingly unpredictable and conflicted-affected world, 2018 saw an end to the post-Cold War era. While great-power relations deteriorated further, millions of people lived in poverty at the mercy of local and regional conflicts, harassed by warlords and organised crime, and having to cope with the impact of climate change. In this context, **the importance of strengthening international, regional, and local mechanisms and initiatives to build positive peace is critical.** Further, when all else fails, the international community needs to be able to commit well-prepared men and women civilian, military and police peacekeepers to **protect people in immediate danger and crisis.** The UN Secretary-General made conflict prevention, peacebuilding and peace support operations top UN priorities. In this overall context, **the GCSP is committed to providing executive education for selected individuals** who play impactful roles in the strengthening of violent conflict prevention, peacebuilding and peace support operations around the world.

The GCSP concentrated its efforts in 2018 on further developing its focus on leadership for peacebuilding and peace operations. The GCSP hosted the 10th senior-level **Enhancing Leadership for Peacebuilding Course** on behalf of the Swiss Federal Department of Foreign Affairs (FDFA), and in cooperation with Interpeace and UNITAR. In addition, the GCSP co-hosted with Austria a senior-level European Security and Defence College course on **Rehabilitation and Stabilisation Strategies.**

The GCSP's commitment to sustainable peace also includes the **Swiss Peacebuilding Training Course** delivered on behalf of the Swiss FDFA and in collaboration with SWISSINT and swisspeace. The course **Making the Difference in Peace, Security and Development: Results-Based Management and Beyond**, which is co-hosted with the Geneva Centre for the Democratic Control of Armed Force (DCAF) and the Small Arms Survey, was developed into and presented as a blended course, with positive results.

The GCSP provides a range of courses on peacebuilding, peace operations, and how to lead and manage them. By involving senior and mid-level leaders from a broad array of countries and organisations operating in volatile environments, the GCSP supports the professional development and stronger impact of current and emerging leaders who are ready to make significant and concrete contributions to international peace and security, both today and in the future. In 2018 the GCSP hosted the European Association of Peace Operations Training Centre's Annual Conference in partnership with several Maison de la Paix institution on the theme **Leading Innovation in Peace Operations: Strengthening Tomorrow's Performance.** The GCSP empowers participants from the Swiss Experts Pool and from across the world to develop their understanding, skills and tools that will allow them to make the most of their knowledge, abilities and future opportunities.





Crisis Management

In today's complex world, the growing number of crises implies that leaders from international organisations, governments, and businesses need to be crisis aware, trained, and ready to manage whatever comes their way when faced with unpredictable and disruptive incidents/events.

At the GCSP the courses on crisis management explore how individuals and teams can better operate in complex, often rapidly changing environments, and where risk and trust play a predominate role when they are faced with ambiguity, complexity and uncertainty. In 2018 the Crisis Management Cluster ran two **Crisis Management: Navigating the Storm** five-day courses in Geneva and Singapore, the latter in partnership with the S. Rajaratnam School of International Studies at the Nanyang Technological University. In these courses participants learnt to recognise and adapt the psychological, organisational, and leadership elements of crisis management through interactive sessions, cases studies, and the best up-to-date and appropriate techniques and methodologies. A total of 32 people attended these courses in 2018 from governments, academia, the corporate sector and NGOs.

The Crisis Management Cluster also organised a two-day course on **Critical Incident Management** in 2018. The aim was for participants to experience, evaluate, and enhance their crisis management skills and procedures in response to a fully simulated critical incident designed by technical experts and based on real cases. Fifteen participants attended the course in 2018.

In association with the Swiss FOCP and FDFA, the GCSP organised the 3rd edition of the five-day course on **Risk and Crisis Management in the 21st Century**. This course targets crisis and emergency managers from governments around the world and offers a combination of theory and practice in risk management, which are applied to Swiss and other case studies, in order to ensure the best management of crisis situations. This year, 15 people attended the course.

All crisis management courses include interactive simulations of various types of crises (pandemic, armed attack, kidnapping), as well as innovative approaches to behavioural aspects of decision-making. The courses are designed to immerse participants in real-time conditions and to include the psychological and bias aspects of crisis decision-making, with the goal of testing their crisis management skills and strengthening their resilience and their response to crisis events.



Gender and Inclusive Security

Inequality and polarisation within and between societies is increasing and women and minorities continue to be under-represented in decision-making processes. This presents a human security challenge in terms of which the needs of vulnerable groups are not met, and – in some situations where there are growing political tensions – a national security challenge. The Gender and Inclusive Security Cluster works at the nexus of security policy and leadership practice to develop more inclusive policies and practices for more sustainable and resilient peace and security.

The Cluster supports gender mainstreaming across the GCSP, and in particular in the **Leadership in International Security Course and Senior Level Peacebuilding Course**. In 2018 we conducted a survey of all staff to ensure that the GCSP embodies its values in terms of diversity, equality and inclusion, and subsequently delivered follow-up training. Our educational activities have been supported by our events and publications.

We have developed our open-enrolment courses with the Leadership Cluster and our alliance with the Centre for Creative Leadership. In 2018 the course for women leaders initiated in 2016 evolved into a series of courses and workshops entitled **Inspiring Women Leaders**. We refined the content and offered follow-up coaching and mentoring for participants in our two-day October course. Participants were drawn from governments, international organisations (including NATO),

the private sector and civil society. In order to build the community of women leaders in Geneva we offered half-day workshops on public speaking and networking.

We also took the course abroad, partnering with the KAIPTC in Ghana to deliver a three-day course for women in the West African region working to advance peace and security, including parliamentarians, and members of the armed forces and civil society. The course was very well received, the KAIPTC is making it an annual event, and we are supporting local staff to deliver the content.

In April we developed a new course on **Leading Inclusive Teams**, which integrated behavioural science, polarities and an organisational inclusion simulation, in addition to core leadership modules. It was targeted at people who lead teams and who are often critical to creating more inclusive cultures. To this end, scholarships were offered to civil society leaders working in Syria.

In June we brought together key policymakers, practitioners and experts from governments, international organisations and civil society in a one-day workshop to look at the essential skills needed for mediators and key actions needed to support women mediators. The UK Economic and Social Research Council, and the UK and Swiss governments funded the event. The workshop resulted in a Strategic Security Analysis entitled “Advancing Inclusive Mediation through the Lens of Leadership”.



Understanding and operating in a turbulent security environment

Regional Challenges

The Regional Challenges Cluster focused once more on regions that impact global security, such as the Middle East and North Africa (MENA), East Asia (Asia-Pacific), Eastern Europe, Central Asia, East and West Africa, and the Balkans. In terms of this perspective, it also interacted with a number of international organisations such as the OSCE, NATO and the EU. Its activities were concentrated mostly on dialogue and policy analysis, but also, indirectly, on education. Endorsed by NATO as a Partnership Training and Education Centre (PTEC), the centre educated participants from the Partnership for Peace (PfP), NATO countries, and their partners. The Cluster also supported and collaborated with other PTECs around the globe and contributed to specific PfP initiatives.

Defence & Diplomacy

The focus of the Defence and Diplomacy (D&D) Cluster is located at the junction between the work of defence and foreign affairs ministries. Specific training programmes help participants from various states or organisations to network, share a common language and exchange experiences. In a time of increasing tension when states are limiting their own training activities, GCSP D&D courses help to create new channels of communications and provide new skills to participants.

All D&D courses are highly interactive, with many practical exercises, platforms for discussions and creative ways to exchange views.

All courses are tailor-made and developed in close cooperation with their sponsors. In 2018 the GCSP organised five regional courses for defence officials in Switzerland, South-Eastern Europe, West Africa, East Africa and the Middle East. These courses are part of wider strategic cooperation between the GCSP and the Swiss Department of Defence. Furthermore, the GCSP organised four courses and workshops for the Swiss Armed Forces in Geneva: two were organised for the Swiss Military Academy (training courses WAL 1 and 2). Participants experienced the security dimension of International Geneva for Switzerland and worked on current international issues. Two **Strategic Planning and Analysis Seminars** were also organised for the Operations Command.

The German General Staff College continues to send a group from the National General/Admiral Staff Course and a Colonel/Civilian Equivalent Course to the GCSP each year. Course participants highly appreciate the insights they are given into International Geneva and their meetings with various actors. This adds an added value to their regular experiences in NATO and the EU.

The D&D courses' outcome was the increased participation of military personnel, selected diplomats, and senior defence officials in effective defence and diplomacy activities, while their skills and informal networks were also developed. The regional courses also strengthened the capabilities of local partners, increased their expertise in providing training and developed their agency.



Effective Governance

Governments and state officials face ongoing, interlinked and transformation security challenges that require forward-thinking and innovative solutions. The Effective Governance Cluster enhances the ability of policy- and decision-makers to work with their counterparts from other spheres and backgrounds, as well as to design and implement complex domestic and international policies.

The Cluster provides customised solutions to government officials on specific topics such as migration, good governance, democratic transitions or state-building. We offer a diverse range of programmes facilitating the transfer of knowledge, the enhancement of skills and the building of networks.

Our specific approach focuses on practical exercises and skills development, such as extensive simulations in which participants are immersed in order to prepare for what is ahead. Participants are offered a variety of teaching and learning tools combining lectures, Q&A sessions, panel debates and interactive exercises.

In 2018 the Effective Governance Cluster, in cooperation with DCAF and with the support of the FDFA, ran the 6th edition of the training course on **International Relations and Human Security** for Myanmar participants. It was attended by government officials, military officers and members of civil society. The participants had the opportunity not only to meet and engage with academics and practitioners from different spheres, but also to establish contacts with their fellow citizens from various state ministries, the military, parliament and civil society. After completing the course they will be able to maintain their connections and collaborate with one another after returning to Myanmar.

In addition, with the support of the Swiss State Secretariat for Migration, the Cluster has developed two courses for diplomats: the course on **Migration and Good Governance** for participants from Iraq (presented in English) and the course on **State-Building and Migration** for participants from Guinea (in French).

Testimonials

“The GCSP has offered a great variety of knowledge and experiences from different corners of the world, which enriched my knowledge and gave me more options and examples to make informed decisions, which I will be making for my organisation in the future in order to achieve greater security for my people.”

Participant in the Myanmar course

“The components of this course are very essential in day-to-day work and in diplomatic fora. In Iraq we face numerous challenges, including security, good governance, migration and federalism. This course was very important for better understanding and approaching all these issues. I will pass the information we gained during the course in your esteemed institution to my fellow diplomats who work with me in my division and to my personal friends in many ways.”

Participant in the Iraq course

Addressing emerging security challenges

Cyber Security

In the field of cyber security, the GCSP was involved in a range of activities related to education, dialogue and outreach.

The GCSP held its flagship cyber security course, **Meeting the Cyber Security Challenge**. The course was composed of eleven sessions over three days from 1 to 3 October 2018. Covering a range of topics from cyber weapons and the importance of modern cyber education to practical experience of designing a cyber security strategy, the course was highly interactive and included lectures and discussions with industry leaders, case studies and a final group exercise.

To enhance the capacity of university students, the GCSP also organised the 4th iteration of the **Cyber 9/12 Strategy Challenge** in conjunction with its partner, the Atlantic Council. In April 2018 over 20 teams from across Europe and North America were hosted at the Maison de la Paix. The competition challenged university students to tackle a simulated cyber incident in real time. This year's Challenge involved an escalating series of cyber intrusions targeting European air traffic control systems and grounding flights, a vital part of regional and international infrastructure. By incorporating fictional news articles, the simulation pushed the teams to their limits, requiring them to analyse a rapidly developing

situation and devise sound, credible policy solutions in real time. The students were judged on the quality of their presentations and the creativity of their solutions.

In April 2018 the GCSP was pleased to welcome back to Geneva the **Sino-European Cyber Dialogue (SECD)** in its role as host of the 7th meeting, following the Centre's involvement from 2014. The SECD was organised by The Hague Centre for Strategic Studies and the China Institutes of Contemporary International Relations, with the support of the Swiss Federal Department of Foreign Affairs. The SECD is a Track 1.5 dialogue on cyberspace issues supported by the Chinese government, a number of European governments and the European External Action Service. The meeting was attended by a broad range of European and Chinese officials and scholars responsible for cyber security and Internet governance issues.

Continuing to develop its relationship with international partners, the GCSP also drew on its expertise and experience in the field of executive education to contribute to the implementation of the **European Security and Defence College's Cyber Education, Training, Exercise and Evaluation Platform (ETEE)**. The ETEE is an innovative approach to sharing ideas and best practice from across Europe in the provision of cyber security training and education.



Terrorism and Organised Crime

Armed, violent non-state actors are threatening cities, prolonging conflicts and challenging human security worldwide. To recruit followers, these groups are targeting the growing number of weak and fragile states.

They are using as their weapons of war the Internet, social media, religion, and most recently chemical weapons and drones. While the US-backed alliance of Syrian fighters has recently announced that the Salafi-jihadist group Islamic State (IS) has lost the remaining territory of its so-called “caliphate”, terrorism and violent extremism are still a global threat. The number of terrorist attacks worldwide has increased fivefold since the attacks in the United States on 11 September 2001, and state fragility is on the rise. Thirty countries in the Horn of Africa, the Middle East and the Sahel are fuelling the ideology of violent extremism, which in turn is feeding crime and helping to widen conflict.

While protracted wars against terror have done nothing to stop the increase of terrorism and criminal activities worldwide, the GCSP has decided to focus its efforts on preventing violent extremism (PVE). Our PVE work focuses on three domains: education and training, dialogue events, and policy analysis. In terms of executive education and training, the GCSP’s Terrorism and Organised Crime Cluster collaborates with global stakeholders in designing tailored courses on preventing violent extremism to help countries to implement UN Security Council Resolution 2178. The **National Action Plan Course** is designed to give policymakers and practitioners the right tools to build and design their own national PVE strategies. The GCSP conducted a **PVE Course** in October 2018 attended by delegates from over 20 countries. After the course, the majority of participants stated that they now feel better equipped to design strategies for preventing violent extremism in their countries and the organisations they represent. Mr Enric Gonalyons, a senior programme manager in the MENA Division at DCAF (Ramallah), maintained it was the best course he had ever attended.



Arms Proliferation

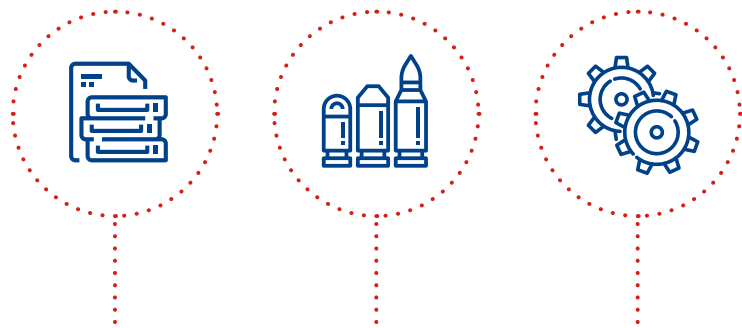
The uncontrolled accumulation and spread of all categories of weapons have a devastating humanitarian impact and strategically destabilising consequences.

This is why the Arms Proliferation Cluster aims to promote innovative, cooperative and rules-based responses to these phenomena. In particular, it seeks to offer novel solutions to these long-standing and complex issues, taking into account their interrelationships with other security challenges (notably terrorism, organised crime, regional conflicts and new technologies). This is all the more needed in the uncertain context in which we currently live, which is marked by unprecedented challenges to the traditional arms control regimes.

In 2018 the Cluster continued to respond to demand for knowledge on up-to-date current geopolitical, technological and legal developments, and for advice, education and dialogue from and among key stakeholders. This was done, in particular:

- by building capacities worldwide on implementing the Arms Trade Treaty, with courses in Geneva and Dakar (Senegal);
- by promoting a collaborative approach to the implementation of the Biological Weapons Convention; and
- by training officials from the MENA region on arms control in courses presented in Geneva and Amman (Jordan).

Thanks to this executive education, over a hundred officials and representatives from civil society were empowered to represent their countries in important negotiations and conferences on arms control and disarmament, or support a cooperative, rules-based approach to arms control, thereby improving national and regional security. In doing so, the Cluster contributed to the emergence of a community of practice that is particularly active in the multilateral context of International Geneva.



Global Risk and Resilience

The nature of the threats the world faces has been completely altered since the end of the Cold War. While during the Cold War states faced threats, they are now confronted by risks.

In addition to the advent of emerging technologies that rely on advances in the digital, neurological, biological and nuclear domains, access to these domains combined with the speed of their development and proliferation provide states and new actors (non-state actors and individuals) with sources of power that can have strategic impacts. The Global Risk and Resilience Cluster (GRRRC) has positioned itself as a leader in thinking about risks at the nexus of geopolitics and technology. It comprises three analytical pillars:

- 1) Traditional geopolitical risk and international conflicts
- 2) Geopolitical risks faced by the private sector
- 3) Risk related to the impact of disruptive and emerging technologies on geopolitics.

In 2018 the GRRRC ran open-enrolment and tailored course on geopolitical analysis for the private sector. It also managed the free **Geopolitical Leadership for Organisational Impact** platform. The head of the Cluster

participated as an expert in the **NATO Defence Education Enhancement Programme** in Tunisia to help that country's National Defence College develop its curriculum on strategy and geopolitics. The GRRRC organised four geopolitical strategic watch breakfasts with heads of investments and strategy of various banks based in Geneva. The head of the Cluster delivered 40 presentations/lectures to various GCSP courses and gave 30 presentations outside of the GCSP to various audiences, ranging from policymakers and businesspeople to scientists and international civil servants, including from within the UN frameworks of the Biological Weapons Conventions, Commission on Disarmament, and Governmental Group of Experts on Autonomous Weapons, as well as the Swiss government. The GRRRC organised two workshops in the framework of the NATO PfP Consortium, one with Swissnex and ETH Zurich and one with the Swiss Mission to NATO. The head of the GRRRC participated as an expert at several events organised by a wide range of international, private and public sector, and civil society organisations.

Overall, the GRCC's activities were very successful and contributed to establishing the GCSP's reputation in the field of the security implications of emerging technologies and their geopolitical impacts. This was confirmed by the fact that the head of the GRRRC gave 22 interviews to the domestic and international media, while an already very busy schedule forced him to refuse several speaking invitations.



Security and Law

Security affairs are not exempt from legal challenges. Today experts, practitioners and stakeholders experience an increasing need for guidance on questions of international law that play a decisive role in the design, adoption and implementation of security policies.

The **Security and Law Programme** at the GCSP helps them navigate legal complexities and master both the constraints and opportunities of international law. We achieve this goal by using an all-embracing approach that analyses applicable rules, identifies emerging issues and develops impact-oriented courses to tackle them.

Four executive education programmes were offered in 2018. From 26 to 28 March the GCSP conducted the 2nd **Air and Missile Warfare: Navigating the Legal Dimension (Advanced AMPLE)** course. This course brought together 21 participants from 17 countries. It was attended by an increased number of pilots, air force commanders and other air operators who joined diplomats, defence attachés and legal advisors from international governmental and non-governmental organisations. From 23 to 25 April the course **Negotiations Theory and Practice** was conducted for the Swiss Federal Department of Foreign Affairs. In this tailored course experienced practitioners offered theory of international negotiations and insights to Swiss career diplomats. The 2nd edition of

the course **Legal Dimensions of Contemporary and Future Use of Force** took place from 5 to 7 November and was attended by an impressive group of 31 participants from 21 countries. In this course classes are combined with exercise sessions oriented to case solving, in order to equip participants with both the theoretical principles and practical skills they need to understand and apply all aspects of international law regulating the use of force. Finally, December 2018 saw the successful presentation of the 8th edition of the **Weapons Law and the Legal Review of Weapons** course. Held over five days from 10 to 14 December, the course focused on international law regulating weapons, its general principles, existing treaty obligations, and procedures to assess the legality of new weapons by establishing an effective legal review of weapons at the domestic level.

Contemporary dynamics in global politics and continuous technological developments require the rethinking of traditional legal solutions. Mindful of this new challenge, our executive education courses try to respond to a twofold demand: on the one hand, the need to build capacity to comply with international commitments while facing security threats; and, on the other hand, the need to develop practical tools to shape new international law governing security affairs. In the words of one participant from the 2018 Advanced AMPLE course: “The programme questions from a different angle traditional notions and problems, and puts things in a completely new perspective.”



Strategic Anticipation

In 2018 the Strategic Anticipation Cluster focused on developing the skills of individuals and institutions in the international security policy sphere to design and implement forward-thinking and resilient policies and strategies.

The complementary process of identifying emerging security issues and understanding their possible interactions with other challenges is central to these efforts. In order to achieve this objective, the GCSP mainstreamed strategic foresight in its long courses (the **Leadership in International Security Course (LISC)**, the **European Security Course (ESC)** and the **New Issues in Security Course (NISC)**) and included modules in relevant open-enrolment courses throughout the year. In addition, two dedicated courses were held: **Emerging Issues in International Security** (over three days in March 2018) and **Strategic Foresight: Tools and Techniques for Planning in Uncertain Times** (over three days in September 2018). Both courses attracted diverse participation from governments, international organisations and the private sector, leading to rich exchanges among participants and experts.

Projects on strategic anticipation were also conducted during 2018. One example included a project on **Adapting the UN's Strategic Anticipation Capabilities to Enable Early Action** for the UN Executive Office of the Secretary-General. This project, carried out with the support of the UK's Foreign and Commonwealth Office during 2017 and 2018, sought to support the UN in its efforts to anticipate issues and to better understand the possible interconnectedness among them.

Lastly, the Cluster sought to raise the awareness more generally of the need for more long-term thinking in international security policy. A public event was held to launch the Strategic Trends report of the Center for Security Studies (CSS) of ETH Zurich – a now-annual event in Geneva and an expression of the partnership between the GCSP and CSS. Other contributions were made to the Caux Forum on Ethical Leadership in Business; the Deutsche Gesellschaft für Internationale Zusammenarbeit; the European Commission; the European Parliament; and the Swiss Federal Department of Defence, Civil Protection and Sports – while there were also regular engagements with actors across the International Geneva community.

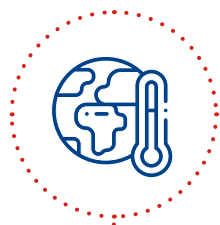


Human Security

In 2018 the Human Security Cluster offered content and tools to over 100 professionals. Our primary goal was to widen the horizons of security professionals by providing insights into the concept of human security and how it can be incorporated into comprehensive security policy- and decision-making.

In addition, we continued to focus on health security and the environment and security nexus, given the importance of these topics and their impact on peace and security. Our offerings included contributions to the three long GCSP courses, namely LISC, ESC and NISC. The Cluster also ran courses on **Addressing Challenges in Global Health Security and Environment and Security**. The participants of these stand-alone, short courses delved deeper into issues around health and the environment, and discussed links with other current and security challenges.

In addition to executive courses, the Cluster reached out to a wider public by organising public discussions on important topics. During the 71st Global Health Assembly we organised a public discussion on **One Health. One Planet**, in which we discussed the interlinkages between health and the environmental agenda and the necessity for common action. Also, as a response to the increasing urgency of climate action in particular after the IPPCC report on the effects of a 1.5°C increase in average global temperature, we held a public discussion on **The Unexpected Benefits of Climate Action**, in which we analysed how fighting climate change can be beneficial to our health and economies, while preventing the disastrous security challenges that out-of-control climate change would cause.



Addressing and anticipating geopolitical challenges

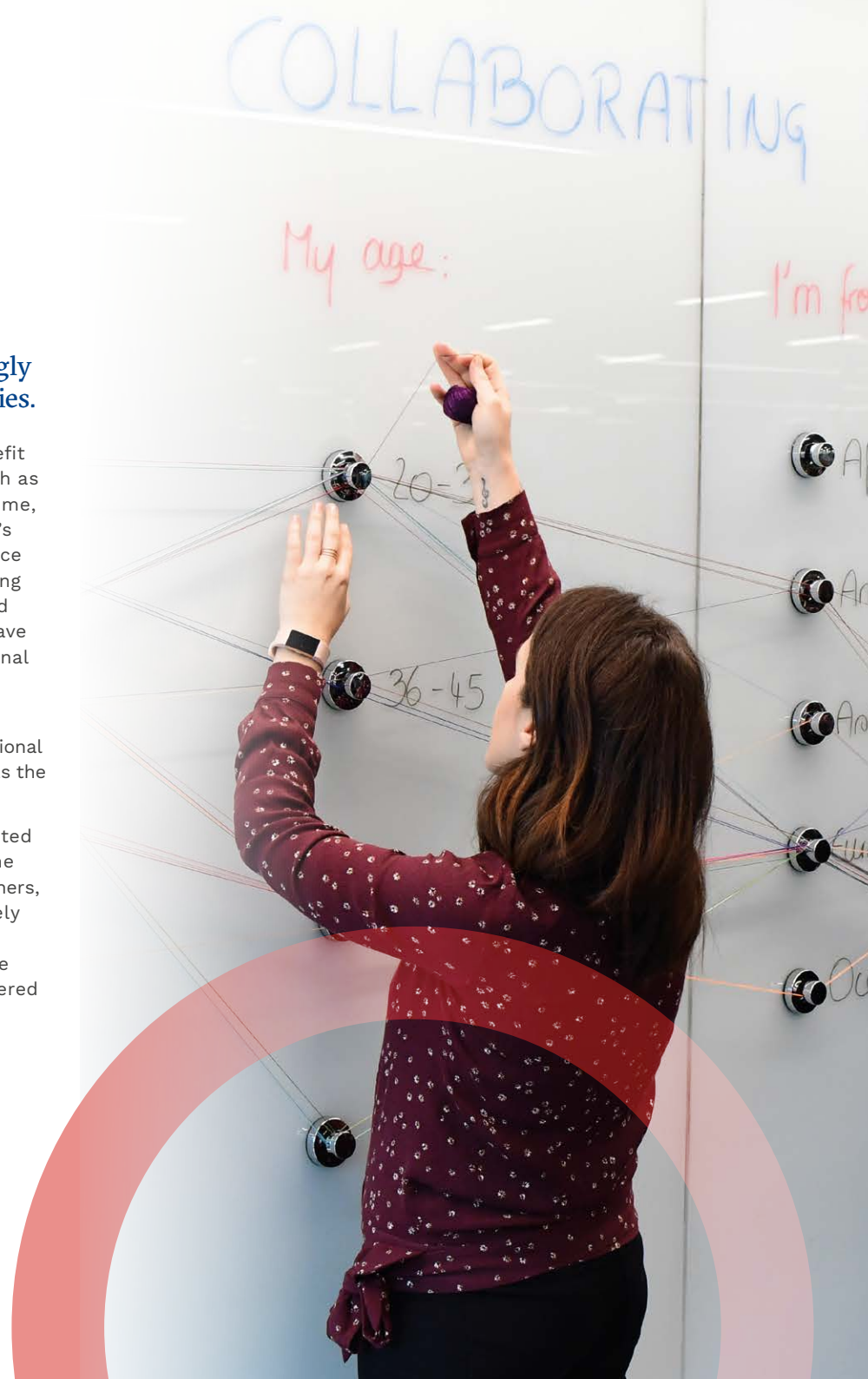
The Future of Outer Space Security

Today's rapidly evolving and interconnected world would not be possible without the sustainable use of outer space. Yet outer space is becoming increasingly congested and contested, creating numerous insecurities.

Outer space must be kept secure as a global commons for the benefit of all humankind. This involves proactively dealing with issues such as space debris and the weaponisation of outer space. At the same time, this must be reconciled with the reality that the security of a state's space interests is vital to its national interests. In recent years, space weaponisation has escalated and caused tensions to flare up among countries. This is particularly worrisome for nations like the United States that rely heavily on space for military operations and thus have become more vulnerable. Despite these very high stakes, international law continues to neglect dangerous gaps in outer space law.

Our Cluster on Outer Space Security looks into the security issues related to outer space: space debris, weaponisation in space, international law and governance, and the role of international organisations such as the UN and regional bodies.

Our annual course on **The Future of Outer Space**, which was presented on 20 June 2018, offered a stimulating environment, drawing on the knowledge of high-level academics, the experience of senior practitioners, and input from professionals, enabling participants to productively engage with a challenging topic that is critical to global security. This course equipped participants with the requisite tools to engage with the key issues in the field of outer space security, and empowered practitioners to devise innovative and lasting solutions to pressing space-related challenges.



Artificial Intelligence and Disruptive Technologies

In recent decades the pace of technological innovation has grown at an exponential rate. Some technologies, such as nanotechnology and artificial intelligence (AI), have been enablers of innovation in various fields.

The Transformative Technologies Cluster focuses on AI and a suite of disruptive technologies. AI is the science of engineering intelligent machines. Banking, warfare, aviation and health care all rely on AI, and so AI plays a critical role in our lives. Its relevance will only increase as AI systems continue to be integrated into more and more applications. In addition to AI, our Cluster looks at other emerging technologies that could have a revolutionary impact on the future of humankind, including synthetic biology, neuro-morphic chips, big data, quantum computing (including quantum satellites), 3D and 4D printing, nanotechnology, brain-computer interfaces, hypersonic technology, and physical and cognitive enhancement. Perhaps most importantly, these technologies will change the way nations fight wars, while forcing us to reconsider existing legal provisions on warfare and humanitarian rules.

An underlying premise for our Cluster is to alert policymakers to the inherent benefits and challenges of AI and disruptive technologies, as well as to create greater awareness of the opportunities and risks they could engender. In doing so, the Cluster aims to further the dialogue on the role of innovation in security, thus forging a reputation for the GCSP as a key institution in this debate.

Our annual course on **Transformative Technologies**, which took place on 21 June 2018, provided participants with a comprehensive and analytical overview of the impact of transformative technologies across several domains, including their ethical and security implications. It examined the short- and long-term ramifications of these technologies in today's interconnected world. In addition, the course increased participants' understanding of how transformative technologies will impact the future of warfare.

Neurophilosophy of Global Security

Neuroscience has made tremendous advances in recent decades, bringing us unprecedented insights into the human brain and human nature. Brain imaging tools such as functional magnetic resonance imaging have revealed important facts about human behaviour, emotions, morality, social cooperation, the neuroanatomy of trauma, decision-making, and power, among others.

Our Neurophilosophy Cluster aims to integrate the findings of neuroscience into the larger debate on international relations theory, global security, and policy analysis. While human nature has been central to political theory, the understanding of what drives humans and states has, in fact, been more speculative than scientific prior to the advent of neuroscience. Neurophilosophy pioneers this interdisciplinary connection and advances an understanding of human nature that is informed by neuroscience. This has important policy implications and helps us nuance our understanding of contested and contentious notions such as morality and power. At the heart of this debate is the concept of human dignity, which has proved to be central to good governance, stability and security. It is also a profound human need that is more inclusive than the need for freedom. This understanding helps explain political transitions, revolutions or regime changes, and several GCSP publications have already studied these connections.

Our annual course on the **Neurophilosophy of Global Security**, which took place on 22 June 2018, explained the neurophilosophical concept of “emotional amoral egoism” with reference to both humans and states, demonstrating how it affects international relations and governance. It provided participants with a comprehensive overview of the relevance and uses of neuroscience across a wide range of security policy issues and global conflicts; new tools for analysing political processes, political change, power and leadership; and a review of emerging technologies in the area of neuroscience, such as cognitive enhancement, and their implications for equality, ethics, security and the future of humanity.

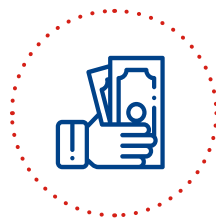
The GCSP Prize for Innovation in Global Security

In 2015, under the umbrella of its **Creativity and Innovation Initiative**, the GCSP and its **Geopolitics and Global Futures Programme** established a prize in order to recognise deserving individuals or organisations that have an innovative approach to addressing international security challenges.

The prize is designed to reach across all relevant disciplines and fields. It seeks to reward the most inspiring, innovative and ground-breaking contribution of the year, whether in the form of an initiative, invention, research publication, or organisation. The prize consists of a cash award of CHF 10'000.

The 2018 GCSP Prize for Innovation in Global Security was awarded to the Clinical Decision Support Training Initiative of the *British Medical Journal* (BMJ) and was presented on 22 November 2018 in Geneva.

The BMJ's Clinical Decision Support Training Initiative equips primary-care physicians and hospital specialists with BMJ Best Practice (an online clinical decision support tool) and BMJ Learning (an online interactive, multimedia learning platform), both of which are designed to improve health-care professionals' ability to effectively detect, diagnose and manage infectious diseases. Outcomes showed that on completion of BMJ Learning modules in infectious diseases, an improvement score of 34% was recorded between pre-course and post-course tests. The initiative has already trained more than 12,000 infectious disease specialists and doctors from 900 institutions across the Middle East, Central Asia and South-East Asia regions.



Fostering dialogue



High-level debate

The Seventh Zermatt Roundtable on Current Security Issues in North-East Asia is an example of the GCSP's role in contributing to high-level debates.

The event was held from 17 to 19 September in Glion/Montreux, Switzerland. Some 40 participants – experts from think tanks and academia, as well as government representatives – from the People's Republic of China, the Democratic People's Republic of Korea, the European Union, Japan, Mongolia, the Republic of Korea, the Russian Federation, the United States and Switzerland gathered for this annual event.

The Federal Department of Foreign Affairs of Switzerland and the GCSP jointly organised the roundtable, which was held under the Chatham House Rule. It constitutes a Swiss contribution to fostering stability and dialogue in North-East Asia.

The purpose of the roundtable is to facilitate open, informal and substantive discussions. Addressing the evolving security situation in North-East Asia, participants discussed and assessed ways to promote security and stability in the region.

Multi-track diplomacy

There is a growing realisation that the traditional diplomatic negotiation process (so-called Track 1 diplomacy) is not enough to foster peace, security, stability and prosperity. Track 2 diplomacy, also known as “backchannel diplomacy”, connects think tanks, experts and unofficial non-governmental actors, while Track 1.5 dialogue integrates Track 1 and Track 2 actors.

In April 2018, following two previous meetings, the GCSP and the Institute for Disarmament and Peace (IDP) of the Ministry of Foreign Affairs (MFA) of the Democratic People's Republic of Korea (DPRK) held the third round of their **Confidence-Building Measures (CBM) Seminar** in Switzerland. It was organised in the context of the current opening dynamic among the DPRK, the United States and the Republic of Korea. This seminar allowed the participants to better understand various perspectives and to clarify possible outcomes. In an informal and open setting, this Track 1.5 meeting, supported by MFAs from both sides, was very successful. The meeting offered Switzerland the opportunity to reassert its support for a peaceful diplomatic process in the region. All participants favoured the continuation and consolidation of the CBM process in the near future.



High-level and immersive events

High-level visits: reaching out to policymakers and leaders

Former President of the Republic of Bulgaria: Mr Rosen Plevneliev, former President of the Republic of Bulgaria (2012–2017), visited the Maison de la Paix in 2018. Mr Plevneliev has gained unique insight not only into the world of politics, but also that of the private sector.

His journey into high office, first as a mathematician, then as a company CEO and eventually as President of the Republic of Bulgaria, resonated deeply with the GCSP, which aims to promote a multidisciplinary approach to contemporary challenges.

“We must make a distinction between wise leaders and strong leaders”, said Mr Plevneliev. He continued by highlighting the importance of international norms, rules and good institutions in what he described as a ‘transition period’ occurring within the global order. Following his speech, Mr Plevneliev engaged in an exchange with participants. It included questions related to geopolitics in Europe, various emerging security issues such as artificial intelligence, and the changing global order.

Chief Executive of Afghanistan visits the GCSP: His Excellency, Chief Executive of Afghanistan Dr Abdullah Abdullah visited the GCSP to share with course participants from 40 different countries his thoughts on the past decades of war in his country, describing both challenges and opportunities, and outlining his hopes for the future.

In his speech, Dr Abdullah spoke frankly about some of the challenges his country faces, most notably regarding governance and corruption, security, unemployment, and weak institutions. He also noted opportunities: for instance, he highlighted the positive developments that have occurred since 2001 in the areas of education, election participation and awareness, the uses of social media and technology, the emergence of a strong civil society, and the growth of the private sector.

Under-Secretary General of the UN Office of Counter-Terrorism: The GCSP hosted the Under-Secretary General of the UN Office of Counter-Terrorism, Mr Vladimir Voronkov, during a high-level working breakfast focused on trends, challenges and opportunities in the area of preventing violent extremism (PVE).

The aim of the event was to enable an exchange on issues relevant to counter-terrorism and PVE between the UN Office and senior practitioners from institutions, academies and think tanks based in Geneva working on peace and security. The discussion focused on trends, challenges and opportunities in furthering a whole-of-society approach to PVE. It highlighted many good practices and identified a wide range of experience and knowledge from the field of PVE.



A series of events to dig even deeper

Security and Law: A Reality Check comprises a series of public events that address the ways in which international law matters in security affairs. The series aims to critically assess if current norms fit contemporary and future security challenges, how international commitments can effectively be implemented, and how new international law can successfully be shaped. In 2018 the Security and Law team at the GCSP organised five **Reality Checks** on a broad variety of topics, from hybrid warfare to peace operations, and from the Responsibility to Protect to EU-Russia relations. Speakers included Harold H. Koh, Gareth Evans, Alexander N. Vylegzhanin and John B. Bellinger III. The event series contributes to building a community in Geneva of legal experts, academics, and practitioners working on and interested in international law and security affairs.

Creative events: developing new mindsets and toolsets

The GCSP, together with many other partners, brought *SEVEN* to Geneva and the United Nations Office at Geneva for the first time. *SEVEN* is a documentary play and theatre piece that has toured 42 countries. It weaves together the testimonies of seven courageous women from around the world who have overcome the abuse of power and advanced the rights of women and girls. The play is a tool to highlight the importance of policies and practices to create “safe spaces” for all, in workplaces, communities and homes.

Barbara Hendricks, UNHCR Goodwill Ambassador, gave a moving operatic performance to open the evening and remind the audience of the millions of refugees forced to flee their homes in fear. Fleur Heyworth, Cluster Leader for Gender and Inclusive Security at the GCSP, reflected on the event in the following words: “At a time when the #MeToo movement has highlighted that the voices of people experiencing discrimination, harassment and sexist attitudes have been silenced or suppressed within organisations, it is a timely opportunity to think about what the Geneva community can do to ‘walk the talk’. *SEVEN* is a powerful tool that inspires us all to think of what is possible with courage, humility and perseverance.”



Collaboration with key partners: combining key expertise

The 2018 Global Terrorism Index (GTI) developed by the Institute for Economics and Peace (IEP) was launched at the GCSP, where Mr Serge Stroobants, Director of Operations for Europe and the MENA region at the IEP, presented the key findings of the GTI report, which provided a comprehensive summary of the key global trends and patterns in terrorism since 2000.

The 6th edition of the GTI presented the most comprehensive data-driven analysis to date on trends in terrorism, measuring and extending our understanding of the real impact of terrorism in 163 countries. It scores countries by aggregating the number of terrorist incidents, the number of terrorism-related fatalities and injuries, and the amount of property damage caused by terrorism, and then weighting the results over five years, with the highest weighting being the most recent year.

Event on key issues: enhancing global understanding

On 12 January 2018 the GCSP held an international symposium on current Asian geopolitics entitled **Rising Tensions in East Asia and the Japanese Response**, jointly organised with the Tokyo-based Research Institute for Peace and Security. The symposium, which was attended by prominent scholars and experts from Europe, Japan and the United States, centred on the geopolitical shifts taking place in East Asia and the Pacific and the growing competition for regional pre-eminence, against the background of major regional tensions ranging from the North Korean nuclear crisis to the sovereignty disputes in the South China Sea. It stressed the need for maintaining peace and stability in a region that is vital for Europe and the world.



Key partners

Building and maintaining strong and strategic relationships with partners are core to the GCSP's mission to foster international cooperation and advance peace and security. This is why each year we engage in partnerships with an increasing number of leading institutions.

Our partners reflect our community: they come from government, international and non-governmental organisations; private businesses; the media; and renowned research and training institutions around the world. Our common endeavours range from experts exchanges to joint analysis and publications, shared executive courses, events, and customised solutions.

DDPS | www.vbs.admin.ch/

FDFA | www.fdfa.admin.ch/eda/en/home.html

SEM | www.sem.admin.ch/sem/fr/home.html

CSS-ETH | www.css.ethz.ch/en/

NATO | www.nato.int/

EPFL | www.epfl.ch/

Deloitte | www2.deloitte.com/ch/fr.html

Atlantic Council | www.atlanticcouncil.org/

KAIPTC | www.kaiptc.org/?lang=fr

IOM | www.iom.int/fr

IoFC | www.iofc.ch/

Georgetown University | www.georgetown.edu/

USIP | www.usip.org/

United Nations | www.un.org/

China Institutes of Contemporary International Relations | www.cicir.ac.cn/NEW/index.html

The Hague Centre for Strategic Studies | <https://hcss.nl/>

S. Rajaratnam School of International Studies at the Nanyang Technological University | www.rsis.edu.sg/



Supporting talented individuals and accelerating promising projects



From the Global Fellowship Initiative to the Creative Spark

In 2018 the GCSP's Global Fellowship Initiative (GFI) numbered some 138 fellows from all over the world. Established in 2015, the GFI aims at fostering creativity and innovation by providing a platform for experts and practitioners from different sectors to come together, engage with one another, and discuss critical issues that they would not spontaneously share in this way. We can learn much and initiate many things by breaking down such silos: innovation happens through connections.

The GCSP's model breaks down all silos, drawing on practitioners' knowledge, expertise, methodology and experiences, and it forms a unique community of people, ideas and innovative approaches.

As Margaret Mead said, *"Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has."*

In this vein, the GFI has grown to become the GCSP's project incubator. In 2018 we established the GCSP's Creative Spark initiative, where GCSP fellows develop projects and initiatives to enhance the Centre's influence and increase humankind's preparedness to deal with the insecure world we live in.

In a turbulent and polarising world, the GCSP's Creative Spark initiative leverages the "Esprit de Genève" and the Swiss values of impartiality, inclusiveness and independence, as well as Geneva's position as a hub of global affairs in terms of peace, security, health, human rights, humanitarian projects, trade and finance. The initiative gives GCSP fellows a unique risk-free space to test ideas, innovate and gain a holistic view of security challenges by gathering feedback from experts with broad perspectives. They are able to connect to and collaborate with people across sectors and break down silos of knowledge, expertise, methodology and experience; to strengthen ideas; and to develop policy and practices that advance sustainable peace and development. Our fellows contribute to and benefit from the GCSP's cutting-edge educational environment, in which they are able to learn about and integrate the most innovative tools in leadership, education and strategic policy development.

The Creative Spark offers applicants with promising ideas the likelihood of their ideas having a sustainable impact on international peace and security via a programme that can last for up to 12 months, through which the GCSP provides targeted support to convert innovative efforts into reality.

Some of the ideas that the Creative Spark helped to develop in 2018:

- **Cyber-AID** is the first people-public-private collaboration on cybersecurity, artificial intelligence and digital shifts that aims to offer direct assistance to individuals, companies or cities affected by cyber incidents or preparing for autonomous devices while expanding the knowledge of its members in these three fields.
- **The Terrorism-Joint Analysis Group (T-JAG)** is an integral part of the GCSP, delivering timely analysis to both the public and private sectors on the global manifestations of terror.
- **The Migration and Integration Project** offered in partnership with the Caux Initiatives for Change and the Hospice Général in Geneva facilitates coordination among the various actors working in the field of integration and migration in Geneva.
- **Media and Arts for Peace (MAP):** After two years of incubation at the GCSP, MAP is now a social enterprise that advances ways to connect peace, human rights, security, the media and the arts in an environment where we can reflect on new, more creative and innovative ways of dealing with the issues the world is facing.

Other projects are in the pipeline and will see the light of day in 2019, such as an innovative project entitled **Climate Change Accelerator**.

GFI at a glance, 2018



89

Associate Fellows



11

Government
Fellows



26

Executives-in-
Residence



5

Doctoral Fellows



7

Young Leaders
in Foreign and
Security Policy

Testimonials

“ After seven years as Chief of the Swiss Armed Forces Joint Staff with the responsibility of planning and commanding all armed forces operations within Switzerland and abroad, in a function where creativity is not at all the leading skill you need, I was dropped into an environment where my main responsibility was to play with my thoughts and my acting within an international surrounding. ... The Global Fellowship Initiative programme was a new experience and definitely one worth living. The first creative step is simply to listen to other people, often experts in their field, who open new points of view, ask challenging questions and give concrete answers to the world's problems. This opens up your own perspective, gives you new arguments in favour of or against all sorts of positions and widens your knowledge in general.”

Maj. Gen. Jean-Marc Halter, former Chief of the Swiss Armed Forces Joint Staff and GCSP Government Fellow

“ Being a doctoral fellow at the GCSP between September 2017 and March 2018 has been an unforgettable experience. Having focused on my specific PhD topic for years, my time at the GCSP opened up the world to me again, allowing me to make new connections with experts from other disciplines and other parts of the world. I felt this broadening of my horizons quite literally when I first entered the office, and saw the wide spaces and enormous windows looking out over Geneva and the Alps. Working in the fellows room was always a pleasure, as was interacting with other fellows while looking out over the snow-capped mountains. Truly inspiring!”

Dr Deedee Derksen, Expert on Afghanistan and GCSP Doctoral Fellow

“ Over the last few weeks I was privileged to participate in one of the most challenging, but rewarding fellowship programmes in the world. As a Young Leader in Foreign and Security Policy at the GCSP, I had the opportunity to contribute to sustainable policy- and decision-making by researching, developing and implementing innovative ideas spanning governance, conflict resolution and leadership, while simultaneously diving deeper into how inclusive and diverse management is critical to countering threats and navigating turbulent times. ... The experience at the GCSP is quite remarkable and mesmerising. Being a Young Fellow in Foreign and Security Policy and taking part in the Global Fellowship Initiative while working with a multitude of change makers from different corners of the world and with various backgrounds is unparalleled in terms of both professional and personal development. It is a transformative journey and experience.”

Hassan Abul-Enein, Consultant, UNIDO Egypt, and GCSP Young Leader in Foreign and Security Policy

“ Throughout my stay I strove to improve on the North-South relationship between the GCSP and the African continent. I initiated the discussion between the Centre and other African institutions such as the KAIPTC and the African Centre for the Study and Research on Terrorism (ACSRT). This collaboration resulted in the organization of the first course on women and leadership at the KAIPTC.”

Dr Fiifi Edu-Afful, KAIPTC, Doctoral Fellow



Supporting our growing, vibrant and global community



“What is made at the bottom binds the top.”

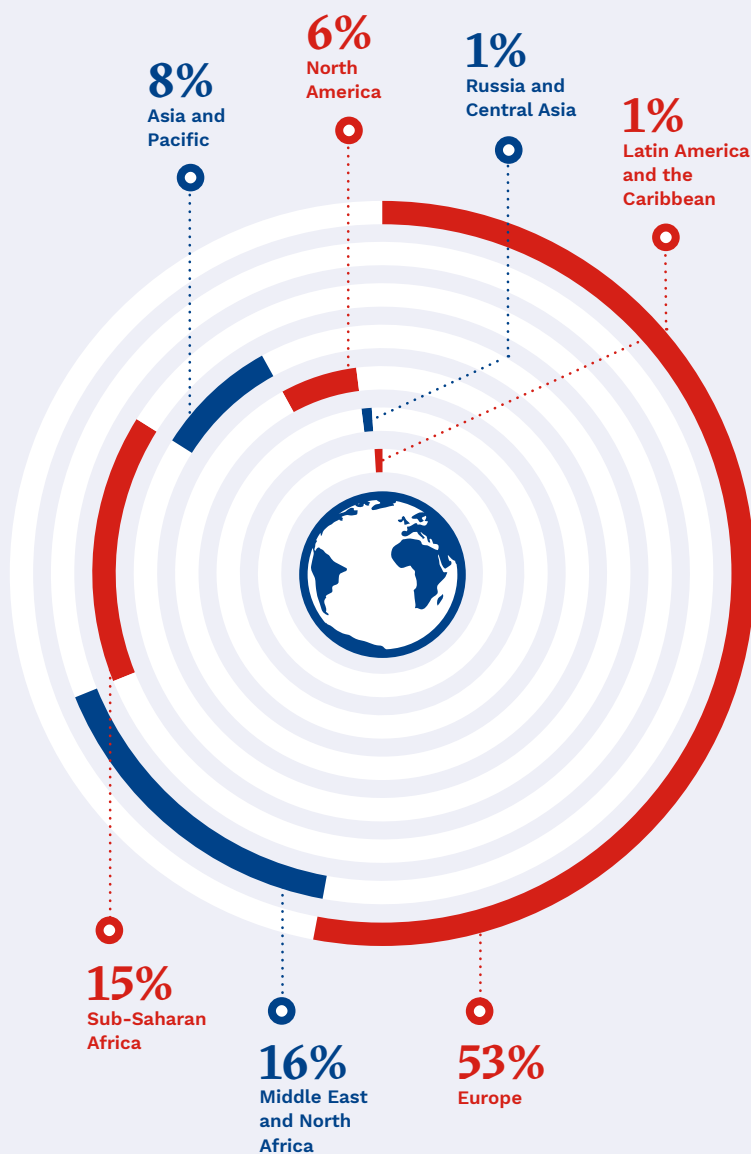
LISC 2018 alumnus

The GCSP Community makes the difference 24/7

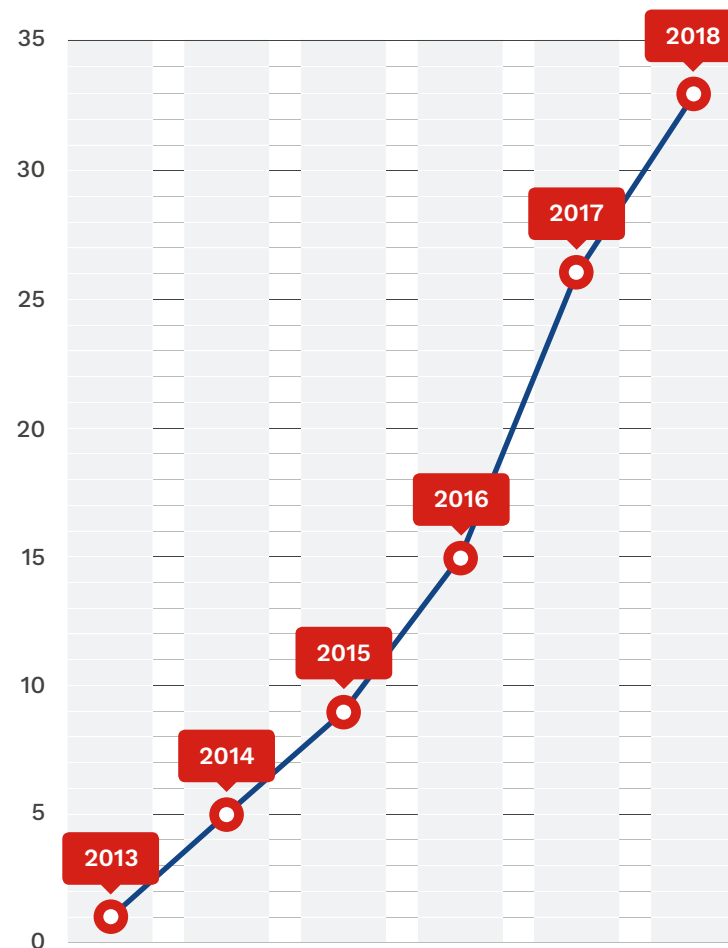
The year 2018 marked a year of change and exponential growth for the GCSP Alumni Community. This community comprises people from across the globe who tackle global security challenges in order to create a better future.

Our Community Engagement Office establishes avenues for members of the community to stay engaged and develop their personal networks. It cultivates a creative atmosphere where diverse expertise can extend boundaries in order to develop solutions to the world's many challenges. The community comprises **7,255 alumni**, who are executives, academics, policymakers, and social and political leaders.

Alumni by region:



Number of regional alumni events:



The Global Alumni Networking Night (GANN) took place for the second consecutive year with great success. The GANN offered alumni the opportunity to network locally and establish new opportunities for collaboration. The local organisation of the event was placed in alumni volunteer hands and demonstrated their strong commitment to engage with the GCSP and fellow alumni. The 2nd GANN took place in 17 cities around the globe.

We reached out to our alumni with 33 events in 21 countries:



The Alumni Community Hubs, whether applying a local or regional model, are a means of conveying information about the activities, events and conferences organised by the GCSP. They involve alumni providing leadership and mentoring support to other alumni, and create a forum for dialogue and the exchange of expertise. These hubs allow

GCSP alumni to collaborate locally and create a sustainable community of practice in the area of security sector governance, policy and international affairs.

Four additional hubs were introduced in 2018: Tbilisi on 31 May, Belgrade on 8 November, New Delhi on 27 November, and Kiev on 6 December.

GCSP Alumni Community Hubs:

Key: ■ Brussels ■ Stockholm ■ Paris ■ Cairo ■ Geneva ■ Addis Ababa ■ Tbilisi ■ Mexico City ■ Belgrade

■ New Delhi ■ Kiev ■ Hub negotiations



We leveraged the latest technology and established the **MYGCSP** community platform, which was programmed in 2018 and launched in early 2019. It provides a virtual space that enables and accelerates

engagement. Community members can connect with one another and access exclusive content. The directory allows alumni to search for fellow classmates or see who is in their vicinity.

“I strongly believe in my spirit that the GCSP alumni community will be a great help in pursuing my career and dreams, through the sharing of knowledge from experienced people all over the world. Also, this community will serve as a source of my inspiration to do more great work for my country and other parts of the world that I may be fortunate enough to work in.”

WHO, Sierra Leone alumna, 2017 Health Security Course

“Each of us in this world of billions of people has useful contributions and influence to make regardless of our rank. Every time we are faced with a policy decision to advise on, let us never underestimate that our advice can someday reach the top, including the UN Security Council. Our advice can change the world for the better.”

UNICEF, South Sudan alumnus, 2018 LISC

The world in reach

Expanding the GCSP's reach

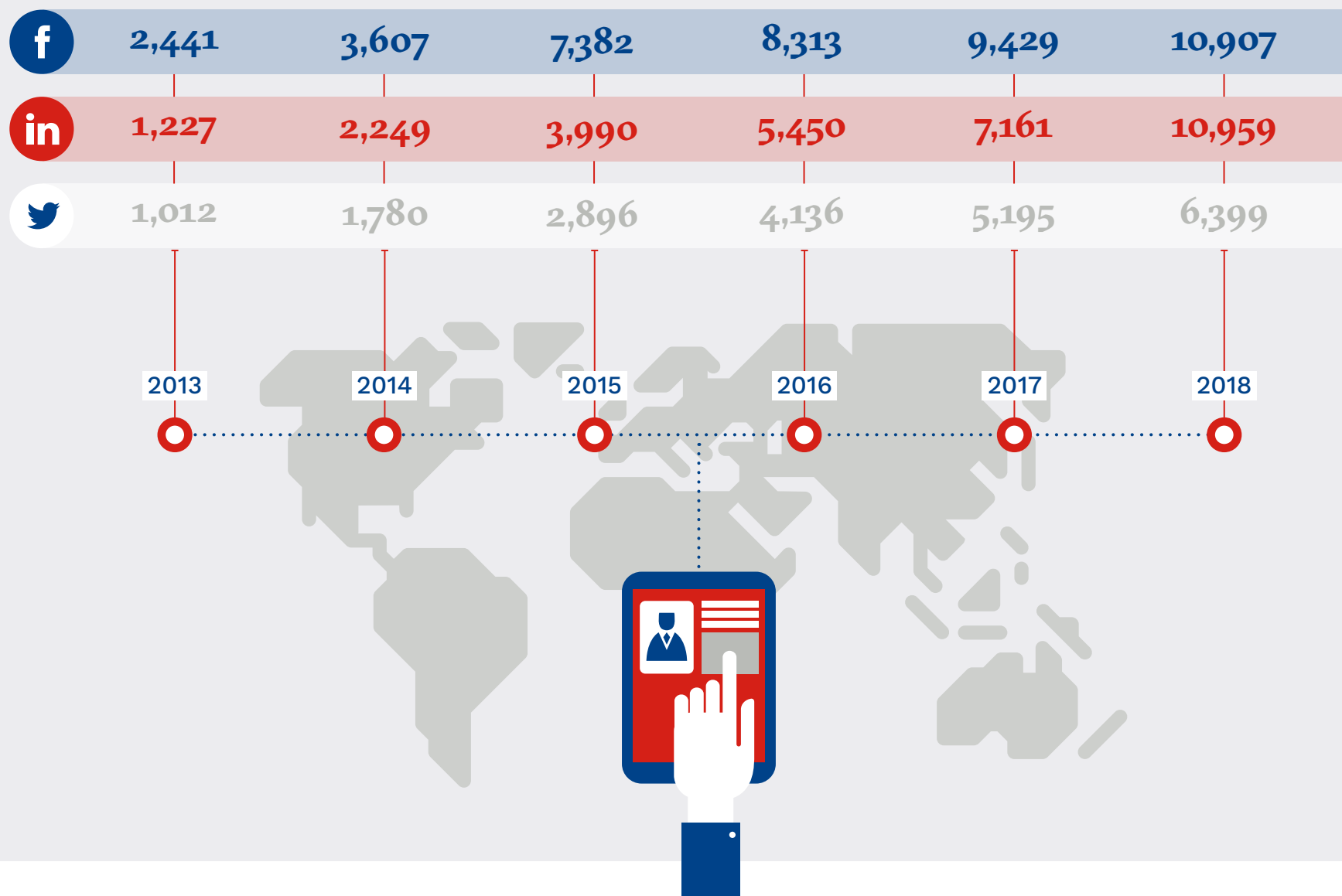
Online engagement

Through our social media channels, the GCSP reaches out to experts, policymakers and practitioners around the world to create a knowledge-sharing community. We leverage various platforms to gather analysis from our experts and fellows, and to share our publications, information about our courses, and live updates from our events. Many of these interactions spark dialogue, debate and networking among the international community.



Social media channel growth:

Number of followers:



Publications

In 2018 the GCSP further enhanced its focus on publications and policy analysis, both in terms of substance and frequency.

Geneva Papers

Geneva Papers seek to analyse international security issues through an approach that combines policy analysis and academic rigour. Papers in this series are substantial in length, and the analysis is balanced, providing a variety of perspectives. Due to a change in editorial focus, no papers were published in 2018. However, new editions are already in the queue for 2019.

Strategic Security Analysis

The Strategic Security Analysis series publishes short papers that address a current security issue. The papers provide background information about the theme, identify the main issues or challenges, and, when relevant, propose policy recommendations. Three Strategic Security Analysis papers were issued in 2018:

“The Increasing Importance of Hybrid Politics in Europe: Cyber Power Is Changing the Nature of Politics”

– Mr Aapo Cederberg and Mr Jarno Limnéll

www.gcsp.ch/publications/increasing-importance-hybrid-politics-europe-cyber-power-changing-nature-politics

“Perils of Lethal Autonomous Weapons Systems Proliferation: Preventing Non-State Acquisition”

– Mr Philip Chertoff, Associate Fellow

www.gcsp.ch/publications/perils-lethal-autonomous-weapons-systems-proliferation-preventing-non-state

“The South Asian Nuclear Posture: A Vicious Nuclear Arms Race”

– Mr Marc Finaud and Mr Gaurav Sharma

www.gcsp.ch/publications/south-asian-nuclear-posture-vicious-nuclear-arms-race

GCSP Now

In 2018 more than 250 articles were published on the GCSP website, under the sections: “News and Knowledge”, covering activities happening at and trending throughout the GCSP, and “Global Insights”, comprising thoughts and opinions penned by either GCSP internal and external experts or Global Fellowship Initiative fellows. Below are some top-performing entries based on GCSP website traffic and visitor interest.

Global Insights 2018

4 January | The Art & Science of Influence:

www.gcsp.ch/global-insight/art-science-influence

12 January | Rising Tensions in East Asia and the Japanese Response:

www.gcsp.ch/global-insight/rising-tensions-east-asia-and-japanese-response

20 February | The Conference on Disarmament Agrees to Start Working: A Wake-up Call for “Sleeping Beauty”?

www.gcsp.ch/global-insight/conference-disarmament-agrees-start-working-wake-call-sleeping-beauty

7 March | L’ancien vice-président du Burundi partage son expérience avec le Rotary Genève internationale:

www.gcsp.ch/global-insight/lancien-vice-president-du-burundi-partage-son-experience-avec-le-rotary-geneve

8 March | Leveraging Diversity and Leading Inclusively:

www.gcsp.ch/global-insight/leveraging-diversity-and-leading-inclusively

12 March | Transformation of War Strategy in the 21st Century:

www.gcsp.ch/global-insight/transformation-war-strategy-21st-century

27 March | Top NATO/PfP Legal Advisers at GCSP for 2nd Symposium:

www.gcsp.ch/global-insight/top-natopfp-legal-advisers-gcsp-2nd-symposium

6 April | 4th Annual Cyber 9/12 Student Challenge Opens in Geneva:

www.gcsp.ch/global-insight/4th-annual-cyber-912-student-challenge-opens-geneva

11 April | Cyber 9/12 Strategy Challenge Highlights:

www.gcsp.ch/global-insight/cyber-912-strategy-challenge-highlights

27 April | New Report on Non-Attack of Non-Nuclear Weapon States:
www.gcsp.ch/global-insight/new-report-non-attack-non-nuclear-weapon-states

2 May | Dead or Alive? The Future of the Islamic State:
www.gcsp.ch/global-insight/dead-or-alive-future-islamic-state

21 June | 2017 Annual Report Now Available:
www.gcsp.ch/global-insight/2017-annual-report-now-available

14 October | Shaping the Next Multilateral Order:
www.gcsp.ch/global-insight/shaping-next-multilateral-order

5 November | Successful Start of the 12th Defence Attaché Course in Amman:
www.gcsp.ch/global-insight/successful-start-12th-defence-attache-course-amman

7 December | Geneva Launch of the Global Terrorism Index Report 2018:
www.gcsp.ch/global-insight/geneva-launch-global-terrorism-index-report-2018

7 December | Cinq techniques militaires essentielles pour mieux “piloter” l’entreprise:
www.gcsp.ch/global-insight/cinq-techniques-militaires-essentielles-pour-mieux-piloter-lentreprise

18 December | Maj. Gen. (ret) Blaise Cathcart and Tobias Vestner Discuss the Role of the Legal Advisor:
www.gcsp.ch/global-insight/maj-gen-ret-blaise-cathcart-and-tobias-vestner-discuss-role-legal-advisor

Video Interviews

In 2018 we aimed to increase our presence on social media by increasing our digital assets, including video interviews. We renovated our video studio, which allowed us to capture key moments, people and experiences on camera. We interviewed high-level politicians, top academics, civil society activists and Nobel Peace Prize winners, and recorded over 20,000 views on our YouTube channel.

26 March | The Trump Administration and International Law: A Counter-Strategy. A Reality Check with Harold Koh
<https://youtu.be/vZdhaB30dtk> *

24 May | Interview with NATO at Cyber 9/12 Student Challenge
https://youtu.be/XpJME_rjLg

12 June | UN Women’s Purna Sen on #7onTourGeneva
<https://youtu.be/xRMrIKggB1Y>

15 August | GCSP Interviews President of Bulgaria (2012–2017)
<https://youtu.be/LBjv-oRhRDs>

20 September | Preventing Violent Extremism: Solutions and Approaches
<https://youtu.be/HR18V7xPDsM>

20 September | La sécurité urbaine et événementielle à l’épreuve du risque terroriste
<https://youtu.be/MtsIl1ZLk5I>

26 September | Entretien GCSP avec Chef d’Etat-Major général des Armées du Sénégal Cheikh Gueye
<https://youtu.be/MSaUS9gKtno>

23 October | Focus Sub-Saharan Africa: GCSP Interview with Senegalese Author Ken Bugul
<https://youtu.be/qtZS2SR0fzE>

23 October | Responsibility to Protect Revisited. A Reality Check with Gareth Evans
<https://youtu.be/ZXZNjvtVxq0>

11 November | Centennial Lessons: Peacemaking since the First World War with H.E. Jean-Marc Boulgaris
<https://youtu.be/pc9oSgau2xl>

21 November | Dr Mohamed ElBaradei: Nobel Peace Prize Laureate
<https://youtu.be/8TOM-HfSZ6E>

The GCSP in the Maison de la Paix

The Maison de la Paix is a venue of choice for the world's leading academics, influential policymakers, and recognised practitioners who develop pioneering ideas and design effective operational responses in the areas of peace, security and sustainable development.

Together with its partners in the Maison de la Paix, the GCSP helps to bring this vision to life by engaging international leaders in shaping solutions to the most pressing peace and security issues of our time.

The GCSP was a founding member of and/or contributes to the following Maison de la Paix hubs, joint initiatives, and platforms:

- Maison de la Paix Gender and Diversity Hub
- Maison de la Paix Sustainable Development Goals Hub
- Peace and Security Initiative
- Results Based Management Consortium
- Geneva Peacebuilding Platform
- Arms Trade Treaty Network



Financial report

Summary income statement

Stated in CHF

	Budget 2019	Actual 2018	Budget 2018	Actual 2017
Expenses				
Project-related expenditure	5'356'900	5'642'600	6'240'800	5'673'174
Fundraising and general advertising activities	65'700	34'683	93'000	42'986
Administrative expenses	8'864'154	8'159'192	8'837'882	8'301'522
Financial result	2,000	10'615	5,000	51'154
Total expenses	14'288'754	13'847'090	15'176'682	14'068'836

Stated in CHF

	Budget 2019	Actual 2018	Budget 2018	Actual 2017
Income				
Contributions	13'152'500	12'373'094	13'367'370	12'560'221
Other income	439'220	458'041	384'460	455'655
Non-operating result	-	-	-	124'560
Change in fund capital	698'000	1'017'214	1'426'000	929'687
Total income	14'289'720	13'848'349	15'177'830	14'070'123
Surplus for the year	966	1'259	1'148	1'287

Annexes

Foundation Council Members in 2018

The GCSP is an international foundation supported by the Swiss government with 52 member states plus the Canton of Geneva.

Chairperson

Professor François Heisbourg, Special Advisor, Foundation for Strategic Studies, Paris (retired 30 September 2018)

Ambassador Sabrina Dallafior, Permanent Representative of Switzerland to the Conference on Disarmament, Geneva (ad interim Chairperson from 1 October 2018)

Bureau of the Council

Professor François Heisbourg, Special Advisor, Foundation for Strategic Studies, Paris (Chairperson of the Council)

Ambassador Heidi Grau, Head, Human Security Division, Directorate of Political Affairs, Federal Department of Foreign Affairs, Bern (Secretary of the Council)

Ambassador Sabrina Dallafior, Permanent Representative of Switzerland to the Conference on Disarmament, Geneva (Treasurer of the Council)

Ambassador Yann Hwang, Permanent Representative of France to the Conference on Disarmament, Geneva

Dr Philippe Roch, Independent Consultant, Geneva

Members of the Council (date of membership)



Albania (2002)

Ambassador Filloreta Kodra
Permanent Representative of the Republic of Albania to the United Nations Office and other International Organisations in Geneva



Armenia (2002)

Ambassador Charles Aznavour
Permanent Representative of the Republic of Armenia to the United Nations Office and other International Organisations in Geneva



Australia (2015)

Ambassador Sally Mansfield
Permanent Representative of Australia, Permanent Mission of Australia to the United Nations Office and other International Organisations in Geneva

Members of the Council (date of membership)



Austria (1995)
Lieutenant General
Major Erich Csitkovits
 Commandant, National Defence
 Academy of Austria



Azerbaijan (2002)
Ambassador Araz Azimov
 Deputy Minister of Foreign Affairs
 of the Republic of Azerbaijan, Baku



Republic of Belarus (2009)
Ambassador Yury Ambrazevich
 Permanent Representative of the
 Republic of Belarus to the United
 Nations Office and other International
 Organisations in Geneva



Belgium (2002)
Colonel Tim Van Langenhove
 Director-General, Royal Higher
 Institute for Defence, Brussels



Bosnia and Herzegovina (2005)
Ambassador Lucija Ljubic-Lepine
 Permanent Representative of Bosnia
 and Herzegovina to the United
 Nations Office and other International
 Organisations in Geneva



Bulgaria (2002)
Ambassador Deyana Kostadinova
 Permanent Representative of the
 Republic of Bulgaria to the United
 Nations Office and other International
 Organisations in Geneva



Canada (2016)
Ms Jill Sinclair
 Department of National Defence
 of Canada



China (2010)
Ambassador Jianhua Yu
 Permanent Representative of the
 People's Republic of China to the United
 Nations Office and other International
 Organisations in Geneva



Czech Republic (1995)
Ambassador Jan Kára
 Permanent Representative of the
 Czech Republic to the United Nations
 Office and other International
 Organisations in Geneva



Denmark (1997)
Ambassador Morten Jespersen
 Permanent Representative of Denmark
 to the United Nations Office and other
 International Organisations in Geneva



Egypt (2010)
Ambassador Alaa Youssef
 Permanent Representative of the
 Arab Republic of Egypt to the United
 Nations and other International
 Organisations in Geneva



Estonia (1998)
Ambassador Andre Pung
 Permanent Representative, of Estonia
 to the United Nations Office and other
 International Organisations in Geneva



Finland (1995)
Ambassador Terhi Hakala
 Permanent Representative of Finland
 to the United Nations Office and other
 International Organisations in Geneva



France (1995)
Ambassador Yann Hwang
 Permanent Representative of France
 to the Conference on Disarmament,
 Geneva



Georgia (2004)
Ambassador Victor Dolidze
 Permanent Representative of Georgia
 to the United Nations Office and other
 International Organisations in Geneva



Federal Republic of Germany (1995)
Admiral (LH) Jürgen zur Mühlen
 Director Security Policy, Policy
 Department I, Federal Ministry of
 Defence, Berlin



Hungary (1995)
Dr Csaba Vezekényi
 Deputy State Secretary for Defence
 Policy Planning, Ministry of Defence,
 Budapest



India (2011)
Ambassador Amandeep Singh Gill
 Permanent Representative of India
 to the Conference on Disarmament,
 Geneva

**Ireland (2009)**

Ambassador Michael Gaffey
Permanent Representative of Ireland to the United Nations Office and other International Organisations in Geneva

**Italy (1997)**

Ambassador Gianfranco Incarnato
Permanent Representative of Italy to the Conference on Disarmament, Geneva

**Japan (2017)**
(To be confirmed)**Republic of Kazakhstan (2013)**

Ambassador Zhanar Aitzhanova
Permanent Representative of Kazakhstan to the United Nations Office and other International Organisations in Geneva

**Kyrgyz Republic (2003)**

Ambassador Daniyar Mukashev
Permanent Representative of the Kyrgyz Republic to the United Nations Office and other International Organisations in Geneva

**Latvia (2001)**

Mr Janis Karlsbergs
Under-Secretary of State, Latvian Ministry of Defence

**Lithuania (2001)**

Ambassador Andrius Krivas
Permanent Representative of Lithuania to the United Nations Office and other International Organisations in Geneva

**The Former Yugoslav Republic of Macedonia (2003)**
(To be confirmed)**Mongolia (2014)**

Dr Vaanchig Purevdorj
Director, National Security Council of Mongolia, Institute for Strategic Studies, Ulaanbaatar

**Montenegro (2007)**

Ambassador Milorad Scepvanovic
Ambassador Extraordinary and Plenipotentiary of Montenegro to the United Nations Office and other International Organisations in Geneva

**Morocco (2009)**

Ambassador Omar Zniber
Permanent Representative of the Kingdom of Morocco to the United Nations Office and other International Organisations in Geneva

**Netherlands (2008)**

Ambassador Monique van Daalen
Permanent Representative of the Netherlands to the Conference on Disarmament, Disarmament Ambassador at Large, Geneva

**Norway (2006)**

Ambassador Hans Brattskar
Permanent Representative, Permanent Mission of Norway to the United Nations Office and other International Organisations in Geneva

**Pakistan (2016)**

Ambassador Farukh Amil
Permanent Representative of the Islamic Republic of Pakistan to the United Nations Office and other International Organisations in Geneva

**Philippines (2012)**

Ambassador Ma. Angelina M. Sta. Catalina
Director, Foreign Service Institute, Department of Foreign Affairs, Manila

**Poland (1995)**

Ambassador Zbigniew Czech
Permanent Representative of the Republic of Poland to the United Nations Office and other International Organisations in Geneva

**Portugal (2009)**

Ambassador Rui Macieira
Permanent Representative of Portugal to the United Nations Office and other International Organisations in Geneva

**Romania (2001)**

Ambassador Adrian Cosmin Vierita
Permanent Representative of Romania to the United Nations Office and other International Organisations in Geneva


Russian Federation (1995)
Ambassador Gennady Gatilov

Permanent Representative of the Russian Federation to the United Nations Office and other International Organisations in Geneva


Senegal (2015)
Ambassador Coly Seck

Permanent Representative of Senegal to the United Nations Office and other International Organisations in Geneva


Republic of Serbia (2002)
Ambassador Dejan Zlatanovic

Permanent Representative of the Republic of Serbia to the United Nations Office and other International Organisations in Geneva


Slovak Republic (2001)
Ambassador Juraj Podhorsky

Permanent Representative of the Slovak Republic to the United Nations Office and other International Organisations in Geneva


Slovenia (2004)
Ambassador Vojislav Šuc

Permanent Representative of the Republic of Slovenia to the United Nations Office and other International Organisations in Geneva


Spain (2002)
Ambassador Cristobal Gonzalez-Aller Jurado

Permanent Representative of Spain to the United Nations Office and other International Organisations in Geneva


Sri Lanka (2016)
H.E. Mr Aliyar Lebbe Abdul Azeez

Permanent Representative of Sri Lanka to the United Nations Office and other International Organisations in Geneva


Sweden (1995)
Mr Johan Lagerlöf

Deputy Director-General, Ministry of Defence, Stockholm


Switzerland (1995)
Ambassador Heidi Grau

Head, Human Security Division, Directorate of Political Affairs, Swiss Federal Department of Foreign Affairs, Bern (Secretary of the Council)

Dr Robert Diethelm

Deputy Director International Relations Defence, Swiss Federal Department for Defence, Civil Protection and Sport, Bern

Ambassador Sabrina Dallafior

Permanent Representative of Switzerland to the Conference on Disarmament (Treasurer of the Council)

Ambassador Frank Grütter

Head, Division for Security Policy and Crisis Management and Ambassador for Nuclear Disarmament and Non-Proliferation, Directorate of Political Affairs, Swiss Federal Department of Foreign Affairs, Bern

Ambassador Dr Theodor H. Winkler

Honorary Member, Director, Geneva Centre for the Democratic Control of Armed Forces (DCAF)


Turkey (2000)
Ambassador Naci Koru

Permanent Representative of Turkey to the United Nations Office and other International Organisations in Geneva


Ukraine (1995)
Ambassador Yuriy Klymenko

Permanent Representative of Ukraine to the United Nations Office and other International Organisations in Geneva


United Kingdom (1997)

(To be confirmed)


United States of America (1996)
Colonel John Roddy

Senior Defense Official and Defense Attaché, United States Embassy, Bern


Canton of Geneva (1995)
Dr Jean F. Freymond

Director, Geneva Dialogues, Geneva

Dr Philippe Roch

Independent Consultant, Geneva

Global Fellows in 2018

Associate Fellows

1. Amb. Dr Sameh Aboul-Enein, Deputy Foreign Minister and Director of the Egyptian Diplomatic Academy
2. Dr Khalid Al Khalifa, Founder and Executive Chairman of the Board of Trustees of the University College of Bahrain
3. Ms Honey Al-Sayed, Founder and CEO of Media and Arts for Peace and Award-Winning National Radio Host in Syria
4. Dr Jon Alterman, Senior Vice President, Center for Strategic and International Studies
5. Lt. Gen. (ret'd) Dominique Andrey, former Military Advisor to the Swiss Ministry of Defence
6. Mr Jose Victor Angelo, Board Member of PeaceNexus; former Special Representative of the UN Secretary-General for Peacekeeping Operations
7. Mr Nick Ashton-Hart, Consultant and Advisor, UNCTAD
8. Prof. Joseph Bahout, Visiting Research Scholar, Middle East Program, Carnegie Endowment for International Peace
9. Dr Paul Barnes, Head, Risk and Resilience, Australian Strategic Policy Institute
10. Mr Ben Baseley-Walker, Partner at Andart Global
11. Mr Karim Emile Bitar, Senior Research Fellow, Institute for International and Strategic Relations; Associate Professor of International Relations, University of Saint Joseph in Beyrouth
12. Amb. Barbara K. Bodine, Director of the Institute for the Study of Diplomacy at the Walsh School of Foreign Service, Georgetown University
13. Lt. Gen. (ret'd) André Blattmann, former Chief of the Swiss Armed Forces
14. Dr William Boothby, former Air Commodore (1 Star), Deputy Director, Legal Services, Royal Air Force, UK
15. Amb. Jean-Marc Boulgaris, former Deputy State Secretary of Switzerland
16. Mr Aaron Boyd, Expert in Cybersecurity Strategy and Technology Policy
17. Dr Caty Clément, former Peacebuilding Cluster Leader, GCSP
18. Ms Gunilla Carlsson, UNAIDS Deputy Executive Director, Management and Governance, and Assistant Secretary-General of the United Nations; and former Minister of International Development Cooperation of Sweden Deputy Executive Director for Management and Governance and Assistant Secretary-General of the United Nations
19. Dr Jorge Castilla-Echenique, Senior Advisor for Health Emergency Response; Acting Head of the WHO Surge and Crisis Response Unit, World Health Organisation
20. Mr Aapo Cederberg, CEO and Co-Founder of Cyberwatch Finland
21. Prof. Shahram Chubin, Non-Resident Senior Associate, Nuclear Policy Program, Carnegie Endowment for International Peace
22. Dr Selmo Cikotic, former Minister of Defence of Bosnia and Herzegovina; Country Manager, Centre for the Development of Relations with Bosnia and Herzegovina
23. Dr James Cockayne, Head of Office for the UN University, New York
24. Mr Xavier Colin, former Editorial Producer and Presenter, *Geopolitis Magazine*, *RTS* and *TV5Monde*
25. Prof. Victoria Curzon-Prize, Professor Emerita, University of Geneva; former Professor of Economics and Director, European Institute of the University of Geneva
26. Mr Miguel Ángel Moratinos Cuyaubé, former Spanish Minister of Foreign Affairs and Cooperation; former EU Special Representative for the Middle East Peace Process
27. Mr Nicholas Davis, Head of Society and Innovation and Member of the Executive Committee at the World Economic Forum
28. Gen. Yves De Kermabon, Special Advisor to NATO; Vice President, Mars Analogies
29. Gen. Patrick De Rousiers, former Chairman, European Union Military Committee
30. Ms Elisabeth Decrey Warner, Founder and Honorary President of the NGO Geneva Call
31. Mr Stephen Del Rosso, Program Director, International Peace and Security, Carnegie Corporation of New York
32. Ms Janine Di Giovanni, Senior Fellow at Yale University's Jackson Institute of Global Affairs

33. Mr Alan Doss, Executive Director, Kofi Annan Foundation
34. Dr Zaid Eyadet, Advisor, Emirates Policy Center
35. Prof. William A. Fischer, Professor of Innovation, IMD
36. Dr Peter Foot, Professor Emeritus Defense Studies at the Canadian Forces College and the Royal Military College, Canada; former GCSP Academic Dean
37. Prof. Solange Ghernaouti, Director, Swiss Cybersecurity Advisory and Research Group, University of Lausanne
38. Dr Laura Hammond, Head of Department and Senior Lecturer, Department of Development Studies, School of Oriental and African Studies, London
39. Prof. David Heymann, Head and Senior Fellow, Centre on Global Health Security, Chatham House; Chairman, Public Health England
40. Amb. Wolfgang Ischinger, Chairman, Munich Security Conference
41. Mr Perri Jalasvirta, CEO of the Jalasvirta Group
42. Dr Karl-Heinz Kamp, President, German Federal Academy for Security Policy
43. Ms Angela Kane, former High Representative for Disarmament Affairs, UN Office for Disarmament Affairs; Senior Fellow, Vienna Centre for Non-Proliferation and Disarmament
44. Prof. Mukesh Kapila CBE, Professor of Global Health and Humanitarian Affairs, University of Manchester
45. Prof. Juliette Kayyem, former Assistant Secretary, Intergovernmental Affairs, Department of Homeland Security; Founder, Kayyem Solutions, LLC; Belfer Lecturer in International Security, Harvard Kennedy School
46. Lt. Gen. (ret) Christophe Keckeis, former Head of the Swiss Armed Forces
47. Prof. Catherine Kelleher, College Park Professor, School of Public Policy, University of Maryland
48. Dr Ahmad Samih Khalidi, Senior Associate Member, St Antony's College, Oxford
49. Dr Lydia Khalil, Director, Arcana Partners; Non-Resident Fellow, Lowy Institute for International Policy
50. Prof. George Kohlrieser, Professor of Leadership and Organisational Behaviour, IMD
51. Dr Khalid Koser, Executive Director, Global Community Engagement and Resilience Fund
52. Amb. Jean-David Levitte, former French Senior Diplomatic Advisor and Sherpa of President Sarkozy; former Permanent Representative of France to the UN; Member, Institut de France; Professor, Sciences Po Paris; Distinguished Fellow, Brookings Institution
53. Ms Rita Jo Lewis, Director of Congressional Affairs; Senior Fellow, German Marshall Fund of the United States
54. Prof. Anatol Lieven, Professor, Georgetown University, Doha, Qatar; Visiting Professor, War Studies Department, King's College London; Senior Fellow, New America Foundation
55. Dr Robert Litwak, Vice President for Scholars, Director of International Security Studies, Woodrow Wilson International Center for Scholars
56. Ms Siobhan M. MacDermott, Principal Risk/Cybersecurity, Ernst & Young
57. Dr Rama Mani, Founder, Voice of Witness and Awakening; Senior Research Associate, Centre for International Studies, University of Oxford
58. Ms Souad Mekhennet, Correspondent, *Washington Post*
59. Mr Theodore Murphy, Director for Special Assignments, the Berghof Foundation in Berlin, Germany
60. Amb. Chitra Narayanan, former Ambassador of India to Switzerland, Liechtenstein and the Holy See
61. Prof. Vitaly Naumkin, Director, Institute of Oriental Studies, Russian Academy of Sciences; Professor and Chair, Department of Regional Studies, Faculty of World Politics, Moscow State University
62. Mr James Nixey, Head, Russia and Eurasia Programme, Chatham House
63. Ms S. Michele Nix, former Senior Strategist and Chief Communications Officer, Ridge Global
64. Dr 'Funmi Olonisakin, Founding Director, African Leadership Centre, King's College London
65. Prof. Paul R. Pillar, former CIA Senior Analyst and Manager; Non-Resident Senior Fellow, Center for Security Studies, Georgetown University
66. Mr Dave Piscitello, Vice President Security and ICT Coordination, ICANN
67. Dr Gilles Pומרol, former Acting Chief, International Health Regulations Secretariat and Global Functions, World Health Organisation

- 68.** Prof. Robert I. Rotberg, former Director, Program on Intrastate Conflict and Conflict Resolution, Belfer Center for Science and International Affairs, Kennedy School of Government, Harvard University
- 69.** Prof. Adam Daniel Rotfeld, former Minister of Foreign Affairs of Poland
- 70.** Prof. René Schwok, Director, Global Studies Institute, University of Geneva
- 71.** Mr Tim Sebastian, Host of DW's flagship interview programme *Conflict Zone* and original Presenter of the BBC's *HARDtalk* programme
- 72.** Dr Jamie Shea, Professor of Strategy and Security of the Strategy and Security Institute, University of Exeter, UK; Member of the Group of Strategic Advisors of the NATO Special Operations Forces Command at SHAPE in Belgium
- 73.** Gen. Sir Alexander Richard David Shirreff, former Deputy Supreme Allied Commander Europe
- 74.** Dr Waheguru Pal Singh Sidhu, Clinical Associate Professor, School of Professional Studies, Center for Global Affairs, New York University
- 75.** Prof. Timothy Sisk, Professor and Associate Dean for Research, Josef Korbel School of International Studies, University of Denver
- 76.** Mr Scott Spence, Expert to the Security Council Committee Established Pursuant to UN Resolution 1540 (2004)
- 77.** Prof. Gareth Stansfield, Professor of Middle East Politics and Al-Qasimi Chair of Arab Gulf Studies, University of Exeter

- 78.** Adm.-USN (ret'd) James Stavridis, Chairman of the Board of Counselors at McLarty Associates and former Dean, Fletcher School of Law and Diplomacy, Tufts University; former Supreme Allied Commander at NATO
- 79.** Mr Matthias Stiefel, Founder and Vice Chairman, Interpeace; Managing Director, Stiefel, Irvin and Associates SA and Andorinha Lda
- 80.** Col. (GS, ret'd) Johan Swennen, former Deputy Commander, Military Intelligence and Security Service, Belgian Armed Forces
- 81.** Amb. Fred Tanner, Senior Adviser, Conflict Prevention Center, OSCE and former Director, GCSP
- 82.** Mr Jean-Pierre Therre, Executive Vice President, Head of Technology Risk and Corporate Continuity Management, Pictet & Cie Group
- 83.** Dr Dmitri V. Trenin, Director, Moscow Center, Carnegie Endowment for International Peace
- 84.** Dr Paul Vallet, Lecturer and Researcher in European, American and Russian History
- 85.** Dr Alexandre Vautravers, Security Expert, Global Studies Institute, University of Geneva; Editor-in-Chief, *Revue Militaire Suisse*
- 86.** Mr Alexander Verbeek, Founder, Institute for Planetary Security
- 87.** Amb. Franz von Daeniken, former State Secretary and Political Director in the Swiss Foreign Ministry
- 88.** Mr Karim Wasfi, Founder of Peace through Art; former Chief Conductor and Director of the Iraqi National Symphony Orchestra

- 89.** Prof. Andreas Wenger, Professor, International and Swiss Security Policy, ETH Zurich; Director, Center for Security Studies

Government Fellows

- 1.** Ms Jaz Azari, former Foreign Service Officer and Department of Defence civilian
- 2.** Mr Frédéric Dieudonné Bangoura, Head of the Ceremonial and Official Visits Division, Ministry of Foreign Affairs, Republic of Guinea
- 3.** Mr John Erath, US Foreign Service Officer
- 4.** Capt. James E. Fanell, former Director of Intelligence and Information Operations for the US Pacific Fleet, US Navy
- 5.** Amb. Fabrice Filliez, Ambassador-designate of Switzerland to the Republic of Singapore and Brunei Darussalam
- 6.** Maj. Gen. Jean-Marc Halter, Defence Attaché, Swiss Embassy in Paris, and former Chief of the Swiss Armed Forces Joint Staff
- 7.** Mr Mazamesso Kadjenda, Head of Europe, America and Oceania, Political Affairs Department, Ministry of Foreign Affairs, Cooperation and African Integration, Togolese Republic
- 8.** Brig. Gen. Rainer Meyer zum Felde, Senior Fellow at the Institute for Security Policy Kiel University; former Senior Defence Advisor at the Permanent Delegation of Germany to NATO; German Representative in NATO's Defence Policy and Planning Committee
- 9.** Mr Abdoulaye Nagoune, Head of the European Union/Africa-Pacific-Caribbean's Service, International Organisations Department, Ministry of Foreign Affairs, Central African Republic

10. Rocco Weglarz, former Executive Officer, Department of Foreign Affairs and Trade, Australia
11. Dr Carsten Wieland, Senior Expert for Intra-Syrian Talks in the Office of the Special Envoy for Syria, Staffan de Mistura, UN, Geneva

Executives-in-Residence

1. Mr John H. Austin Jr., Founder, iMask Intelligence
2. Mr Anatole Ayissi, Chief of Staff, UN Regional Office for Central Africa
3. Mr Jean-Michel Baillat, Head of Legal Management, Office of Legal Affairs, NATO Supreme Headquarters Allied Powers Europe
4. Mr Pablo E. Carrillo, former Chief of Staff for Senator John McCain
5. Dr Hani Dabbagh, Digital Transformation and Innovation Consultant
6. Ms Tala Dowlatsahi, Senior Technical Advisor, UN, New York
7. Dr Peter Engelke, Senior Fellow at the Atlantic Council's Brent Scowcroft Center on International Security
8. Maj. Gen. (retd) Adrian Foster, former Deputy Military Adviser, UN Department of Peacekeeping Operations
9. Mr Gilles Fuchs, Global Leadership Fellow at the World Economic Forum
10. Mr Daniel Glaus, Reporter, *10 vor 10*, SFR
11. Ms Rasha Jarhum, Founder and Director of the Peace Track Initiative
12. Mr Bruno Jochum, former General Director of Médecins Sans Frontières Switzerland

13. Mr Adam Koniuszewski, Fellow of the Canadian Order of Chartered Professional Accountants (Quebec); Associate Fellow of the World Academy of Arts and Science; Chartered Financial Analyst
14. Ms Janet Lim, former Assistant High Commissioner (Operations), UNHCR
15. Mr Ralph Mamiya, Independent Consultant; former Team Leader of the Protection of Civilians Team in the UN Department of Peacekeeping Operations and Department of Field Support
16. Mr Eric Marclay, Head of the Swiss Co-operation Office in Juba and former Regional Director of Operations for East Africa, ICRC
17. Ms Misha Nagelmackers-Voinov, former Member of the Leadership of BCGE
18. Mr Grégoire Patte, former Mission Planning Officer, Strategic Planning Unit, UN Multidimensional Integrated Stabilisation Mission in Mali
19. Dr Johanna Ralston, CEO, World Obesity Federation
20. Mr Timothy (Tim) Reid, former Monitoring Officer, OSCE Special Monitoring Mission to Ukraine
21. Dr Gervais Rufyikiri, former Vice President of Burundi
22. Mr Jasmeet Sehmi, Consultant, Social Entrepreneurship, Impact Investing, Project Management and Finance
23. Ms Sanaz Shahrokni, Peace and Conflict Resolution Expert; Rotary Peace Fellow
24. Mr Laurent Sierro, Journalist, ATS
25. Ms Katharina Vogeli, Founder, CatImpact Sàrl
26. Ms Anja Wyden Guelpa, former Chancellor of State, Republic and Canton of Geneva

Doctoral Fellows

1. Dr Deedee Derksen, Expert on Afghanistan
2. Dr Fiifi Edu-Afful, Research Fellow and Deputy Programme Head of the Peace Support Operations Programme at the Kofi Annan International Peacekeeping Training Centre
3. Mr Abdulla Ibrahim Erfan, PhD Candidate in International Relations, Graduate Institute, Geneva
4. Ms Almadan Orozobekova, PhD Candidate, Max Planck Institute for Social Anthropology
5. Dr Clarissa Rios Rojas, Developmental Molecular Biology Scientist; Founder of the NGO Ekpa'palek

Young Leaders in Foreign and Security Policy

1. Mr Hassan Abul-Enein, Consultant, UNIDO Egypt
2. Mr Philip Chertoff, Associate Fellow, GLOBSEC Policy Institute
3. Ms Sofia A. Economopoulos, Master of Science in Foreign Service Student, Georgetown University
4. Mr Mads Frieztboeger, Member and Signatory to the Founding Declaration, Historians Without Borders
5. Ms Adiba Qasim, Middle East Freelance Journalist and Human Rights Advocate
6. Mr Juan Racionero, Master of Science in Foreign Service Student, Georgetown University
7. Mr Theo Symonds, Student, Walsh School of Foreign Service, Georgetown University

Course Calendar in 2018

Geneva, Switzerland

October 2017-May 2018	Leadership in International Security Course (LISC) 2017/2018
October 2017-May 2018	Master of Advanced Studies in International and European Security (MAS) 2017/2018
Online course	Design, Monitoring and Evaluation for Programming in Fragile Environments
Online course	Media and Arts for Peace (MAP)
Online course	Geopolitical Leadership for Organisational Impact (GLOI)
29 January-1 February	Addressing Challenges in Global Health Security
14-26 January	Migration and Good Governance
5 February-30 March	European Security Course (ESC)
26 Feb-1 March	German Armed Forces Leadership Course
12-14 February	Leading and Influencing with Impact
26-28 March	Air and Missile Warfare: Navigating the Legal Dimension (Advanced AMPLE)
19-23 March	Crisis Management: Navigating the Storm
12-14 March	Emerging Issues in International Security
8-12 April	European Security and Defence College (ESDC) Course
9-13 April	Building Capacity for Effective Implementation of the Arms Trade Treaty
23-24 April	Diplomatic Tradecraft for Non-Diplomats
25-27 April	Senior German Course II
16-18 April	Leading Inclusive Teams
7-28 April	International Relations and Human Security: Participants from Myanmar
9 April-1 June	New Issues in Security Course (NISC)
16-20 April	Swiss Professional Officers Training (SPOT) Course I
15-16 May	Critical Incident Management
20-26 May	State Building for Guinean Diplomats Course
28 May-1 June	Swiss Diplomatic Trainee Course Course
22 June	Neurophilosophy of Global Security
6-8 June	Skills Enhancement for Political Advisors
11-15 June	Swiss Professional Officers Training (SPOT) Course II
20 June	The Future of Outer Space Security
21 June	Transformative Technologies and Security
3-6 July	Making the Difference in Peacebuilding, Security and Development - RBM and Beyond
9-3 July	Building Arms Control Capacities in the Middle East and North Africa Region
27-31 August	Central Role of the Commander (CENTROC)
3-5 September	Annual Senior Officers Seminar (ASOS)
17-19 September	Strategic Foresight: Tools and Techniques for Planning in Uncertain Times
24-27 September	The Case for Creativity
15-17 October	Building a National Strategy for Preventing Violent Extremism
8-10 October	Environment and Security
1-3 October	Meeting the Cyber Security Challenge
4-5 October	Inspiring Women Leaders

19-20 November	Geopolitical Analytical Skills for Business Leaders
5-7 November	Lead and Influence with Impact
5-7 November	Legal Dimensions of Contemporary and Future Use of Force
12-16 November	Senior Level Course on Enhancing Leadership for Peacebuilding
10-14 December	Weapons Law and the Legal Review of Weapons

Addis Ababa, Ethiopia

2-4 October	Orientation Course for Defence Attachés (Advanced Seminar)
8-12 October	Orientation Course for Defence Attachés

Amman, Jordan

31 October	Seminar for Experienced Military Officers, Diplomats and Senior Officials Involved in Defence and Diplomacy
1 November	Advanced Defence Attaché Seminar: Complexity of the DA's Role and the Significance of Diplomacy
4-9 November	Orientation Course for Defence Attachés
7-12 November	Building Arms Control Capacities in the Middle East and North Africa Region

Bern, Switzerland

30 October-2 November	Political Work in Foreign Policy
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Dakar, Senegal

7-11 May	Orientation Course for Defence Attachés
10-14 December	Développement des capacités pour une mise en œuvre efficace du Traité sur le Commerce des Armes

New York City, United States

3-4 April	Strategic Anticipation for Early Action
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Sarajevo, Bosnia and Herzegovina

25-29 June	Orientation Course for Defence Attachés
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Schwarzenburg, Switzerland

4-9 November	International Course on Risk and Crisis Management
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Spietz, Switzerland

5-9 March	Orientation Course for Defence Attachés
3-8 June	ESDC Peacebuilding Course, Stadtschlaining

Stans, Switzerland

2-14 September	Swiss Peacebuilding Training Course (SPTC)
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Singapore

15-19 October	Crisis Management: Navigating the Storm
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Accra, Ghana

10-12 December	Inspiring Women Leaders Course, Kofi Annan International Peacekeeping Training Centre
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GCSP

Geneva Centre for
Security Policy

Transformative Journeys
to Create a Safer World

CONTACT THE GCSP

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Registry of Commerce of Geneva: CHE-105-033-622

Photo credits: The Geneva Centre for Security
Policy

Graphic design and artwork: ACW, London, UK,
www.acw.uk.com

Printing: Atar Roto Presse Sa, Geneva, Switzerland,
www.atar.ch