



Annual Report 2019 / *Transformative Journeys to Create a Safer World*

Leadership / Crisis Management / Diplomatic Tradecraft / Defence & Diplomacy / Gender and Inclusive Security / The Creative Edge / Arms Proliferation / Effective Governance / Terrorism and PVE / Regional Challenges / Security and Law / Peace Operations & Peacebuilding / Neurophilosophy / Transformative Technologies / Outer Space Security / Climate and Health / Cyber Security / Global Risk & Resilience / Strategic Anticipation

Contents

1]	Introduction	4
	Message from the President	4
	Message from the Director	6
	The GCSP at a glance	8
2]	Top 5 impacts	10
	Impact 1 – WHO-GOARN Outbreak Response Leadership Training	11
	Impact 2 – GCSP Contributing to the Development of a Future Generation of Leaders in Egypt	12
	Impact 3 – Inspiring Women Leaders	13
	Impact 4 – The Creative Spark	14
	Impact 5 – Syria Transition Challenges Project	14
3]	The GCSP	16
	Our story	16
	Our mission	18
	What we do	19
	The GCSP Way	20
	Getting results at the GCSP	22
4]	Building the capacity of individuals and organisations	24
	Customised solutions	24
	Our advanced course series	28
	Preparing Leaders to Shape a Changing World	30
	Building a Resilient and Peaceful World	36
	Rethinking Geopolitics and Global Futures	41
	Anticipating Emerging Challenges	43

5]	Fostering diplomatic dialogue	48
	High-level debate	49
	Multitrack diplomacy	49
	Fostering dialogue	50
	The GCSP Prize for Innovation in Global Security	50
6]	Supporting talented individuals and accelerating promising projects	52
	From the Global Fellowship Initiative to the Creative Spark	52
7]	Supporting our growing, vibrant and global community	54
	Establishing avenues for our ever-growing, collaborative global Alumni Community	54
8]	The world in reach	60
	Expanding the GCSP's reach	60
	Website	61
	Content	61
	Social media	65
	The GCSP in the Maison de la Paix	66
9]	Financial report	67
10]	Annexes	68
	Foundation Council Members in 2019	68
	Global Fellows in 2019	72

Introduction

Message from the President

In 2020 the GCSP will celebrate its 25th anniversary! This is a unique opportunity to look back at 25 years of amazing success, expansion and transformation. It is also the appropriate occasion to look forward and consider how the Centre can best continue to adapt and be more useful than ever in a world that has quite suddenly become even more uncertain and dangerous.

At a time of growing challenges for the whole international community, from the coronavirus pandemic to global warming, key international organisations are becoming dangerously weakened. A few key features of this new environment stand out.

The first is that the four centuries of Western dominance of human history are undoubtedly over. Today, a growing number of rising powers are affirming their determination to reject the *Westernisation* of their societies and the West's ambition to impose its rule well beyond its borders.

Simultaneously, the global economy is confronted with a major *deglobalisation* movement that is reorganising a number of value chains out of China, while the United States, for security reasons, is attempting to reduce its technological dependence on that country.

Europe fears it will become one of the battlegrounds of this global confrontation, as well as the ultimate casualty of the crises unfolding on its doorstep, including those in Iran, Syria and the Sahel.

In these challenging times we need the GCSP more than ever. This institution, which is supported by the Swiss government, has magnificently succeeded in transforming itself while growing rapidly to adapt to the needs of both today and tomorrow. More than ever we need its world-class programmes organised around four major themes: preparing leaders to shape a changing world, building a resilient and peaceful world, anticipating emerging challenges, and rethinking geopolitics and the global future.

This is why, after my years as French ambassador to the UN in Geneva and my year as a professor at the GCSP, when Ambassador Christian Dussey asked to me to become the new president of the GCSP's Foundation Council, I immediately said yes! And I consider it a privilege to be in a position to help him and his wonderful team in these challenging times.



Jean-David Levitte

**Former French Ambassador to the United States and the United Nations in New York
Diplomatic advisor to three French presidents**

Message from the Director

I am happy to present to you our report for 2019, highlighting our key accomplishments in that year. 2019 was marked by new developments and endeavours at the GCSP, while ensuring that we always stayed true to our mission to advance peace, security and international cooperation. We have particularly continued to grow with and through our partners, expanding our customised solutions to adapt more than 60% of our courses to fulfil the specific needs of our partners. We have further extended our global response by delivering more than 30% of our courses outside of Geneva and inaugurating four additional Alumni Community Hubs. In this message I also wish to take the opportunity to reflect with you on what the GCSP is and why it exists.

Nineteen fields of expertise: Why do we have so many?

Today, our jobs require us to take into account all the factors that impact our work, some of which often originate beyond our areas of specialisation. These factors are all interlinked, which is why we have decided to adopt a multidisciplinary approach in order to better reflect the reality we live in and to better prepare ourselves and our course participants for the future we are facing.

At the GCSP we have four key programmes: we prepare leaders to shape a changing world, we address traditional and emerging challenges, we attempt to build a resilient and peaceful future, and we “rethink” geopolitics and the global future. Our 19 field of expertise fit and overlap within these themes and enable us to provide a comprehensive outlook for national and global actors and to anticipate future challenges.

Breaking the silos: Why do we always attempt to walk the talk?

Given the complex interconnected nature of modern security challenges, we increasingly need to adopt a holistic approach to these challenges. This is why at the GCSP we tackle issues by using a multilayer approach so that we better understand the varied and complex roots of issues and develop tailor-made solutions.

Within the ambit of the wide range of topics that we cover, we bring together experts and practitioners who would not normally be able to discuss critical global peace and security issues with one another. We therefore merge our 19 areas of expertise to create new solutions driven by multifactor approaches.

Today, for example, dealing with the challenges facing global health requires a comprehensive approach that includes crisis management, leadership and decision-making skills, while in the same way diplomacy requires knowledge of cyber security, human security and strategic anticipation.

New topics, new projects: Why do we constantly innovate?

It is our policy to constantly adapt to the needs of the global community that we attempt to serve. We tackle myriad topics that address real-life challenges, but because these challenges are rapidly evolving, we need to move even faster and develop new endeavours and new partnerships to provide the members of our global community with the knowledge and experience they need. This is why in this report you will see that we never cease innovating, creating new approaches, developing new tools, and establishing new partnerships to ensure that we stay ahead of the (ever-more-rapidly evolving) curve.

More than 8,000 people: Who is the GCSP community?

Last but not least, people make the GCSP what it is. 2019 has once again seen many new members representing 135 nationalities joining our community. Our Centre is strong almost entirely because of its diverse community of impactful leaders and experts around the globe, who are currently based in 168 countries and gathered in 15 Alumni Hubs.

I also want to take this opportunity to wish a warm welcome to Ambassador Jean-David Levitte, who has agreed to become the President of our Foundation Council and support our Centre in its mission to move towards a more peaceful and secure world.



Ambassador Christian Dussey
Director

Geneva Centre for Security Policy

The GCSP at a glance



135

PARTICIPANTS'
NATIONALITIES



151

GLOBAL FELLOWSHIP
RECIPIENTS

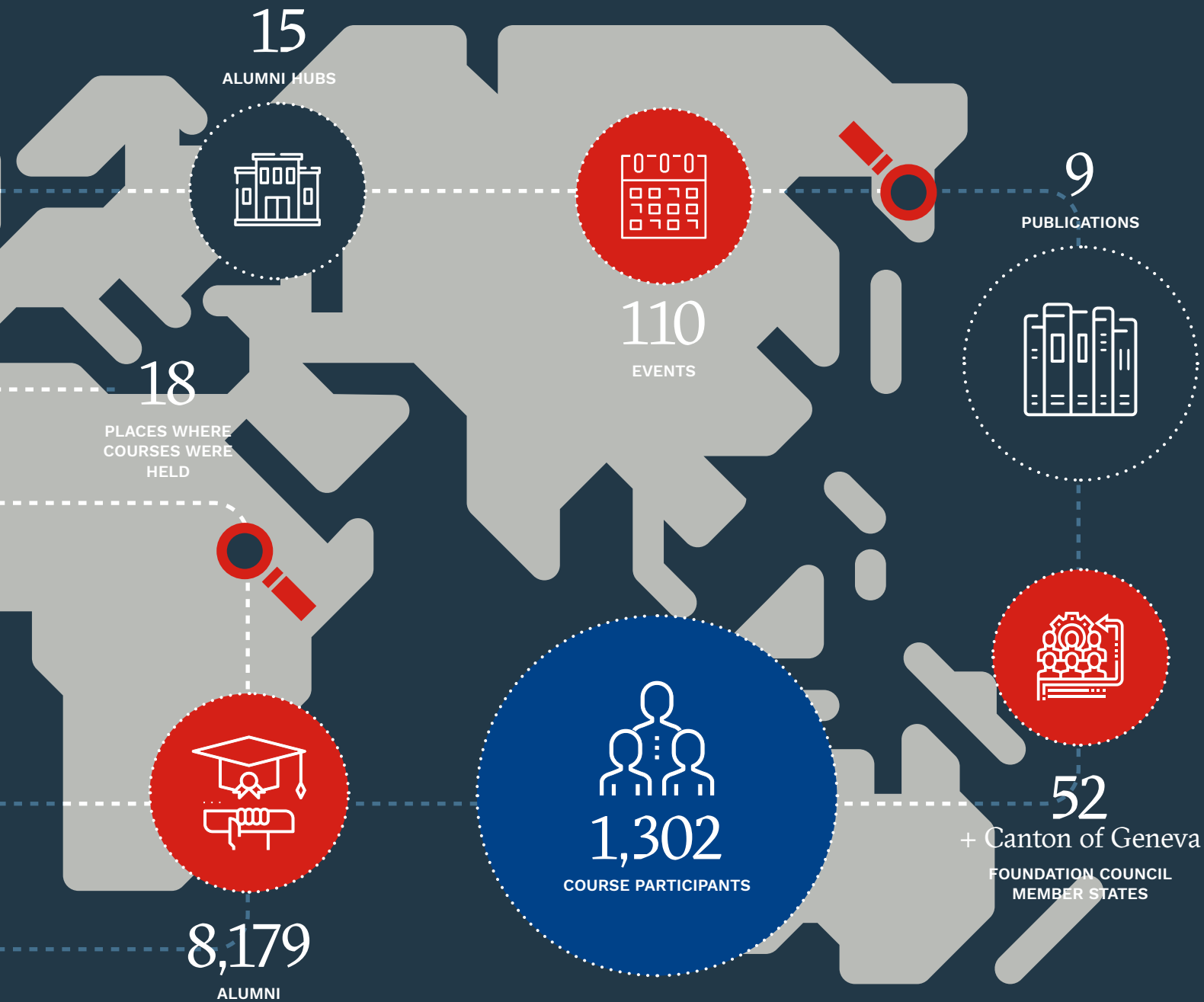
71/44

CUSTOMISED/OPEN-ENROLMENT
COURSES



824

SPEAKERS





Top 5 impacts



Impact 1 – WHO-GOARN Outbreak Response Leadership Training

Impact 2 – GCSP Contributing to the Development of a Future Generation of Leaders in Egypt

Impact 3 – Inspiring Women Leaders

Impact 4 – The Creative Spark

Impact 5 – Syria Transition Challenges Project

Impact 1 – WHO-GOARN Outbreak Response Leadership Training

The Global Outbreak Alert and Response Network (GOARN) is a collaboration of over 250 institutions and networks coordinated by the World Health Organisation (WHO). The network pools human and technical resources in order to respond rapidly to international public health outbreaks. During such outbreaks it is vital that GOARN responders provide much-needed public health expertise and act as influential, trusted leaders in order to increase the number of lives saved and reduce suffering in affected communities.

In 2019, as part of GOARN's drive for continuous improvement, it enlisted the GCSP's help to develop a programme that will prepare current and future emergency responders and equip them with advanced leadership and crisis management capabilities.

The need was for network members to be able to quickly and effectively transition from normative roles as senior health experts in their respective organisations around the world and at short notice enter an emergency response situation as part of the WHO response team. Such situations are characterised by high personal and operational exposure to risk and increased levels of uncertainty. The situation on the ground changes almost daily, many diverse stakeholders are involved, and the difficulties that WHO teams face are often further exacerbated by stressful and resource-poor working conditions.

The approach we took was to work with the GOARN leadership, training team and experienced responders to identify the *mindsets*, *skills* and *practices* that are commonly observed in highly effective responders and response teams, as well as more broadly across the crisis management sector.

Some examples of the characteristics of effective responders we identified:

- They display a “networked” mindset, identify key actors, and quickly build up relationships of trust by continuously sharing information and expertise in accessible ways.
- They recognise that leadership is both a function and a range of shared practices expected of everyone in the team.
- They can rapidly make sense of complex situations, identify risks and act accordingly, often with limited information and by drawing on the abilities of other team members.
- They are very aware of, and contribute to, a response team's collective resilience, well-being, and capacity to endure and navigate adversity for sustained periods of time.

These insights led to a programme co-designed with GOARN that has three core phases, each with individual and collective elements:

- 1. Engage** – involving a combination of self-paced and virtual activities over six weeks
- 2. Immerse** – involving a five-day highly experiential face-to-face workshop
- 3. Apply** – involving an ongoing mobilisation of knowledge, practice and peer-group learning.

The rollout of the programme will commence in 2020, with two editions planned for the first year, together with a train-the-trainer approach to ensure long-term sustainability.

Impact 2 – GCSP Contributing to the Development of a Future Generation of Leaders in Egypt

In 2019 the GCSP embarked on a new partnership with the National Training Academy of Egypt (NTA) to develop its **Executive Presidential Leadership Programme (EPLP)**. We designed a four-month residential and online course on **Adapting to Changing Contexts** for the 2019-2020 cohort of the EPLP that brings the GCSP's inclusive and independent approach to international security and l'Esprit de Genève to a new generation of leaders working across all sectors of the Egyptian state. This course includes two connected modules: **Issues and Approaches to International Security Today** and **Key Topics: Cyber Security and Security and Law**. Opportunities for applied learning and interactive work group with mentors were an essential part of the design of this course. The over 75 EPLP participants represent a cross-section of the Egyptian state from various national ministries and governorates. The NTA used a rigorous merit-based selection process to identify these participants by assessing their future leadership potential. They are a highly engaged group with a keen desire to increase their knowledge and competencies. This GCSP input in Egypt (which is a GCSP Foundation Council member) is an example of our commitment to partner with countries across the Middle East and North Africa in their efforts to grapple with the complex challenges unfolding in the region and to enhance their ability to take advantage of any opportunities that present themselves.



Impact 3 – Inspiring Women Leaders

Despite strategies for parity and global movements supporting women's empowerment, women's under-representation in decision-making persists in many organisations and countries. In 2019 the Gender and Inclusive Security Cluster, together with the Geneva Leadership Alliance, expanded collaboration with partners to provide women's leadership education to over 80 participants from a variety of sectors, and skills-building workshops to over 45 more.

In Geneva women working in the multilateral system and in conflict-affected and fragile settings came together to share experiences and explore *seven themes* that women leaders have to navigate and, through experiential exercises and peer exchange, to develop the *mindsets, skillsets and toolsets* needed to take up leadership roles. Individual and group coaching provided additional support to enhance the transfer of learning to the workplace and keep the network of participants alive.

In Ghana we deepened our partnership with the Women, Peace and Security Institute of the Kofi Annan International Peacekeeping Training Centre (KAIPTC) and co-delivered the first week of a year-long programme supported by GIZ. Sixteen women were selected from over 110 applicants from across the African continent to participate in an extended multisectoral education and mentoring programme to enhance their leadership skills and develop projects to advance the Women, Peace and Security Agenda.

Inspiration to overcome the gendered and security-related challenges that participants face came from within the group itself, inspired by senior mentors who included the second female general to be appointed in the Ghana Armed Forces. Participants from the pilot 2018 course delivered some of the content and the 2019 participants will mentor others and potentially deliver some of the content in the future. Participants also benefitted from mediation, negotiation, conflict analysis and project design training.

After the release of European Union (EU) and UN reports expressing concern about the lack of Kosovan women occupying decision-making positions in municipal, national and regional political negotiations, the EU invited the GCSP to design and deliver a programme for women in politics entitled **Confidence, Influence and Effective Leadership**. Twelve women participated in a five-day face-to-face course in May, with individual follow-up coaching. Following the positive feedback, the UN Mission in Kosovo invited us back in December to support 15 more women from the political, civil society and media sectors.

Women from diverse political and ethnic backgrounds built both skills and strategies, and relationships with one another. The cohort of 27 participants were invited to meet prominent women from EU institutions and the European Women's Lobby in Brussels in February 2020. They will participate in further workshops on good governance and accountability, with a special focus on gender-responsive and gender-inclusive political processes in Pristina.

Impact 4 – The Creative Spark

Bruno Jochum, outgoing Director General of the Médecins Sans Frontières Operations Centre in Geneva (MSF Switzerland), joined the Global Fellowship Initiative (GFI) in the summer of 2018 in order to reflect on the lessons he had learned from his six-year mandate and to prepare for his next assignment. In addition to his extensive experience in the areas of humanitarian medical action and public health challenges, Bruno has always been interested in environmental issues. During his fellowship at the GCSP he took advantage of the Centre's wide-ranging activities and attended courses to develop new skills and knowledge, share ideas and experiences with fellow colleagues, and benefit from the expertise of in-house and visiting experts.

This resulted in the idea of creating a new initiative that would contribute to reversing global warming by targeting the middle segment of society, with the aim of halving carbon emissions by 2030. The Climate Action Accelerator (CAA) was thus created and incubated within the GCSP's Creative Spark in early 2019. The incubation process facilitated by the GCSP offered Bruno fertile soil to convert his vision into an organic project: it provided the basis to build the necessary organisational structure, foster connections with other experts, and establish partnerships with potential funders. The Creative Spark also allowed the CAA to evolve in a unique risk-free space and test ideas by applying the CAA model to some of the Centre's executive courses and training activities, thereby gathering feedback from experts with a wide range of perspectives and finding solutions to critical issues.

In 2020 the CAA aims to be an acknowledged and independent institution in Switzerland operating in the domain of environmental protection and sustainability. The GCSP looks forward to being one of the first organisations to implement the CAA's tools and methods to reverse climate change and thus have a tangible impact on global peace and security.

In 2019 the GFI supported 151 fellows in transition. It encouraged them to reflect on their past experiences, share the lessons they had learned, and develop new skills and knowledge by attending our courses. The GFI also helped them to develop their networks and gain a more holistic view of how their fields of work relate to peace and security. Generally, when our fellows have an innovative idea that could contribute to generating sustainable peace and security in the world, we incubate it in our Creative Spark and help them to make it a reality.

Impact 5 – Syria Transition Challenges Project

The Syria Transition Challenges Project is a multilateral dialogue and research project that aims to build common ground among the European, Russian, Turkish and US views on the issues of Reform, Refugee Return, and Reconstruction in Syria (the 3Rs). It started in March 2019 and will conclude in September 2020.

In view of the current dynamics of the Syrian armed conflict, there is a need to generate innovative ideas and inputs for key actors. The Syria Transition Challenges Project aims to create an informal dialogue platform to discuss non-constitutional issues (3R issues) related to the conflict in Syria, with the objective of identifying possible common ground among major actors. Working with Syrian experts and influential and informed persons and institutions from key countries/groupings (the EU, Russia, Turkey and the United States), the project facilitates a dialogue to explore the various 3R issues and their linkages, as well as to identify and build common ground and confidence among participants. Outputs take the form of background documents, seminars and policy papers containing strategic conclusions that could be useful to decision-makers. When selecting participants, access to decision-makers is the key criterion. Outcomes from dialogue seminars in the form of short policy papers are shared informally with decision-makers in the countries concerned.





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 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 (“SIPOLEX”) 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 roundtable 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 each 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 NATO 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 geographical diversity of our staff, course 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. We base our work on the belief that people make peace and security possible.

“People make peace and security possible.”

GCSP Community

International alumni community
More than 8,100 individuals from six 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 its 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 politicians, diplomats, military officers, and representatives from international organisations, the corporate sector and non-governmental 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 our 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/Incubator

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 the 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 designing and delivering learning journeys. **The GCSP Way** encapsulates our belief in the legitimacy of our purpose and the power of collective wisdom. We help individuals to 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 course participants discover new ways of thinking and thriving in today's tumultuous world.

We attract outstanding experts to share their knowledge and experience.

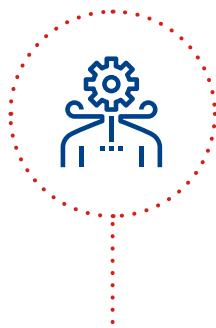
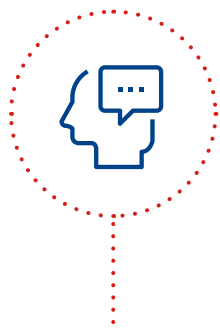
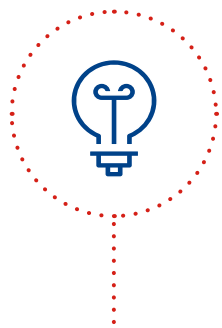
Our networks of experts have spent their lives understanding and navigating complexity. With methodological rigour and intellectual depth they provide those who take our courses with the insights and tools they need to make sense of current affairs and prepare for the future. **The GCSP Way** stimulates 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?” and “How?”, and generate options for solutions of the issues we discuss, covering all learning styles.

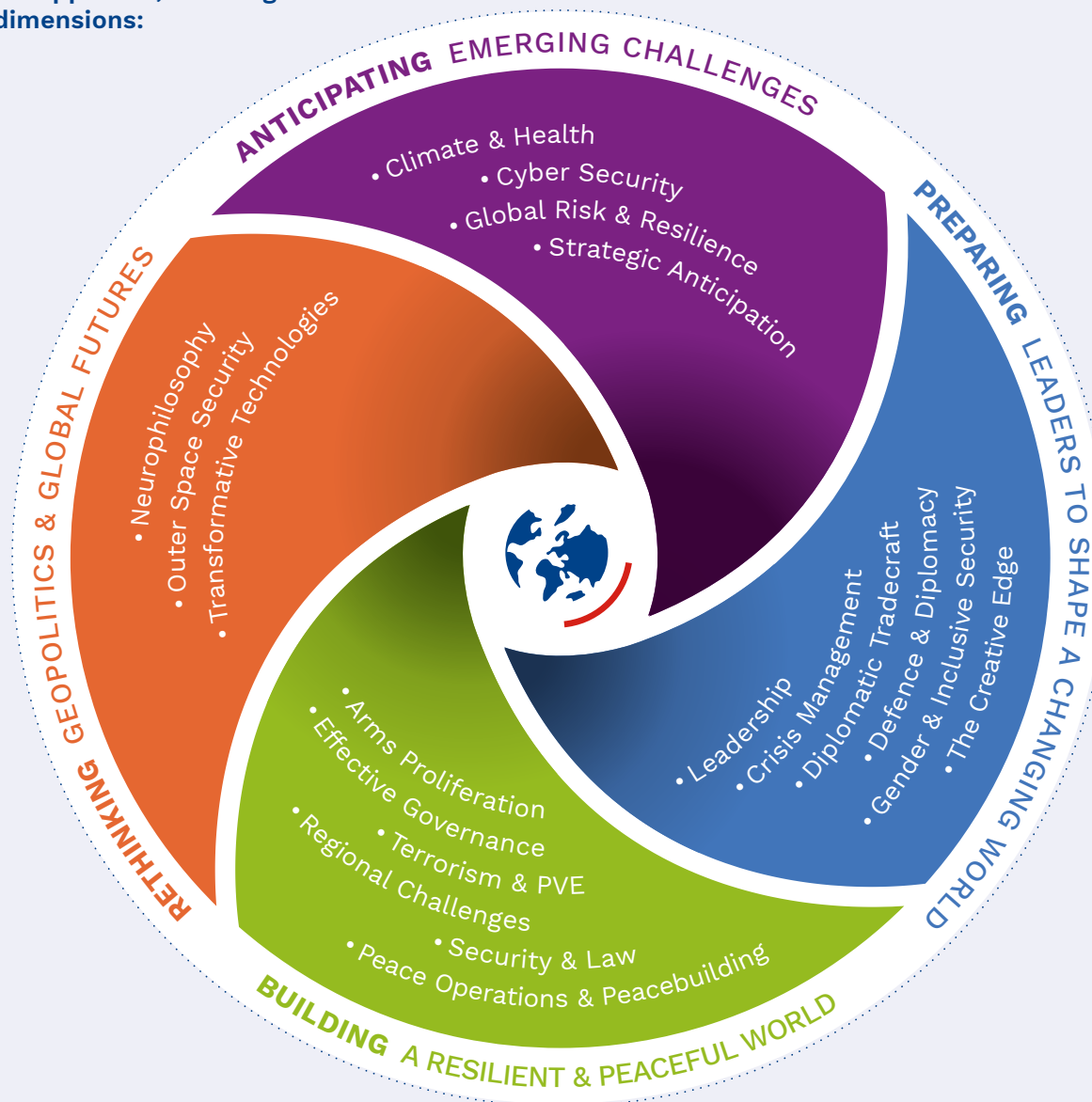
We achieve impact when our alumni create change.

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 guides and inspires 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.



Unpacking global issues from different angles

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



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 mental agility. 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, promoting dialogue and supporting innovative projects

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.

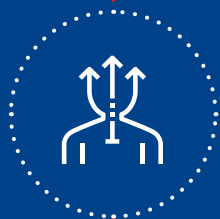
Applying a comprehensive approach

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.





Building the capacity of individuals and organisations



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, NGOs, civil society organisations, media and the private sector. We partner with organisations worldwide to design and deliver highly customised courses and solutions to meet their specific needs and prepare them to effectively respond to the challenges they are facing. To do this we draw on our leading-edge expertise built throughout the last 25 years, which we continuously develop to reflect the changing world in which we live.



At the GCSP we are driven by the urge to create a lasting impact and to make a difference in the world we live in through all our activities. This is particularly true of our customised solutions. We do this by investing time up front to fully understand the context of our partners, their strategic policy and organisational needs, and what outcomes they want to achieve through a specific joint project. We then co-design the interventions. Our courses and customised solutions are presented in Geneva and in our partners' locations globally.

Examples of high-impact projects include:

- A **Strategic Foresight course** for the UN Executive Office of the Secretary-General
- **Courses and seminars** for Swiss and German professional and non-commissioned officers
- **Crisis Management and Leadership** courses for the Swiss Confederation, the European Commission, the World Health Organisation and Swiss-based NGOs
- A **global assessment** of the International Organisation for Migration's leadership and a proposal for a **leadership development strategy** prepared by the Geneva Leadership Alliance
- An **Inspiring Women Leaders** course in partnership with the KAIPTC in Ghana, and with the EU and UN in Kosovo
- Courses on **Effective Governance** for participants from across various sectors, including government and civil society, from Myanmar, Cameroon, Tunisia and Iraq.

Organisations for which we deliver customised solutions include:



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 2019, delivering excellence in learning with a focus on a broad range of state and human security topics, and illustrating its commitment to the use and further development of progressive tools and learning methodologies. Our courses were run by a broad range of expert scholars and practitioners who engaged with our professionally and regionally diverse course participants, which in 2019 included 66 participants from 61 countries across six continents. This enriching context amplified the learning that occurred and the networks that were created both during the courses and after they had been completed, as part of our participants' life-long learning journeys with the GCSP.

Leadership in International Security Course (LISC)

The 34th edition of the eight-month **Leadership in International Security Course (LISC)** was designed to increase the conceptual and leadership skills of high-performing professionals who sought to further their careers and move into decision-making positions. Through the LISC, participants gained insight into strategic threats to peace and stability and assessed the effectiveness of current and future policy responses, while simultaneously enhancing their leadership capacity and networks. The LISC is a dual-track programme, forming part of the **Master of Advanced Studies in International and European Security (MAS)**, jointly run with the Global Studies Institute of the University of Geneva.

European Security Course (ESC)

The 23rd edition of the two-month **European Security Course (ESC)** was designed to help participants understand European security issues in the broader international security context. It examined current trends and challenges in both hard and soft security, the EU's interests, and regional security architecture relative to both Europe (the EU, NATO and the Organisation for Security and Cooperation in Europe) and key state actors. The course also analysed Europe's interaction with, and impact on, its neighbours and other regions of the world, such as the Middle East, North Africa, sub-Saharan Africa, Asia and Latin America. Relevant transnational challenges were explored, including migration, terrorism and energy security.

Testimonials

LISC/MAS

“There are few ... institutions around the world that provide this type of unique, intense training ... in working with a team of highly professional, multidisciplinary experts from different regions and backgrounds. The LISC gave me the exclusive privilege of receiving expert feedback and expanding my network and friendships, and taught me the importance of global governance.”

Ms Ingrid Gabriela Franco Ramirez, Independent Legal Advisor, Mexico

ESC

“The ESC struck the right balance ... encouraging participants to think, debate, reflect and explore new ideas while simultaneously developing skillsets that could be taken away and implemented within the reality of our daily jobs Participants were afforded a rare opportunity to engage with practitioners from a wide range of professional and geographic backgrounds.”

Mr Christopher De Marco, NATO

NISC

“The NISC is a great opportunity that will widen your horizon, broaden your perspective, as well zoom your mind and sharpen your focus. It will open doors to the world and connect you to its people.”

Lt. Col. Stefan Mühlich, Federal Ministry of Defence, Germany

20th edition and anniversary of the New Issues in Security Course

2019 included both the 20th edition of the two-month New Issues in Security Course (NISC) and activities to mark the 20th anniversary.

- 20th NISC 2019:** The 20th edition of the NISC was designed in two modules to: (1) map the new and emerging security challenges, and (2) tackle the implications of these challenges and the responses required to address them. The course had three threads running through it that influenced its development and execution: (1) a human security perspective, (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. In terms of its approach, the 2019 edition was notable for its equal emphasis on international security policy, skills enhancement, and community building.
- 20th anniversary of the NISC:** Twenty years ago the NISC broke new ground in education in international security by addressing a wide variety of threats to security from such domains as the environment and new technologies, and looking at both the state and human dimensions of security. The NISC led the way in the diversity of its participants, both in terms of geography (global representation) and institutional perspectives (government departments and international organisations), which is now extended to many other GCSP courses. To mark its 20th anniversary, in June 2019 the GCSP held a workshop on Emerging Issues in International Security that brought together the 20th NISC participants, former NISC directors, alumni, fellows and staff. In addition, an NISC 20th anniversary video was produced and a select number of stories by NISC alumni were published about the course and its impact on their lives throughout the year.





Preparing Leaders to Shape a Changing World

Leadership

We are facing a global leadership crisis. There is urgent need for a radically expanded understanding of what leadership means and who is able to lead.

All of us must increasingly think, connect, and collaborate across boundaries and ensure we remain relevant in a landscape of multiple actors and challenges. Yet prevailing beliefs about leadership are siloed and often linked to highly authoritative individuals. Consequently, 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 the leadership challenges in peace and security with the leadership development experience of the Center for Creative Leadership (CCL). In 2019 the Alliance grew further and established a network of partner organisations and associates, such as Polarity Partnerships and the online Nomadic Learning. Together, we equip individuals, teams, organisations and communities with the mindsets, skills, and tools to navigate today's many challenges and take action to create the kind of world that they want to live in.

“ *The facilitators were so masterful that we were flowing from one topic to the next in such a way that other participants generated a large part of the learning experience. Each one had a unique background and their experiences reflected and built upon those life stories, culminating in a brand-new paradigm of leadership, with different mindsets and a great host of skills. Tremendously useful for the turbulent times we are living in.* **”**

Mr Alvaro Cedeno Molinari, former Ambassador of Costa Rica to the World Trade Organisation



What impact did we have in 2019? Some examples:

- **Building leadership capability across large organisations:** We are fulfilling two multiyear contracts with large Geneva-based organisations to develop leadership capabilities across their entire structures, training over 200 people in 2019.
- **Leadership in Crisis:** Together with our Crisis Management colleagues we have designed a fully customised course for senior health emergency responders for a UN agency and its 200+ partner institutions. The course will enable these organisations to be more effective leaders in emergency responses, leading to an increase in lives saved and the reduced suffering of affected communities. Ongoing delivery is starting in 2020.
- **Congressional Transatlantic Leadership Programme:** This comprised a one-day intensive leadership workshop at the German Marshall Fund in Washington, DC for a bipartisan group of 25 Congressional senior staffers on building a transatlantic mindset and the role of multilateral hubs such as International Geneva.
- **National Training Academy (NTA):** We delivered a leadership workshop to the new management team of this newly formed Academy in Cairo, Egypt. The purpose was to showcase what the GCSP can offer, to advance our strategic partnership with the NTA and increase our influence in the region.
- **Lead and Influence with Impact and Lead Strategically in Turbulent Times:** Our two flagship open-enrolment courses continue to provide transformational learning experiences for up to 50 people. One course was offered for mid-level and one for senior-level professionals. In 2019 a new approach was instituted to identify global change agents who could benefit from our scholarship programme and capture how their learning experiences helped them increase the impact of their work.
- **Publication on “Leading UN Peace Operations”:** This paper challenges conventional thinking about what leadership means in UN peace operations and highlights the need to improve collective leadership practices.

Crisis Management

When a crisis hits, how will you manage?

In today's world the growing number of diverse crisis events implies that leaders and crisis management teams from international organisations, governments, and businesses must be trained and ready to manage unpredictable and highly disruptive incidents.

At the GCSP the Crisis Management Cluster offers courses that explore how teams could better operate in complex and often rapidly changing environments, while collaborating in a consistent and productive manner at both the individual and organisational levels.

Our approach focuses on three main components:

- We train participants to view a crisis from a 360-degree perspective. This involves understanding the different aspects of a crisis from a government, humanitarian and corporate point of view.
- Through our courses participants learn to recognise and adapt the psychological, organisational and leadership elements of crisis management through interactive sessions, cases studies, and the most up-to-date and appropriate techniques and methodologies.
- All Crisis Management courses include state-of-the-art simulations in different kinds of crises (pandemic, armed attack, kidnapping and a cruise ship-related crisis). Our core aim is to simulate a crisis by placing participants in real-time conditions. This includes the psychological and bias aspects of crisis-related decision-making as a means to test their crisis management skills and strengthen their resilience, which constitutes a good-practice learning environment.

In 2019 the Crisis Management Cluster trained around 220 participants – an increase of more than 200% from 2018.

Our activities included:

- **Open-enrolment courses**
 - **Crisis Management: Navigating the Storm:** This was a five-day course presented in Geneva and in Singapore in partnership with the S. Rajaratnam School of International Studies (RSIS) at the Nanyang Technological University (NTU).
- IMPACT:** For the first time, the Crisis Management Team, together with the **Institute of Strategic Risk Management (ISRM)** (the

GCSP Head of Crisis Management is a member of the ISRM Advisory Board), had the opportunity to launch in Singapore the **ISRM Asian Pacific (APAC)** chapter in collaboration with the Swiss Embassy and the RSIS, with approximately 70 attendees from the region. In Geneva we organised a first conference with the ISRM on **Crisis 2030: Are We Ready?** which looked at the emergent threats that we will be facing between now and 2030. World-renowned experts presented the course, which was attended by 50 participants.

- The Crisis Management Cluster also organised a two-day course on **Critical Incident Management**. The aim was for participants to experience, evaluate, and enhance their crisis management skills and procedures in a fully simulated critical incident designed by technical experts and based on real cases.
- In association with the Swiss Federal Office for Civil Protection (FOCP) and Federal Department of Foreign Affairs, the GCSP organised the 4th edition of the five-day **Risk and Crisis Management in the 21st Century** course. It targeted crisis managers from governments around the world and offered a combination of theory and practice in risk management in Switzerland and other case studies in order to ensure the best possible management of crisis situations. A 5th edition is planned for 2020.
- **Customised courses/partnerships**

IMPACT: Through word of mouth and the success of open-enrolment courses, the impact of the GCSP's work can be measured through the many new partnerships we have formed and new clients that have directly approached the Centre, which in itself demonstrates the quality of our courses' content. The following impacts stand out:

- An agreement for the **recurrent participation** of diverse organisations in open-enrolment courses
- **The significant, long-term growth of customised courses** for major global organisations (**EU, MSF, WHO**) and several governments (**Egypt, Ukraine, Qatar**)
- **Substantial growth in GCSP consultancy work** in crisis management policies and security (**Vétérinaires Sans Frontières, swisspeace**)
- **The development and reinforcement of partnerships** with the **Swiss Crisis Management Centre, the Swiss FOCP, NATO and the ISRM.**

Diplomatic Tradecraft

The Diplomatic Tradecraft Cluster organised the following courses:

- The 8th **Advanced Course for Political Advisors in EU Missions and Operations** (Module 2: Skills for Political Advisors) co-organised in April with the European Security and Defence College, which attracted 24 participants
- The 2nd GCSP course on **Diplomatic Tradecraft for Non-Diplomats** in May, for 10 participants
- The 5th GCSP **Course for Political Advisors/Skills Enhancement for Political Advisors** in June, in which 11 officials took part

- The **Swiss Diplomatic Trainee Course/International Geneva: Managing 21st Century Peace and Security Challenges** co-organised in June with the Swiss Federal Department of Foreign Affairs, for 16 diplomats
- The 5th GCSP **Course for Political Advisors/Skills Enhancement for Political Advisors** in June, in which 11 officials took part.

In addition, the Cluster published a GCSP editorial on "Key Skills for the Five Main Diplomatic Functions".





Defence and Diplomacy

The work of the Defence and Diplomacy (D&D) Cluster is located at the junction between the areas of defence and foreign affairs. Specific training programmes help participants from different states or organisations 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 contribute to preventive diplomacy, help create and develop communication channels, and provide practical skills to course participants.

All D&D courses are highly interactive, with many practical exercises, visits to relevant operational sites, platforms for discussions and creative ways to exchange views. All courses are tailor-made and developed in close cooperation with their sponsors. In 2019 the GCSP organised and presented the following courses:

- Six regional orientation courses for defence officials and an advanced course in Switzerland, South-East Europe, East Africa, South Asia and the Middle East. These courses are part of wider strategic cooperation between the GCSP and the Swiss Department of Defence.
- Six courses and workshops for the Swiss Armed Forces in Geneva:
 - Three were organised for the Swiss Military Academy (training

course WAL 1, 2 and 3). Participants learned about, discussed, and experienced the security dimensions of International Geneva as they applied to Switzerland and explored current international issues.

- Two **Strategic Planning and Analysis Seminars** offering expert advice to senior practitioners were also organised for the Swiss Armed Forces Operations Command.
- The 12th **Annual Senior Officers' Seminar (ASOS) for Flag Officers** took place in Geneva.
- A course for non-commissioned officers also took place in Geneva.

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 gaining greater insight into International Geneva and meeting a variety of actors. This brings an added value to their regular experiences within NATO and the EU.

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

Gender and Inclusivity

The challenge of creating greater inclusion and equality transcends governments and organisations. It is personal, political and cultural.

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. Our aim is to better understand the systemic challenges and structural inequalities that create and exacerbate security challenges, and bring together our diverse community to understand different contexts and co-create solutions through The GCSP Way.

We integrate a “gender and inclusion” lens into our core security courses and unpack international frameworks such as the Women, Peace and Security Agenda and the Sustainable Development Goals. We educate women who are under-represented in decision-making processes, as well as all leaders seeking to lead more inclusively and harness the higher levels of collective capacity that diversity of thought and experience can facilitate.

In 2019, in collaboration with the Geneva Leadership Alliance, we delivered courses to over 80 women from Europe, Africa and the Middle East, developing the mindsets, tools and skills, and networks needed to overcome gendered barriers and lead effectively. A new opinion piece entitled “Inspiring Women Leaders”, which focuses on the seven steps that women should take to be successful, forms the core theoretical content of these courses.

- **Geneva: Inspiring Women Leaders:** We delivered an open-enrolment and third-party-funded two-day course for women leaders from across various sectors, and a series of half-day workshops on leadership embodiment, public speaking, and speaking up (which was particularly relevant after the #MeToo campaign).
- **Ghana: Inspiring African Women Leaders:** In partnership with the Kofi Annan International Peacekeeping Training Centre we delivered a five-day leadership course as part of a year-long programme to build the capacity of 16 women leading projects to advance the Women, Peace and Security Agenda across the African continent.
- **Kosovo:** In partnership with the EU and UN Mission in Kosovo we delivered a five-day Confidence, Influence and Effective Leadership course and coaching for 27 women politicians to equip them with skills and strategies to participate in politics and shape good governance.

In addition, we integrated polarity thinking on leadership into our leadership and security policy work. The theoretical aspects of this process were explained in the opinion piece “Diversity and Inclusion: Applying Ancient Wisdom to Shift Mindsets towards More Sustainable Outcomes”.

- We delivered a new one-day intensive course on Leveraging Diversity to Increase Performance for gender experts and team leaders. The aim was to understand the tensions that arise when leveraging diversity, and to offer practices to nurture participation and inclusion.
- In collaboration with the Maison de la Paix Gender and Diversity Hub, during Geneva Peace Week we delivered a course on Overcoming Challenges to Women’s Participation in Sustainable Peacebuilding, which was highly rated by gender and peacebuilding experts.
- We published a Strategic Security Analysis entitled “Advancing Inclusive Mediation through the Lens of Leadership”, which policymakers have used and referenced.
- We arranged the following public discussions with our partners:
 - **Women of Mosul** arranged with the Women’s International League for Peace and Freedom and ASUDA, as well as with Omar Mohammed, historian and founder of the Mosul Eye blog
 - **Security and Ethical Implications of Deepfakes** with the Global Risk and Resilience Cluster and Deeptrace.

“This course has it all. Incredible trainers and a brilliant curriculum that is specially tailored to women in leadership. It is honestly the best course I have attended. I have learned practical tools and am finishing the course with a huge sense of my potential to grow. Thank you!”

Ms Sybella Wilkes, Communications Advisor, United Nations High Commissioner for Refugees

Building a Resilient and Peaceful World

Arms Proliferation

The Arms Proliferation Cluster provides expertise in the analysis of the phenomenon of arms proliferation and the political, diplomatic, and legal responses to it.

It does so by organising annual executive courses on the **Arms Trade Treaty (ATT)** and **Arms Control in the Middle East and North Africa (MENA) Region** in Geneva and Amman. These courses attracted some 67 participants from 41 countries. The total number of officials trained on ATT-related issues since 2014 reached 350 in 2019. This is a significant contribution to the international efforts to promote a responsible arms trade and to prevent the illicit trafficking in small arms and light weapons as required by the Sustainable Development Goals. One visible sign of the impact of such training is the high number of alumni who work in Geneva or return to represent their governments at ATT meetings of states parties and apply the expertise they acquired during the courses. Other past examples of impacts of this kind include the decisions of some governments to accede to new arms control treaties or draft relevant legislation following the participation of their officials in such courses.

In addition, the Cluster actively contributed to public dialogue among stakeholders that reached over 300 participants on topics that are high on the international agenda, such as the WMD-free Zone in the Middle East, the NPT and General and Complete Disarmament, the biological weapons risk, and WMD terrorism. It was also involved in restricted dialogue events on issues such as **Nuclear Responsibilities, Negative Security Assurances, New Conflicts in the Middle East**, and **Military Power and Hypersonic Weapons**, as well as a table-top exercise on **Responses to a Deliberate Disease Outbreak in Africa**. Finally, through its publications it shed light on research topics such as “The South Asian Nuclear Posture”, “The Arms Trade Treaty (ATT) and Asia’s Major Power Defiance”, the “US Withdrawal from the ATT”, “New Forms of Conflict in the Middle East and Arms Control”, the “UNSG Disarmament Agenda”, “Missiles in the Middle East” and the “North Korean Nuclear Programme”. This has increased the global visibility of the GCSP as a contributor to international peace and security efforts.

“ I learned that multinational cooperation is critical to achieving the effectiveness required in the control of arms. While the challenge seems too great, there is willingness out there to address arms proliferation.”

A South African ATT course participant





Effective Governance

Governments and state officials face evolving, interlinked, and transforming 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 various sectors 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 that facilitate knowledge transfer, skills enhancement and network creation.

The course is designed to align learning with impact, while leveraging both modern approaches to classroom training and innovative educational technologies. Participants are offered a variety of teaching and learning tools combined with lectures, Q&A sessions, panel debates, and simulations in which participants are fully immersed, giving them the ability to transfer the key insights and knowledge they have gained to their respective professional contexts.

In 2019 the Effective Governance Cluster, with the support of the Swiss State Secretariat for Migration, ran a course for diplomats from Cameroon on **Migration and Good Governance** and developed a new course for Tunisian diplomats on the same topic (both courses were run in French).

This Cluster also received important feedback on the impact of its **International Relations and Human Security** course for Myanmar participants. The course was run for six years from 2013 to 2018 in cooperation with the Geneva Centre for Security Sector Governance and with the support of the Federal Department of Foreign Affairs. It has more than 100 alumni, including government officials, military officers, members of civil society, and representatives of ethnic armed organisations (EAOs). Col. Sai Ngern from the Restoration Council of Shan State was a participant in this GCSP course in 2016. Thanks to the knowledge and skills he acquired, he was promoted to be leader of the NCA-S EAO negotiating team at the peace negotiations in Myanmar.

“ *The experience at the GCSP is truly unique. The diversity and richness of the lessons learned, the quality of the trainers and the importance of the organisations we have visited in the framework of the course on good governance and migration could be the starting point of real global leadership. The experience shaped on the situation in our country gives us necessary material to enrich our public policies upon our return home.* **”**

Participant from the 2019 Cameroon course

Terrorism and Preventing Violent Extremism (PVE)

The world is continuing to witness a decline in global cooperation and security. This downturn is due in part to the continued growth of armed, violent non-state actors that are feeding and sustaining violence in “post-conflict” countries – mostly on their own, but also in cooperation with states.

Criminal and terrorist groups have entered a new phase of consolidation and diversification. Multiple countries have experienced the persistent threat of Salafi-jihadist extremism for the last two decades. These groups’ staying power is due to their ability to recruit members using sophisticated influence campaigns and marketing tools to gather new funds in cooperation with criminal actors.

Another type of extremist group is growing – white supremacist groups, which are posing a transnational challenge and forming global networks that reach from New Zealand to the United States.

Terrorism is like a Hydra: you cut off one head and another one grows in its place. Military operations have done little to stop the spread of terrorism and criminal activities worldwide and have in some cases accelerated their growth and reach.

To face this challenge, the GCSP has decided to focus on efforts to build resilient societies and design effective prevention strategies. The Centre is leading some of the most innovative thinking on PVE by addressing the relationship of extremism with other transnational security challenges, including armed non-state actors, organised criminals and cyber criminals.

The GCSP is also active in assisting countries to help design effective national strategies to thwart terrorism today and in the future. The Centre is interested in helping countries that lack capacity and resources to find effective tailored responses that can help prevent the spread of extremism.

So what impact have we had in 2019? Here are some examples:

We delivered various courses:

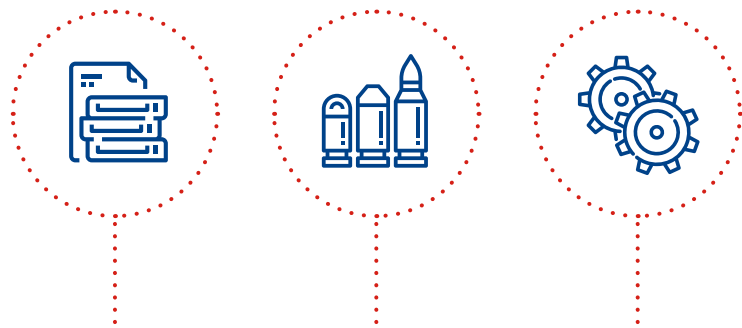
- A course on the **Protection of Civilians in Armed Conflict: Addressing the Challenges Posed by the Presence of Non-State Armed Groups**. Humanitarians are increasingly being criminalised for working with armed groups, and the GCSP is helping them to understand the challenges of working in conflict zones, especially in areas occupied by armed non-state actors.
- A course on **Designing National Action Plans to Prevent Violent Extremism**. The course is designed to teach participants to design their own blueprint strategies and draw up National Action Plans. According to one participant, “My country has undertaken the elaboration of a national PVE strategy this year and I’m confident that this training will be reinvested to improve this plan”.

We organised and participated in dialogue events:

- During the 2019 Munich Security Conference the GCSP co-hosted with the Institute for Economics and Peace (IEP) a discussion on **Technology and the Evolving Global Terrorist Threat**. Panelists included the Executive Director of Europol, the Assistant Secretary-General of NATO and the Under-Secretary-General of the UN Counter-Terrorism Executive Directorate.
- In partnership with the IEP, the GCSP contributed an article and helped to launch the 2019 Global Terrorism Index, which has an 800 million digital reach and 5 billion yearly global media reach.

Publications:

The GCSP is helping global actors to understand the concept of violent extremism, which has played an increasingly prominent role in policies and development programming at the global level. The Cluster published a Geneva Paper entitled “Defining the Concept of ‘Violent Extremism’” and contributed an expert article to the 2019 Global Terrorism Index entitled “Hydra: The Evolving Anatomy of Extremism.”



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 to 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.

Five executive education programmes were offered in 2019. In April, the course on **Negotiations Theory and Practice** was conducted for the Swiss Federal Department of Foreign Affairs. In this tailored course experienced practitioners offered their insights into the theory of international negotiations to 18 Swiss career diplomats. In September the GCSP conducted the 3rd **Air and Missile Warfare: Navigating the Legal Dimension (Advanced AMPLE)** course. This course brought together 24 pilots, air force commanders and other air operators, as well as diplomats, defence attachés and legal advisors from international governmental and non-governmental organisations from 18 countries and four regions. The course **Legal Dimensions of Contemporary and Future Use of Force** took place in November with 26 participants from 16 countries. Finally, after the presentation in November of the new course on **International Disarmament Law** to 25 participants, the following month saw the successful organisation of the **Weapons Law and the Legal Review of Weapons** course with 34 participants from 24 countries. The training that these courses offered identified emerging issues in the security realm, clarified their legal framework for strategic and operational decision-making, bridged the gap between research and practice, and fostered solutions-oriented policy analysis. These courses were complemented by the very successful 3rd edition of the **Symposium for Senior NATO/PfP Legal Advisors**.

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, dialogue events and research 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 Advanced AMPLE course participant, “The programme questions from a different angle traditional notions and problems, and puts things in a completely new perspective”.

To this end, several publications were offered in 2019 to encourage new thinking and the development of new skills and fresh knowledge. Most notable, the *Guide to International Disarmament Law* (Routledge, June 2019) is aimed at diplomats, security experts and scholars, and as of March 2020 more than 450 copies had been sold. The GCSP Strategic Security Analyses on “Synergies between the Arms Trade Treaty and the Wassenaar Arrangement,” which was written for diplomats and governmental experts working on these regimes, and “Addressing the Use of Human Shields”, written for Supreme Headquarters Allied Powers Europe (NATO), are two of many other publications on security and law. This cutting-edge research is aimed at empowering current and future decision-makers.



Peace Operations and Peacebuilding

2019 marked the end of 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. The need to strengthen international, regional, national, and local capabilities and mechanisms to prevent, resolve, and manage conflict and build and sustain positive peace has become more important than ever. To contribute to meeting these challenges, the GCSP provides a uniquely inclusive space for forward-looking dialogues, the development of new policies, and senior- and operational-level education and training to generate impactful capabilities and responses to prevent, resolve, and manage violent conflict and promote sustainable peace.

In 2019 the GCSP further increased its focus on strengthening leadership for peace operations and peacebuilding. The Centre hosted the 11th **Enhancing Leadership for Peacebuilding Course** in cooperation with the Swiss Federal Department of Foreign Affairs (FDFA), Interpeace and the UN Institute for Training and Research; and contributed to the **EU Common Security and Defence Policy Leadership Training Requirement Assessment** and **Curriculum Development** (Civilian and Military Training Groups) and the **European Association of Peace Operations Training Centres'** work on leadership training development. The course on **Results-Based Management** co-organised with the Geneva Centre for Security Sector Governance and the Small Arms Survey empowers leaders to exercise responsible management practices. As part of the Cluster's work on preparing future peacebuilding leaders, it hosted the **Swiss Peacebuilding Training Course** in cooperation with the Swiss FDFA, the Swiss Armed Forces International Command and swisspeace.

Other significant developments during 2019 included the GCSP's hosting of the first **Swiss-EU Common Security and Defence Policy Pre-Deployment Course** in cooperation with the European Security and Defence College. The Centre also hosted for the first time a course for UNITAR on **Exploring Emerging Security Challenges and Their Possible Responses to Build a Better Tomorrow**. In all the Cluster's activities, ensuring the effectiveness and efficiency of peace operations and peacebuilding remains critical.

The **Global Peace Index 2019** was launched with the Institute for Economics and Peace, while the **Geneva Peace Week 2019** proved equally impactful, with the GCSP hosting 25 events focused on peacebuilding. Highlights included the launch of the **2019 Studies of Researching the Effectiveness of Peace Operations and Peacebuilding Network** with the Norwegian Institute of International Affairs and the **Turning War Grief into Positive Peace** event convened with TAPS

International, where survivors of conflict and their powerful stories made a lasting impression.

The GCSP provides a range of courses on peace operations and peacebuilding, and how to lead and manage them. By involving senior and mid-level leaders from a broad array of countries, disciplines and organisations, 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. 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.



Rethinking Geopolitics and Global Futures

Transformative 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 significant 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, healthcare – all of these sectors rely on AI, which means that it plays a critical role in our lives. Its relevance will only increase as AI systems continue to be integrated into more and more applications and autonomous robots. 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 about 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 13 June 2019, 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 furthered participants' understanding of how transformative technologies will impact the future of warfare.

The Future of Outer Space Security

Today's fast-moving and interconnected world would not be possible without a 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 all of humankind. This involves proactively dealing with issues such as space debris and the weaponisation of space. At the same time, this must be reconciled with the reality that the security of a state's outer space interests is vital to its national interests. In recent years space weaponisation has escalated and caused tensions to flare between some 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 inordinately high stakes, international law continues to neglect the regulation of potentially dangerous gaps in 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 Security**, which took place on 12 June 2019, offered a stimulating environment, drawing on the knowledge of high-level academics, the experience of senior practitioners, and input from professionals, enabling participants to engage with a challenging topic that is critical to global security. The course equipped participants with the requisite tools to engage with the key issues in the field of space security, and empowered practitioners to devise innovative and lasting solutions to pressing challenges in this important field.



Neurophilosophy

Neuroscience has made tremendous advances in recent decades, bringing us unprecedented insights into human nature and the functioning of the human brain. Brain imaging tools such as functional magnetic resonance imaging (MRI scans) have revealed important facts about human behaviour, emotions, morality, and social cooperation, and 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 to 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 14 June 2019, explained the neurophilosophical concept of “emotional amoral egoism” in terms of both humans and states, demonstrating how it affects international relations and governance. The course 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 humankind.

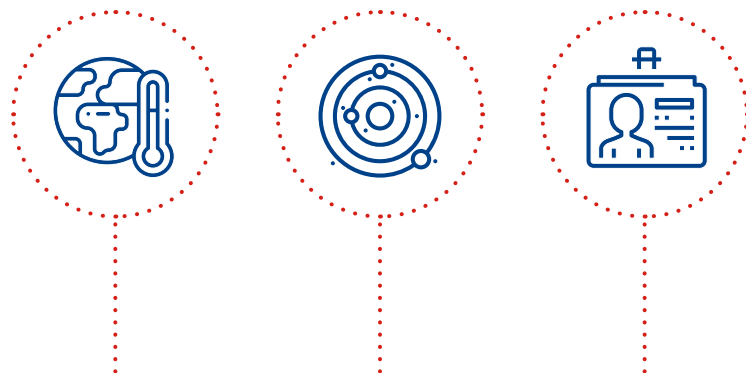
Anticipating Emerging Challenges

Human Security

In 2019 the Human Security Cluster offered content and tools to over a hundred 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-security nexus, given the importance of these topics and their impact on peace and security. Our offerings included contributions to the three advanced GCSP courses, namely LISC, ESC and NISC. The Cluster also ran courses on **Addressing Challenges in Global Health Security** in Geneva in English and in Dakar in French. Our work on the environment and security included the 1st edition of the **Summer Academy on Land, Security and Climate** co-organised with the Initiatives of Change, and the 2nd edition of the **Environment and Security Course**. 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. Together with the UN Environment Management Group we held a one-day **Nexus Dialogue on Environment and Security** that brought together experts on the topic and discussed solutions. We also addressed climate policy and action in two public events on **Unexpected Benefits of Climate Action** and **Shepherds of Climate Change Policy: A Message for the UN Climate Action Summit**, which discussed how climate action can prevent the major deterioration of the security landscape in the future.



Cyber Security

The Cyber Security Cluster has gone from strength to strength. We work with the latest International Geneva developments and initiatives and have exported our unique brand of education excellence and policy expertise around the world.

The **Cluster leveraged the latest social media marketing techniques, including podcasts and video messages** to spread its message further and faster.

Education

Our core focus is on providing high-level teaching experiences to diverse communities that enable them to meet the challenges of the digital world and take advantage of digital opportunities.

- Our flagship education offering – **Meeting the Cyber Security Challenge** – brought together 13 current and future leaders and experts (including five women) from five continents in a redesigned, interactive course:
 - Active and blended learning sessions were combined with presentations by specialists, including from Europol and NATO.
 - The course broadened the knowledge of its participants by examining both technical and non-technical aspects of cyber security. This is a unique selling point of the GCSP's cyber education curriculum and a core tenet of the Cyber Security Cluster's message that applies to all its activities: *Cyber security is not a purely technical discipline.*
 - The course also successfully promoted gender balance by utilising an equal number of female presenters, highlighting the role women play in today's cyber security narrative.
- GCSP cyber security experts were also invited to teach courses and deliver presentations in Santiago, Riyadh and Brussels:
 - Designed for local diplomatic and political audiences, these sessions enabled the GCSP to enhance participants' understanding of this complex field and disseminate its core message: that cyber security is a holistic discipline requiring both technical AND non-technical skills.
 - The sessions demonstrated how the GCSP's activities and our message of cooperation and improved understanding are impacting international audiences.

Dialogue

The Cyber Security Cluster also facilitated and engaged in high-level dialogue:

- We collaborated with the **Swiss Federal Department of Foreign Affairs to take an active role in facilitating the Sino-European Expert Working Group on the Application of International Law in Cyberspace**. This initiative involved working closely with international partners such as the China Institutes of Contemporary International Relations and the EU's Institute for Security Studies. The GCSP's contribution to these high-level discussions was to foster a deeper understanding among the groups represented in order to maximise the opportunities presented by digital technology.
- The Cluster also supported the preparations for two important UN processes: the **UN Group of Governmental Experts on Advancing Responsible State Behaviour in Cyberspace in the Context of International Security** and the **Open-Ended Working Group on Developments in the Field of ICTs in the Context of International Security**. The GCSP facilitated, hosted, and participated in meetings of international legal and governmental experts as foundation-building activities for these UN processes.

Engagement

Continuing to engage with diverse communities to effect positive change in the cyber security narrative, the Cluster was actively involved in several high-impact community events:

- The GCSP hosted the 5th Swiss leg of the **Cyber 9/12 Strategy Challenge**. In partnership with the Atlantic Council, the GCSP hosted 22 international teams, helping to shape young minds and future leaders by exposing them to crisis management and policy development techniques.
- The Cluster also initiated a series of well-attended public discussions that examined issues as diverse as cyber diplomacy, ethics and international cooperation.



Global Risk and Resilience

The nature of the threats we face has been completely altered since the end of the Cold War. While during the Cold War states faced threats, they are now confronting risks.

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

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

In 2019 the GRRRC established itself as a centre of expertise on the subject of the security implications of emerging technologies, especially artificial intelligence (AI). This was demonstrated by the numerous requests that the GRRRC received to participate in events such as the Dubai World Government Forum, the Moscow Security Conference, the AI for Good Summit in Geneva, the Stockholm Security Forum, the Abu Dhabi Strategic Debate, and seven UN conferences. We also delivered 27 presentations/lectures to various GCSP courses and gave 36 presentations outside of the GCSP, including at the Chambésy Dialogue, the UN Governmental Group of Experts on Lethal Autonomous Weapons, and the China-US-Europe Dialogue on AI and Strategic Stability. Overall,

through its various presentations, the GRRRC reached a highly diverse audience composed of policymakers, businesspeople, scientists and international civil servants numbering more than 3,000 people.

The GRRRC organised three public discussions, each of which were attended by 50-80 people, to raise awareness among the general population on issues such as small states' security, surrogate warfare and deepfakes. The head of the Cluster was also appointed as a member of the scientific board of the AI and Cyber Security Task Force of the Centre for European Policy Studies in Brussels, contributing to shaping the AI debate at the EU level. The GRRRC was also approached by a philanthropic organisation to map out the main actors in the ethical uses of AI in Switzerland and abroad so as to guide the organisation's funding strategy.

We participated as an expert in the NATO Defence Education Enhancement Programme in Tunisia to help the country's National Defence College redesign its curriculum on strategy and geopolitics. The GRRRC organised one workshop in Kyiv in the framework of the NATO Partnership for Peace Consortium, and contributed to promoting and disseminating among the transatlantic community the lessons learned from countries that had experienced hybrid warfare. The Cluster gave 23 interviews to the domestic and international media, some of which achieved more than 5,000 viewings on social media.

The head of the Cluster published a book entitled *Surrogate Warfare: The Transformation of War in the 21st Century* (published by Georgetown University Press). The head of the Swiss Federal Department of Foreign Affairs, Federal Councillor Ignazio Cassis, said of the book, "it is true that changes modify the conduct of warfare. This evolution must be analysed to conduct a policy of peace promotion. With your meticulous study, you have presented a study that contributes to the thinking on this important and topical issue".

Strategic Anticipation

Developments in the international security policy environment are both fast-moving and interconnected. Thus, planning in the traditional sense is no longer sufficient. A three-pronged approach can help us to confront this reality. This includes:

1. A **mindset** based on the principle that the future is not just a continuation of the present and that fundamental change is possible
2. A focus on the **enabling factors** in one's own setting that will integrate longer-term thinking – from the importance of communication to the need for leadership support
3. A **strategic foresight process** to systematically expand one's understanding of how the future may unfold and design inputs to act on these findings today.

These factors form a comprehensive and realistic approach to ways of considering the future that are particularly relevant for international security policy practitioners and others.

How does the GCSP work with its partners on strategic anticipation?

In 2019 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 outlooks and strategies. Identifying emerging security issues and understanding their possible interactions with other challenges are central to these efforts. Over 300 individuals from governments, international organisations, civil society and the private sector were reached directly through the GCSP's work on strategic anticipation. Activities in 2019 included the following:

- **Emerging Issues in International Security:** In this three-day course participants explored the security implications of selected emerging issues (artificial intelligence, cyber security, global health, climate change, terrorism), the interconnections among these issues, and the fundamentals of strategic foresight.
- **Strategic Foresight - Tools and Techniques for Planning in Uncertain Times:** This three-day course provided participants with conceptual knowledge on strategic foresight, the skills to design purpose-driven processes and use a wide range of methods, and techniques for integrating foresight in their own institutions (including case studies).





- **Advanced courses:** The GCSP also mainstreamed strategic foresight in its long courses – the eight-month **Leadership in International Security Course**, the two-month **European Security Course**, and the two-month **New Issues in Security Course** – all of which employed one-to-one and half-day strategic foresight simulations and in-depth multi-week projects. Participants could directly apply their knowledge by using these approaches and leave the course equipped to take their futures-focused mindsets and foresight skills back to their institutions in countries around the world.
- **Workshop on Strategic Foresight for the National Security Council of Thailand:** This was a customised workshop to build a strategic foresight capacity and network across the Thai government.
- **Syria and Global Security Workshop – Foresight for Diplomatic Dialogue:** In order to inject fresh and creative ideas into an ongoing process, in 2019 we began exploring the application of foresight methods to the GCSP's diplomatic dialogue initiatives.
- **Alumni Workshop on Strategic Foresight for the Security Sector in Ukraine:** This was a mentoring of GCSP alumni to develop and implement a workshop in Kyiv to explore the future of Ukraine beyond the current dynamics, in partnership with the Kyiv-Mohyla Business School.
- **Strategic Trends 2019:** This event constituted the Geneva launch of the ETH Zurich Center for Security Studies' annual publication.
- **Global Strategic Trends:** This event comprised the Geneva launch of the report issued by the UK Ministry of Defence on *Global Strategic Trends: The Future Starts Today* (6th edition), by a GCSP alumnus in the report team.

“*Strategic Foresight is one of the most important dimensions of this training. For each situation projected, for each possible scenario, we have a package of analysis and foresight tools and skills in order to be better prepared to face the future and face the unexpected consequences or black swans.*”

Mr Mahamadou Maman Issa Barma, Ministry of Foreign Affairs, Niger, and LISC participant, 2018-2019

Fostering diplomatic dialogue



The GCSP Way in Diplomatic Dialogue focused once more on regions that impact global security, such as the Middle East and North Africa, Eastern Europe, South Asia, and North-East Asia. In terms of this perspective, it also interacted with several international organisations such as the Organisation for Security and Cooperation in Europe, NATO and the EU. The 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 GCSP educated participants from the Partnership for Peace (PfP), NATO countries, and their partners. The Centre also supported and collaborated with other PTECs around the globe and contributed to specific PfP initiatives, as well as interacting with the PfP Consortium. The GCSP has been visited by several NATO delegations and contributed to numerous NATO staff talks in Geneva and Brussels.

High-level debate

Due to tensions in the Korean Peninsula and the collapse of the US–DPRK negotiations, the 8th Zermatt Roundtable on Current Security Issues in North-East Asia had to be postponed at short notice.

Multitrack 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. Track 1.5 dialogue integrates Track 1 and Track 2 actors. The GCSP is committed to providing opportunities for exchanges on emerging issues among government officials and independent experts.

In April 2019, following three previous meetings, the GCSP and the Institute for Disarmament and Peace of the Ministry of Foreign Affairs (MFA) of the Democratic People’s Republic of Korea (DPRK) held the fourth round of their **Confidence-Building Measures (CBM) Seminar** in Switzerland. It was organised in the context of the current dynamic involving the DPRK, the United States and the Republic of Korea. This seminar allowed the participants to better understand the various perspectives of each side and to clarify possible outcomes. In an informal and open setting, this Track 1.5 meeting, supported by the 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 favour the continuation and consolidation of the CBM process in the near future.



Fostering dialogue

The **Sino-European Expert Working Group on the Application of International Law in Cyberspace** – a cooperative process among the China Institutes of Contemporary International Relations (CICIR), the EU's Institute for Security Studies (EUISS) and the GCSP – met for the first time in Beijing in the spring of 2019. The aim of the meeting was to provide a platform for exchanges to examine the application of international law in cyberspace and promote exchanges among Chinese and European legal experts on their legal positioning across diverse cyber-related scenarios. In order to ensure the impact of such an initiative, joint research on specific topics between meetings is foreseen, key themes will be linked to related meetings at the Track 1 or Track 1.5 level as relevant, and the co-facilitators of the Working Group (the CICIR, EUISS and GCSP) have committed to convening a second meeting. In Europe the Working Group is sponsored by the EU, the Dutch Ministry of Foreign Affairs, and the Swiss Federal Department of Foreign Affairs.

High-level and Immersive Events

In 2019 the GCSP organised more than 100 conferences, customised workshops, dialogue events, and public discussions, and hosted several events visits. While the impact of these activities is difficult to assess, the fact that high-level speakers such as government ministers and deputy ministers, ambassadors, and high-level civil servants come to the GCSP and deliver lectures is a strong indicator of the Centre's soft power. Equally, the presence of numerous participants at the public discussions is a further sign of the relevance of these activities. The video/live streaming of public discussions multiplies their effect globally.

The GCSP Prize for Innovation in Global Security

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

The 2019 GCSP Prize for Innovation in Global Security was awarded to Minefields.info at a ceremony in Geneva on 20 November 2019.

Minefields.info is a mobile phone application for Android and iOS smart phones. It is designed as a global warning system for all countries that have a landmines problem. The main purpose of the application is to alert users to surrounding, life-threatening danger caused by their entering an area suspected of being a minefield.

Countries with minefields can be incredibly dangerous to both local residents and visitors such as tourists, hunters, hikers and nature lovers. This application is a modern, effective way of protecting people from death or injury, which was immediately recognised by leading demining organisations. The application can report an unknown resource where a user can take a picture of an unknown subject and write a description of the subject and its location. The application then calculates the exact position of the subject and sends it to the competent service, which alerts a rescue team. This option is very useful in urban environments, where improvised explosive devices are often used.





Supporting talented individuals and accelerating promising projects



From the Global Fellowship Initiative to the Creative Spark

In 2019 the GCSP's Global Fellowship Initiative (GFI) welcomed some 151 fellows from all over the globe. With the aim of creating an ever-wider community of people, ideas, and innovative approaches, it has established five new partnerships with public, private, and academic institutions, such as the NATO SHAPE, the US Mission to the UN and other international organisations in Geneva, Von Rohr & Associates, Expertise France, and the Walsh School of Foreign Service at Georgetown University.

The GFI provides a platform for experts and practitioners from a range of sectors to come together, engage with one another and discuss critical issues that they would otherwise not share. The GCSP's model breaks down all silos to inspire, prepare, and support a multidisciplinary, multicultural, and multigenerational group of talented individuals in the field of peace and security by offering a diversified and collaborative environment that supports research, fosters creativity and collaboration, and expands networks.

“A combination of food components gathered to bring a coherent culinary outcome out. That is what the Global Fellowship Initiative (GFI) at the Geneva Centre for Security Policy (GCSP) looks like. Once you have tasted that mixture, you are willing to go on with it and to know which rare product will be the next to be added to that GFI lab.”

Laurent Sierro, Journalist-in-Residence

The GCSP's Creative Spark has grown to become a recognised incubator/accelerator of projects with a high likelihood of generating sustainable impact on international peace and security. It provides targeted support to turn innovative efforts into reality. (This includes, but is not limited to, office space, business and marketing strategy services, business operations, legal support, media marketing services, accounting and financial management, training, and networking opportunities.)

In the course of 2019 the Creative Spark incubated the following five promising projects:

- **Terrorism Joint Analysis Group (T-JAG):** T-JAG delivers timely analysis and training in the area of the global manifestations of terror, and develops innovative methods and methodological tools in the fields of counter-terrorism, counter-narrative, intelligence and open-source intelligence analyses. In 2019 T-JAG developed a strategic partnership

with the EU (Project CT-MENA), while supporting NATO's Emerging Security Challenges Division with capacity-building courses (focusing on intelligence and counter-terrorism analysis).

- **Climate Action Accelerator (CAA):** The CAA aims at encouraging the middle segment of society to exponentially implement measurable climate solutions in order to halve carbon emissions by 2030. Targeting aspiring leaders and organisations at scale, it offer the tools to empower, commit to and replicate direct action by using methods that harness collaboration. The initiative's products include a user-focused solutions hub and a “middle out” mobilisation plan geared to action.
- **Collaboration Spotting – IDE4 Foundation:** The IDE4 Foundation offers a transparent and trusted way to reduce the challenges presented by overwhelming amounts of data and break down barriers to collaboration for those who desire to resolve issues, be they for-profit, not-for-profit or institutional, in situations where the optimal approach to the resolution of specific issues requires collaboration. To facilitate decision-making and foster collaboration, the IDE4 Foundation relies on a CERN-made state-of-the-art platform for data exploration, information visualisation and network analytics.
- **International Gender Champions (IGC) Secretariat:** The IGC is a leadership network that brings together female and male decision-makers who wish to break down gender barriers and make gender equality a working reality in their spheres of influence. The network numbers over 251 active Gender Champions and 154 alumni who are heads of international organisations, permanent missions and civil society organisations.
- **Geneva Cities Hub (GCH):** The GCH is a new initiative supported by the City and Canton of Geneva and the Swiss Confederation to facilitate constructive relations among urban actors around the world and the various International Geneva institutions. The GCH seeks in particular to ensure that urban actors have access to international organisations in Geneva and to coordinate its activities with major city networks through partnerships.

The GFI at a glance, 2019



90

Associate
Fellows



5

Government
Fellows



43

Executives-in-
Residence



5

Doctoral
Fellows



8

Young Leaders
in Foreign and
Security Policy



151

Total

Supporting our growing, vibrant and global community



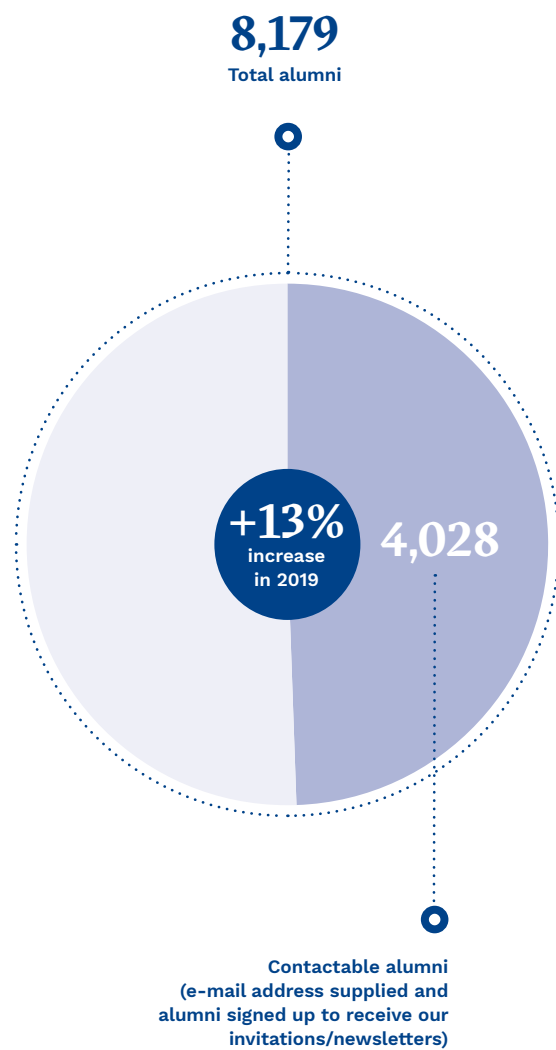
Establishing avenues for our ever-growing, collaborative global Alumni Community

The GCSP Alumni Community makes the difference 24/7

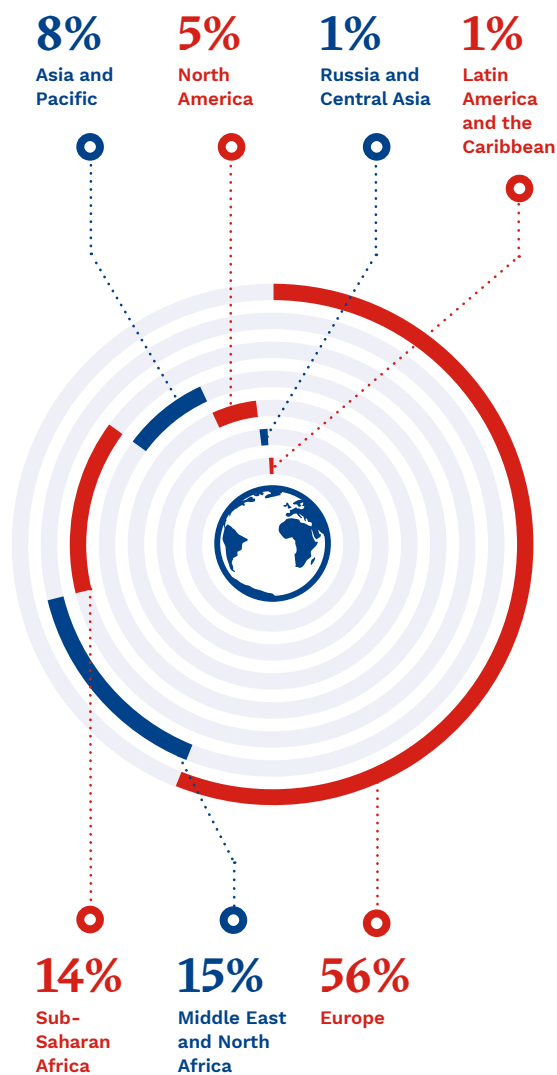
The Community Engagement Office is committed to creating and reinforcing life-long intellectual, professional and personal connections among the members of the GCSP Alumni Community. It also provides a structure where alumni can contribute to the Centre's capacity with their knowledge and experience.

The GCSP's Alumni Community is a tremendous form of capital for the GCSP, its Foundation Council member states, each individual member and their respective organisations. Since the GCSP's establishment the community has grown exponentially, and alumni are currently based in 168 nations.

Alumni Community in numbers

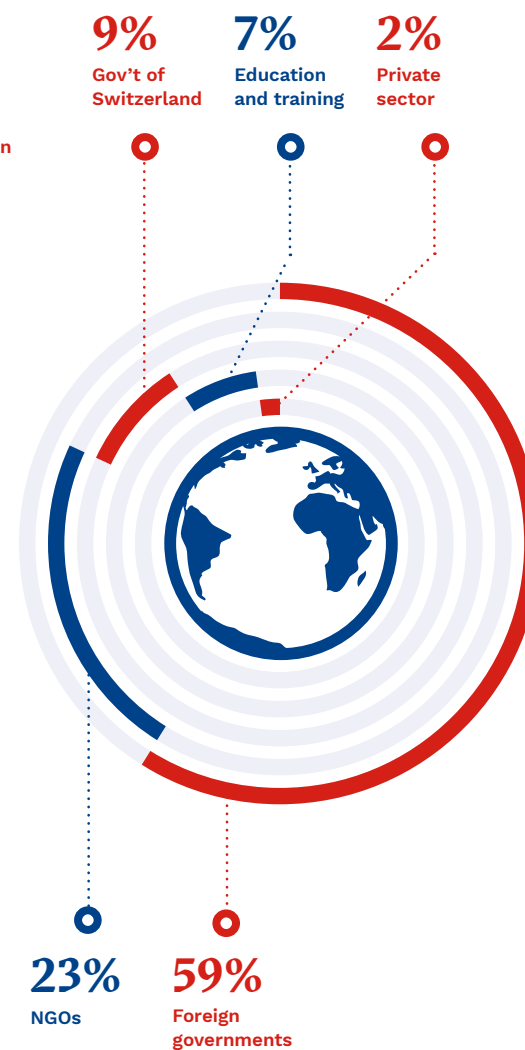


Alumni by region



Alumni by sector of activity

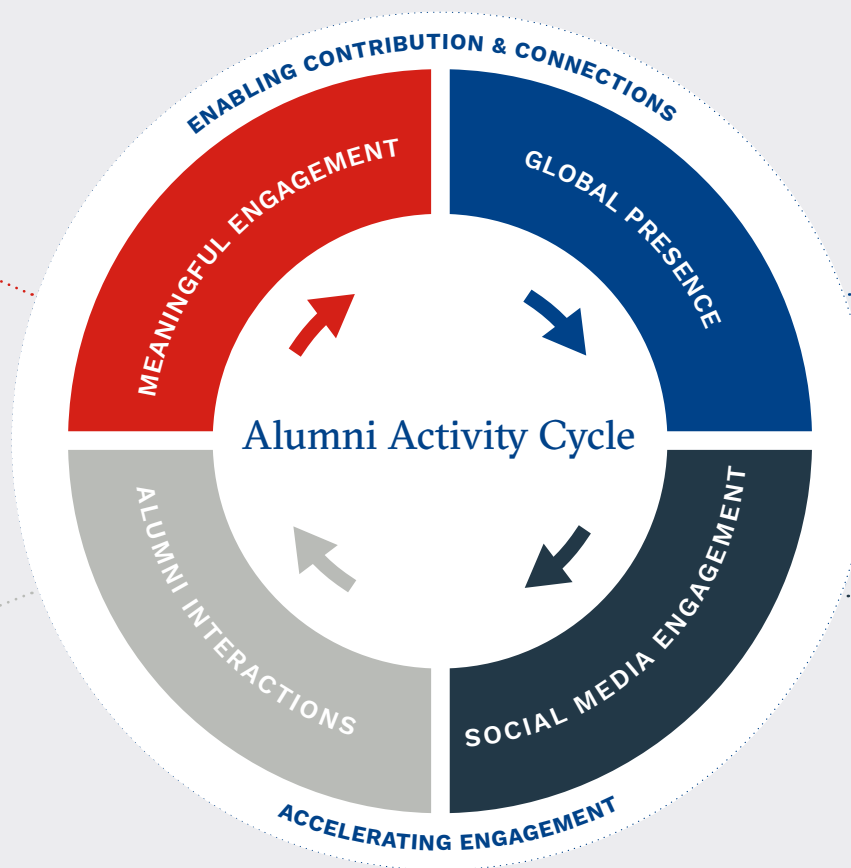
Our alumni are executives, academics, policymakers, and social and political leaders who tackle global security challenges.





2019 was marked by strong regional development, with the inauguration of four new **Alumni Community Hubs**. These Hubs create a sustainable forum for our local communities to collaborate in the areas of security policy and international affairs. They involve alumni in providing leadership and mentoring support to other alumni or future course participants.

- **53** alumni events (+38%)
- Participation in events **541** (+6%)
- Alumni guest speakers **100**
- Volunteer participation **35**



- **75** e-communications
- **Two** course/workshop contracts won through Alumni Hub leaders
- MyGCSP launch on 21/03/2019 with **423** immediate connections
- **1,324** total MyGCSP users by end of 2019 (+72%)

- Event presence in **33** countries
- Inauguration of **four** new Alumni Community Hubs (Athens, Chisinau, Islamabad, Warsaw)
- Global Alumni Networking Night (GANN) organised in **30** sites around the world

- Autumn campaign: "MyGCSP Launch and Finding Lost Alumni"
- **22** posts on Facebook, LinkedIn, Twitter with a total of **22,876** impressions, generating **521** sessions on MyGCSP
- **Two** platforms for dialogue established:
 - Facebook Alumni Group
 - LinkedIn Alumni Group

Number of regional alumni events



The **Global Alumni Networking Night (GANN)** took place for the third time and almost doubled in terms of the number of alumni involved. It is geographically our most widespread event. It united our community members simultaneously in as many as 30 sites on five continents.

“The world is sitting in the GCSP classrooms – it’s an incredible place!”

ESC 2016 alumnus

We reached out to our alumni with 53 events in 33 countries:



MyGCSP autumn campaign

Geneva Centre for Security Policy
September 3, 2019 · 🌐

Sign up today to #MyGCSP, the platform for #GCSPAlumni
#AlumniStories: <http://bit.ly/mygcspconnect3>



Re-connect with the GCSP and with your former classmates from across the globe.

Across the GCSP Alumni community and tap into the international peace and security community.

#globalsecurity #globalcommunity
#peaceandsecurity #GCSPAlumni #MyGCSP

17 · 6 Shares

Like · Comment · Share

Geneva Centre for Security Policy
September 3, 2019 · 🌐

Sign up today to #MyGCSP, the platform for #GCSPAlumni
#AlumniStories: <http://bit.ly/mygcspconnect3>



#MyGCSP the platform for #GCSPAlumni.

Find support, inspiration and connections.

#GCSPAlumni #globalsecurity #MyGCSP

17 · 6 Shares

Like · Comment · Share

Geneva Centre for Security Policy
September 3, 2019 · 🌐

Sign up today to #MyGCSP, the platform for #GCSPAlumni
#AlumniStories: <http://bit.ly/mygcspconnect3>



#GCSPAlumni are the key to advancing the GCSP's mission of ensuring a more peaceful and secure world.

Your contribution is critical to the Centre's activities and we'd love to hear from you. Connect to the Alumni community today.

#peaceandsecurity #GCSPAlumni
#espritdegenève #globalsecurity #MyGCSP

17 · 6 Shares

Like · Comment · Share

We leverage the latest technology with the MyGCSP Community Platform. This platform was launched on 21 March 2019 and obtained an immediate connection with 423 alumni. Up to the end of December a total of 1,324 alumni had connected to the platform, which is a significant increase from the 771 connections to the previous Alumni Directory from January to December 2018.

MyGCSP provides a virtual space that enables and accelerates engagement. It is our online community platform, providing our alumni with access to the powerful database of 8,179 professionals in the field of international security and peace. MyGCSP is the platform where GCSP community members can access their unique benefits, the Alumni Directory, and their individual profiles, and can reach out to the GCSP for support or with inspiration.

The **MyGCSP autumn campaign** was run from September to November on the GCSP's social media channels to promote the new platform, find "lost alumni" and generate an increase in connections.

Building capacities worldwide involves not only developing individual knowledge and skills, but enabling leaders to share what they have learned with colleagues and the wider society. We strongly believe that our alumni are life-long partners in our work. Only together can we support and lead meaningful contributions to global peace and security.

“New issues in the security arena are emerging with ever stronger impacts. To counter these emerging threats, we need a well informed and united response. The establishment of a local Alumni Community Hub is a step towards the engagement of alumni for the advancement of a secure world.”

2011 NISC alumnus and Alumni Hub leader

The world in reach

Expanding the GCSP's reach

Online engagement

In 2019 the GCSP expanded its online engagement by focusing on three areas of development: web technology and analytics, content, and social media.



Website

The GCSP launched a new website and put in place more robust key performance indicators to better understand course participants' needs, and to analyse and measure performance. These insights not only guide further technological development and bolster the Centre's marketing initiatives, but also provide the Centre's leaders with the knowledge needed to inform their decision-making.

Content

Podcasts 2019

In November the GCSP launched its first podcast series featuring weekly episodes. The purpose of these podcasts is to give our network access to the latest issues affecting our efforts to advance peace, security and international cooperation. In 2019 we released six episodes capturing key analyses from our global pool of experts.

22 November | Listen to Our New Podcast

www.gcsp.ch/global-insight/listen-our-new-podcast

6 December | The Secret War on Fake Medicine, and Other Stories

www.gcsp.ch/global-insight/podcast-secret-war-fake-medicine-and-other-stories

6 December | This Man Ran a Secret Blog while Hiding from ISIS, and Other Stories

www.gcsp.ch/global-insight/podcast-man-ran-secret-blog-while-hiding-isis-and-other-stories

10 December | Centennial Lessons: Peacemaking since the First World War

www.gcsp.ch/digital-hub/podcast/centennial-lessons-peace-making-since-the-first-world-war

11 December | European Multilateralism in Crisis, and Other Stories

www.gcsp.ch/global-insight/podcast-european-multilateralism-crisis-and-other-stories

16 December | The 2019 Global Terrorism Index, and Other Stories

www.gcsp.ch/global-insight/podcast-2019-global-terrorism-index-and-other-stories

Videos 2019

In 2019 the GCSP released 100 videos featuring diplomats, government officials, academics, practitioners and advocates. With 40,000 views and a global reach to 300,000 people, our videos are a gateway to top conversations on international peace and security. For the second year in a row we produced and distributed 40 weekly videos as a means of fostering internal communication, announcing upcoming events and visits, and providing key Centre-wide information – and even tips on life in Switzerland.

Publications 2019

In 2019 the GCSP further enhanced its focus on publications and policy analysis in terms of both 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. Below is a list of papers published in 2019.

2 April | Prohibitions and Export Assessment: Tracking Implementation of the Arms Trade Treaty – Tobias Vestner

www.gcsp.ch/publications/prohibitions-and-export-assessment-tracking-implementation-arms-trade-treaty

16 April | Emerging Security Challenges: Framing the Policy Content –

Graeme P. Herd, Detlef Puhl and Sean Costigan

www.gcsp.ch/publications/emerging-security-challenges-framing-policy-content

8 August | Defining the Concept of 'Violent Extremism' – Mathias Bak, Kristoffer Nilas Tarp and Christina Schori Liang

www.gcsp.ch/publications/defining-concept-violent-extremism

Strategic Security Analysis

The Strategic Security Analysis series publishes short papers, each of which addresses a current security issue. The papers provide background information about the theme, identify the main issues or challenges, and, when relevant, propose policy recommendations. Five Strategic Security Analysis papers were issued in 2019:

1 March | Advancing Inclusive Mediation through the Lens of Leadership

– Fleur Heyworth and Catherine Turner

www.gcsp.ch/publications/advancing-inclusive-mediation-through-lens-leadership

15 May | The Arms Trade Treaty (ATT) and Asia's Major Power Defiance: India, China, Pakistan, and Indonesia – Gaurav Sharma and Marc Finaud
<https://www.gcsp.ch/publications/arms-trade-treaty-att-and-asias-major-power-defiance>

16 May | Synergies between the Arms Trade Treaty and the Wassenaar Arrangement – Tobias Vestner
www.gcsp.ch/publications/synergies-between-arms-trade-treaty-and-wassenaar-arrangement

11 June | Investing in Ethical Education to Solve Burundi's Domestic Governance – Gervais Rufyikiri
www.gcsp.ch/publications/investing-ethical-education-solve-burundis-domestic-governance

1 October | The Fight against Money Laundering and Terrorist Financing – Jeremy Lin
www.gcsp.ch/publications/fight-against-money-laundering-and-terrorist-financing

Other Publications

31 May | Weapons Systems Supply and Operational or Logistical Support under the PSSA – Tobias Vestner and Alessandro Mario Amorso
www.gcsp.ch/publications/weapons-systems-supply-and-operational-or-logistical-support-under-pssa

Global Insights 2019

8 February | The Digitalisation of Democracy
www.gcsp.ch/global-insight/digitisation-democracy

1 March | Key Skills for the Five Main Diplomatic Functions
www.gcsp.ch/global-insight/key-skills-five-main-diplomatic-functions-0

8 March | Dear Geneva, Let's Talk about Hybrid Warfare
www.gcsp.ch/global-insight/dear-geneva-lets-talk-hybrid-warfare

8 March | Enabling Women Leaders in Peace and Security
www.gcsp.ch/global-insight/enabling-women-leaders-peace-security

21 March | BREXIT. A Political Accident or an Inevitable Occurrence?
www.gcsp.ch/global-insight/brexit-political-accident-or-inevitable-occurrence

21 March | Do the Geneva Conventions Matter?
www.gcsp.ch/global-insight/do-geneva-conventions-matter

21 March | Five Emerging Tech Trends to Watch in 2019
www.gcsp.ch/global-insight/5-emerging-tech-trends-watch-2019

26 March | US-North Korea: Ready for Renewed Confrontation?
www.gcsp.ch/global-insight/us-north-korea-ready-renewed-confrontation

23 April | GCSP's Marc Finaud, Contributes to Conference of Basel Peace Office on Nuclear Disarmament
www.gcsp.ch/global-insight/gcsp-marc-finaud-contributes-conference-basel-peace-office-nuclear-disarmament

23 April | Building the GCSP Alumni Community in Ukraine around Strategic Foresight
www.gcsp.ch/global-insight/building-gcsp-alumni-community-ukraine-around-strategic-foresight

23 April | Bye-bye, International Order?
www.gcsp.ch/global-insight/bye-bye-international-order

23 April | Eleventh Course on Implementation of the Arms Trade Treaty Ends
www.gcsp.ch/global-insight/eleventh-course-implementation-arms-trade-treaty-ends

26 April | Cyber 9/12 Strategy Challenge Sponsor Profile: Deloitte
www.gcsp.ch/global-insight/cyber-912-strategy-challenge-sponsor-profile-deloitte

1 May | Tobias Vestner Presents at NATO Legal Practitioners' Workshop
www.gcsp.ch/global-insight/tobias-vestner-presents-nato-legal-practitioners-workshop

1 May | Successful 3rd Symposium for Senior NATO/PfP Legal Advisors
www.gcsp.ch/global-insight/successful-3rd-symposium-senior-natopfp-legal-advisors

2 May | Diversity and Inclusion: Applying Ancient Wisdom to Shift Mindsets for More Sustainable Outcomes
www.gcsp.ch/global-insight/diversity-and-inclusion-applying-ancient-wisdom-shift-mindsets-more-sustainable

6 May | Shooting Oneself in the Foot
www.gcsp.ch/global-insight/shooting-oneself-foot

7 May | A Delegation of the Shanghai Academy of Social Sciences Discusses Geopolitical Challenges
www.gcsp.ch/global-insight/delegation-shanghai-academy-social-sciences-discusses-geopolitical-challenges

7 May | Legal Resilience in the Era of Hybrid Threats

www.gcsp.ch/global-insight/legal-resilience-era-hybrid-threats

8 May | Cooperation Agreement Signed between GCSP and the National Training Academy of Egypt

www.gcsp.ch/global-insight/cooperation-agreement-signed-between-gcsp-and-national-training-academy-egypt

9 May | The 5th European Cyber 9/12 Strategy Challenge 2019 Highlights

www.gcsp.ch/global-insight/5th-european-cyber-912-strategy-challenge-2019-highlights

9 May | GCSP and Partners Discuss Novel Ideas on a WMD-free Zone in the Middle East

www.gcsp.ch/global-insight/gcsp-and-partners-discuss-novel-ideas-wmd-free-zone-middle-east

9 May | 20th NISC Opens – Addressing Today's and Tomorrow's Security Issues

www.gcsp.ch/global-insight/20th-nisc-opens-addressing-todays-and-tomorrows-security-issues

13 May | Tobias Vestner Presents Study on Arms Trade Treaty Implementation

www.gcsp.ch/global-insight/tobias-vestner-presents-study-arms-trade-treaty-implementation

15 May | Being a Successful Negotiator: Negotiations Theory and Practice Course

www.gcsp.ch/global-insight/being-successful-negotiator-negotiations-theory-and-practice-course

21 May | Train-the-Trainer Workshop on PSSA at Swissmem

www.gcsp.ch/global-insight/train-trainer-workshop-pssa-swissmem

5 June | Sino-European Expert Working Group on the Application of International Law in Cyberspace

www.gcsp.ch/global-insight/sino-european-expert-working-group-application-international-law-cyberspace

5 June | Navigating Change: Global Leaders Equipped to Make a Difference

www.gcsp.ch/global-insight/navigating-change-global-leaders-equipped-make-difference

7 June | From Course Participant to Employee: Mirjam Schuler

www.gcsp.ch/global-insight/course-participant-employee-mirjam-schuler

7 June | Russia and North Korea: What Kind of Alliance?

www.gcsp.ch/global-insight/russia-and-north-korea-what-kind-alliance

11 June | Lieutenant General ESA Pulkkinen, Director General of the EU Military Staff (EUMS), Visited the GCSP

www.gcsp.ch/global-insight/lieutenant-general-esa-pulkkinen-director-general-eu-military-staff-eums-visited

12 June | War Algorithms: Who Will Decide in Future Conflicts?

www.gcsp.ch/global-insight/war-algorithms-who-will-decide-future-conflicts

24 June | Acronyms/Abbreviations in International and Human Security

www.gcsp.ch/global-insight/acronyms-abbreviations-international-and-human-security

26 June | GCSP Annual Report 2018

www.gcsp.ch/global-insight/gcsp-annual-report-2018

26 June | Successful ISMLLW Seminar for Legal Advisors of the Armed Forces at the GCSP

www.gcsp.ch/global-insight/successful-ismlw-seminar-legal-advisors-armed-forces-gcsp

28 June | The Swiss Professional Officers Training Course 2 (SPOT 2/ WAL2) Was Held at the GCSP

www.gcsp.ch/global-insight/swiss-professional-officers-training-course-2-spot-2-wal-2-was-held-gcsp

2 July | Mapping New and Emerging Security Issues and Designing Effective Responses

www.gcsp.ch/global-insight/mapping-new-emerging-security-issues-and-designing-effective-responses

4 July | Marking 20 years of Addressing New Issues in Security

www.gcsp.ch/global-insight/marking-20-years-addressing-new-issues-security

5 July | Guide to International Disarmament Law Now Available

www.gcsp.ch/global-insight/guide-international-disarmament-law-now-available

6 July | Apply for the 2019 GCSP Prize for Innovation in Global Security

www.gcsp.ch/global-insight/apply-2019-gcsp-prize-innovation-global-security

12 July | Security Dialogue with the South Korean Institute of Foreign Affairs and National Security

www.gcsp.ch/global-insight/security-dialogue-south-korean-institute-foreign-affairs-and-national-security

15 July | Course on Arms Control for Officials from the MENA Region Ends
www.gcsp.ch/global-insight/course-arms-control-officials-mena-region-ends

24 July | New Forms of Conflict and Arms Control in the Middle East: Return to the Future?
www.gcsp.ch/global-insight/new-forms-conflict-and-arms-control-middle-east-return-future

14 August | The Five Biggest Internet Data Breaches in History
www.gcsp.ch/global-insight/five-biggest-internet-data-breaches-history

14 August | Crisis Management Navigating the Storm: Testimony of a Young Professional
www.gcsp.ch/global-insight/crisis-management-navigating-storm-testimony-young-professional

22 August | This Is the Costliest Cyber Attack in History
www.gcsp.ch/global-insight/costliest-cyber-attack-history

23 August | 5 Things You Should Know about Cyber Security
www.gcsp.ch/global-insight/5-things-you-should-know-about-cyber-security

29 August | 4 Ways in which Hackers are Changing Modern Warfare
www.gcsp.ch/global-insight/4-ways-which-hackers-are-changing-modern-warfare

2 September | GCSP Welcomes Finnish National Defence University
www.gcsp.ch/global-insight/gcsp-welcomes-finnish-national-defence-university

4 September | Ambassador Jean-David Levitte Appointed as New GCSP Foundation Council President
www.gcsp.ch/global-insight/ambassador-jean-david-levitte-appointed-new-gcsp-foundation-council-president

17 September | The Transformation of Warfare in the 21st Century
www.gcsp.ch/global-insight/transformation-warfare-21st-century

18 September | Inspiring Women Leaders
www.gcsp.ch/global-insight/inspiring-women-leaders

19 September | Geneva Peace Week 2019
www.gcsp.ch/global-insight/geneva-peace-week-2019

19 September | Do Nuclear Weapons Still Keep Us Safe? 'Nonsense,' Says Campaigner
www.gcsp.ch/global-insight/do-nuclear-weapons-still-keep-us-safe-nonsense-says-campaigner

19 September | Crisis Management Navigating the Storm Course: Equipping Future Leaders
www.gcsp.ch/global-insight/crisis-management-navigating-storm-course-equipping-future-leaders

23 September | Pakistan's Regional Security Challenges
www.gcsp.ch/global-insight/pakistans-regional-security-challenges

26 September | GCSP Contributes to Parliamentary Meeting on WMD Terrorism in the Pacific
www.gcsp.ch/global-insight/gcsp-contributes-parliamentary-meeting-wmd-terrorism-pacific

1 October | Mastering the Legalities of Air and Missile Warfare at the GCSP
www.gcsp.ch/global-insight/mastering-legalities-air-and-missile-warfare-gcsp

3 October | How Arts and Culture Create Trust between Heads of States
www.gcsp.ch/global-insight/how-arts-and-culture-create-trust-between-heads-states

7 October | Top 12 Political Risks of 2019
www.gcsp.ch/global-insight/top-12-political-risks-2019

7 October | Débat sur le Contrôle d'Etat des Réseaux Sociaux
www.gcsp.ch/global-insight/debat-sur-le-controle-detat-des-reseaux-sociaux

9 October | The Historian Who Risked Everything to Tell the Story of ISIS Occupation
www.gcsp.ch/global-insight/historian-who-risked-everything-tell-story-isis-occupation

10 October | The Secret War on Counterfeit Medicine
www.gcsp.ch/global-insight/secret-war-counterfeit-medicine

11 October | Navigating the 21st-Century Security Landscape
www.gcsp.ch/global-insight/navigating-21st-century-security-landscape

18 October | These Are 4 of the Biggest Crises Facing Business in 2020
www.gcsp.ch/global-insight/these-are-4-biggest-crises-facing-business-2020

21 October | 4 Ways Business Leaders Can Prepare for Geopolitical Uncertainty
www.gcsp.ch/global-insight/4-ways-business-leaders-can-prepare-geopolitical-uncertainty

24 October | This Survey Analyses Risks for Business Leaders
www.gcsp.ch/global-insight/survey-analyses-risks-business-leaders

24 October | How Can Air Travellers Tackle the Climate Crisis?

www.gcsp.ch/global-insight/how-can-air-travellers-tackle-climate-crisis

24 October | Marking 20 Years of Addressing New Issues in Security: What Is Emerging Today?

www.gcsp.ch/global-insight/marking-20-years-addressing-new-issues-security-what-emerging-today

25 October | GCSP's Tobias Vestner Presents at International Law and Cyberspace Workshop

www.gcsp.ch/global-insight/gcps-tobias-vestner-presents-International-law-and-cyberspace-workshop

25 October | The Top 10 Business Risks Keeping CEOs Awake at Night

www.gcsp.ch/global-insight/top-10-business-risks-keeping-ceos-awake-night

5 November | From Climate Change to Cyber Attacks – Our World's 10 Most Urgent Risks

www.gcsp.ch/global-insight/climate-change-cyber-attacks-our-worlds-10-most-urgent-risks

15 November | Weaponisation of Outer Space

www.gcsp.ch/global-insight/weaponisation-outer-space

22 November | 2019 Winners of the 10,000 CHF GCSP Prize for Innovation in Global Security

www.gcsp.ch/global-insight/2019-winners-10000-chf-gcsp-prize-innovation-global-security

26 November | Shaping the Cyber Future

www.gcsp.ch/global-insight/shaping-cyber-future

9 December | 7 Ways Women Can Succeed

www.gcsp.ch/global-insight/7-ways-women-can-succeed

10 December | What Does the Law Say about Use of Force?

www.gcsp.ch/global-insight/what-does-law-say-about-use-force

12 December | Shedding Light on International Disarmament Law

www.gcsp.ch/global-insight/shedding-light-international-disarmament-law

13 December | Geopolitics and Cyberspace

www.gcsp.ch/global-insight/geopolitics-and-cyberspace

13 December | Why a New Treaty? General and Complete Disarmament and the NPT

www.gcsp.ch/global-insight/why-new-treaty-general-and-complete-disarmament-and-npt

19 December | A Look back at the Prize for Innovation in Global Security

www.gcsp.ch/global-insight/look-back-prize-innovation-global-security

23 December | GCSP's Top 5 Trending Articles of 2019

www.gcsp.ch/gcsp-s-top-5-trending-articles-of-2019

25 December | Warmest Season's Greetings

www.gcsp.ch/global-insight/warmest-seasons-greetings

27 December | GCSP's Top 5 Videos of 2019

www.gcsp.ch/global-insight/gcsp-s-top-5-videos-2019

29 December | GCSP's Top 8 Publications of 2019

www.gcsp.ch/global-insight/gcsp-s-top-8-publications-2019

Social media

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 a range of 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.

Total number of followers for 2019:

- **Facebook:** 12,800
- **LinkedIn:** 21,000
- **Twitter:** 7,842
- **Instagram:** 698



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: the Batisseurs de paix, the Maison de la Paix Gender and Diversity Hub, the Maison de la Paix Sustainable Development Goals Hub, the Geneva Peacebuilding Platform, and the Arms Trade Treaty Network.



Financial report

Summary income statement

Stated in CHF

	Budget 2020	Actual 2019	Budget 2019	Actual 2018
Expenses				
Project-related expenditure	5,851,600	4,722,943	5,356,900	5,482,413
Fundraising and general advertising activities	18,000	40,345	65,700	34,683
Administrative expenses	8,957,948	8,622,065	8,864,154	8,319,380
Financial result	6,000	18,481	2,000	10,615
Total expenses	14,833,548	13,403,834	14,288,754	13,847,091

Stated in CHF

	Budget 2020	Actual 2019	Budget 2019	Actual 2018
Income				
Contributions	14,162,020	13,171,482	13,152,500	12,373,094
Other income	407,760	489,461	439,220	458,041
Change in fund capital	265,000	-256,287	698,000	1,017,214
Total income	14,834,780	13,404,656	14,289,720	13,848,349
Surplus for the year	1,232	822	966	1,258

Annexes

Foundation Council Members in 2019

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

President

Ambassador Jean-David Levitte, Special Advisor,
Former Permanent Representative of France to the
United Nations in New York

Bureau of the Council

Ambassador Jean-David Levitte, Special Advisor,
Former Permanent Representative of France to the
United Nations in New York

Ambassador Heidi Grau, Head, Human Security Division,
Directorate of Political Affairs, Federal Department

of Foreign Affairs, Bern (Secretary of the Council)

Ambassador Felix Baumann, 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 Ravesa Lleshi
Permanent Representative
of the Republic of Albania
to the United Nations Office
and other International
Organisations in Geneva



Armenia (2002)

**Ambassador Andranik
Hovhannisyan**
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 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 Vaqif Sadiqov
 Permanent Representative of
 Azerbaijan to the United Nations
 Office and other International
 Organisations in Geneva



Belarus (2009)
Ambassador Yuriy 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 Nermina Kapetanovic
 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 Chen Xu
 Permanent Representative of the
 People's Republic of China to the United
 Nations Office and other International
 Organisations in Geneva



Czech Republic (1995)
Ambassador Petr Gajdušek
 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 Katrin Saarsalu-Layachi
 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



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 Pankaj Sharma
 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 Gian Lorenzo Cornado

Permanent Representative of Italy to the Conference on Disarmament, Geneva


Japan (2017)
Ambassador Ichiro Ogasawara

Permanent Representative of Japan to the Conference on Disarmament, Geneva


Kazakhstan (2013)
Ambassador Zhanar Aitzhanova

Permanent Representative of the Republic 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


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


North Macedonia (2003)
Mrs Natasha Hroneska

Counsellor of North Macedonia to the United Nations Office and other International Organisations in 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 Khalil-ur-Rahman Hashmi

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


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 Sabina Stadler Repnik

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 at 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 Felix Baumann

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

Ambassador Nadine Olivieri Lozano

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; former Director, Geneva Centre for the Democratic Control of Armed Forces


Turkey (2000)
Ambassador Hussain Mahmood Alkhateeb

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


Ukraine (1995)
Ambassador Yurii Klymenko

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


United Kingdom (1997)
Ambassador Julian Braithwaite

Permanent Representative of the United Kingdom of Great Britain and Northern Ireland to the United Nations Office and other International Organisations in Geneva


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 2019

Associate Fellows

1. Amb. Dr Sameh Aboul-Enein, Assistant Minister of Foreign Affairs of Egypt; Director, Egyptian Institute for Diplomatic Studies
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, Creative Consultant, Producer, Coach 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 and 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, Senior Director for Global Engagement, EMEA, Planetary Resources
11. Mr Karim Emile Bitar, Senior Research Fellow, Institute for International and Strategic Relations and Associate Professor of International Relations, Saint Joseph University in Beyrouth
12. Lt. Gen. (ret'd) André Blattmann, former Chief of the Swiss Armed Forces
13. Amb. Barbara K. Bodine, Director of the Institute for the Study of Diplomacy at the Walsh School of Foreign Service, Georgetown University
14. Dr William Boothby, former Air Commodore (One 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 Cyber Security Strategy and Technology Policy
17. Ms Gunilla Carlsson, former Minister of International Development Cooperation of Sweden and Member of the UN Secretary-General's High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, Stockholm
18. Dr Stuart Casey-Maslen, Honorary Professor at the University of Pretoria
19. Dr Jorge Castilla-Echenique, Senior Advisor for Health Emergency Response and Acting Head of the WHO Surge and Crisis Response Unit, WHO
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 and 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 of 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. Ms Miriam Fugugosh, Associate, Geneva Leadership Alliance
38. Prof. Solange Ghernaouti, Director, Swiss Cyber Security Advisory and Research Group, University of Lausanne
39. Dr Laura Hammond, Head of Department and Senior Lecturer, Department of Development Studies, School of Oriental and African Studies, London
40. Prof. David Heymann, Head and Senior Fellow, Centre on Global Health Security, Chatham House; Chairman, Public Health England
41. Amb. Wolfgang Ischinger, Chairman, Munich Security Conference
42. Mr Perhti Jalasvirta, CEO of the Jalasvirta Group
43. Dr Karl-Heinz Kamp, President, German Federal Academy for Security Policy
44. Ms Angela Kane, former High Representative for Disarmament Affairs, UN Office for Disarmament Affairs; Senior Fellow, Vienna Centre for Non-Proliferation and Disarmament
45. Prof. Mukesh Kapila, CBE, Professor of Global Health and Humanitarian Affairs, University of Manchester
46. Prof. Juliette Kayyem, former Assistant Secretary, Intergovernmental Affairs, US Department of Homeland Security; Founder, Kayyem Solutions, LLC; Belfer Lecturer in International Security, Harvard Kennedy School
47. Lt. Gen. (ret'd) Christophe Keckeis, former Head of the Swiss Armed Forces
48. Prof. Catherine Kelleher, College Park Professor, School of Public Policy, University of Maryland
49. Dr Ahmad Samih Khalidi, Senior Associate Member at St Antony's College, University of Oxford
50. Dr Lydia Khalil, Director, Arcana Partners, and Non-Resident Fellow, Lowy Institute for International Policy
51. Prof. George Kohlrieser, Professor of Leadership and Organisational Behaviour, IMD
52. Dr Khalid Koser, Executive Director, Global Community Engagement and Resilience Fund
53. 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
54. Ms Reta Jo Lewis, Director of Congressional Affairs and Senior Fellow, German Marshall Fund of the United States
55. Prof. Anatol Lieven, Professor, Georgetown University, Doha, Qatar; Visiting Professor, War Studies Department, King's College London; Senior Fellow, New America Foundation
56. Dr Robert Litwak, Vice President for Scholars, Director of International Security Studies, Woodrow Wilson International Center for Scholars
57. Ms Siobhan M. MacDermott, Principal Risk/Cyber Security, Ernst & Young
58. Dr Rama Mani, Founder, Voice of Witness and Awakening; Senior Research Associate, Centre for International Studies, University of Oxford
59. Ms Souad Mekhennet, Correspondent, *The Washington Post*
60. Mr Theodore Murphy, Director for Special Assignments, the Berghof Foundation, Berlin, Germany
61. Amb. Chitra Narayanan, former Ambassador of India to Switzerland, Liechtenstein and the Holy See
62. 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
63. Ms S. Michele Nix, former Senior Strategist and Chief Communications Officer, Ridge Global
64. Mr James Nixey, Head, Russia and Eurasia Programme, Chatham House
65. Dr 'Funmi Olonisakin, Founding Director, African Leadership Centre, King's College London
66. Prof. Paul R. Pillar, former CIA Senior Analyst and Manager; Non-Resident Senior Fellow, Center for Security Studies, Georgetown University
67. Mr Dave Piscitello, Vice President Security and ICT Coordination, ICANN
68. Dr Gilles Pומרol, former Acting Chief, International Health Regulations Secretariat and Global Functions, WHO
69. 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
70. Prof. Adam Daniel Rotfeld, former Minister of Foreign Affairs of Poland
71. Prof. René Schwok, Director, Global Studies Institute, University of Geneva
72. Mr Tim Sebastian, Host of DW's flagship interview programme *Conflict Zone* and original presenter of the BBC's *HARDtalk* programme

- 73.** Dr Jamie Shea, Professor of Strategy and Security of the Strategy and Security Institute, University of Exeter; Member of the Group of Strategic Advisors of the NATO Special Operations Forces Command, NATO SHAPE
- 74.** Gen. Sir Alexander Richard David Shirreff, former Deputy Supreme Allied Commander Europe
- 75.** Dr Waheguru Pal Singh Sidhu, Non-Resident Senior Fellow, Brookings India
- 76.** Prof. Timothy Sisk, Professor and Associate Dean for Research, Josef Korbel School of International Studies, University of Denver
- 77.** Mr Scott Spence, Expert to the Security Council Committee Established Pursuant to UN Resolution 1540 (2004)
- 78.** Prof. Gareth Stansfield, Professor of Middle East Politics and the Al-Qasimi Chair of Arab Gulf Studies, University of Exeter
- 79.** Adm. USN (ret'd) James Stavridis, Dean, Fletcher School of Law and Diplomacy, Tufts University; former Supreme Allied Commander at NATO
- 80.** Mr Matthias Stiefel, Founder and Vice Chairman, Interpeace; Managing Director, Stiefel, Irvin and Associates SA and Andorinha Lda
- 81.** Col. (GS, ret'd) Johan Swennen, former Deputy Commander, Military Intelligence and Security Service, Belgian Armed Forces
- 82.** Amb. Fred Tanner, Senior Advisor to the OSCE Secretary-General; former Director, GCSP
- 83.** Mr Jean-Pierre Therre, Executive Vice President, Head of Technology Risk and Corporate Continuity Management, Pictet & Cie Group

- 84.** Dr Dmitri V. Trenin, Director, Moscow Center, Carnegie Endowment for International Peace
- 85.** Dr Paul Vallet, Lecturer and Researcher in European, American and Russian History
- 86.** Dr Alexandre Vautravers, Security Expert, Global Studies Institute, University of Geneva; Editor-in-Chief, *Revue Militaire Suisse*
- 87.** Mr Alexander Verbeek, Founder, Institute for Planetary Security
- 88.** Amb. Franz von Daeniken, former State Secretary and Political Director at the Swiss Foreign Ministry
- 89.** Mr Karim Wasfi, Founder of Peace through Art and former Chief Conductor and Director of the Iraqi National Symphony Orchestra
- 90.** Prof. Andreas Wenger, Professor, International and Swiss Security Policy, ETH Zurich; Director, Centre for Security Studies

Government Fellows

- 1.** Mr Carlos Edgardo Barragán Vega, Chargé d'Affairs at the Embassy of Colombia in the Helvetic Confederation and the Principality of Liechtenstein
- 2.** Capt. James E. Fanell, former Director of Intelligence and Information Operations for the US Pacific Fleet, US Navy
- 3.** Amb. Philip Seth Golberg, former Acting US Ambassador to Cuba
- 4.** Amb. Marie-Claude Meylan, former Swiss Ambassador to Ireland
- 5.** 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 Andrew Alderson, CEO of Scobie McIntosh
- 2.** Ms Lauren Anderson, Founder and CEO of LC Anderson International Consulting and former FBI Executive
- 3.** Mr Anatole Ayissi, Chief of Staff, UN Regional Office for Central Africa
- 4.** Mr Mehmet (Mendo) Balci, former Head of Middle East, South Caucasus and Latin America Regions, Geneva Call
- 5.** Mr Matthew Brubacher, Political Officer, UN Mission to Libya
- 6.** Ms Anne-Marie Buzatu, Co-Founder and Director, Security and Human Empowerment Solutions
- 7.** Mr Jorge Cachinero, former Director of Global Advocacy, World Road Transport Organisation
- 8.** Mr Pablo E. Carrillo, former Chief of Staff for Senator John McCain
- 9.** Mr Alvaro Cedeno Molinari, former Ambassador of Costa Rica to the World Trade Organisation in Geneva
- 10.** Mr Ricardo Andres Chavarriaga Lozano, Scientist, Defitech Foundation Chair in Brain-Machine Interface, École Polytechnique Fédérale de Lausanne
- 11.** Mr Andrew Crosby, Managing Director, International Centre for Trade and Sustainable Development
- 12.** Dr Hani Dabbagh, Digital Transformation and Innovation Consultant
- 13.** Ms Tala Dowlatshahi, Senior Technical Advisor, UN, New York
- 14.** Dr Peter Engelke, Senior Fellow at the Atlantic Council's Brent Scowcroft Center on International Security

15. Ms Michelle Fiol, former Director of Cooperation and International Relations, Ministry of Agriculture and Livestock, Ecuador
16. Dr Philipp Fluri, former Assistant Director, Geneva Centre for the Democratic Control of Armed Forces
17. Maj. Gen. (ret'd) Adrian Foster, former Deputy Military Advisor, UN Department of Peacekeeping Operations
18. Mr Gilles Fuchs, Global Leadership Fellow at the World Economic Forum
19. Mr Jérôme Gabriel, Founder and Senior Associate, Corporate Intelligence and Risk Certified Experts, INFORCE
20. Mr Daniel Glaus, Reporter, *10vor10*, SFR
21. Dr Craig Gruber, Associate Vice President for the Innovation Campus and Associate Teaching Professor in the Department of Psychology, Burlington Innovation Campus of Northeastern University
22. Dr Farah Hariri, Senior Fellow, Physics Department, CERN
23. Mr Bruno Jochum, former General Director of Médecins Sans Frontières Switzerland
24. Mr Mark Knight, Independent Consultant on International Security and Human Rights
25. Mr Takakiyo Koizumi, Peacebuilding Advisor, Sadaqa for Syria
26. 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
27. Ms Janet Lim, former Assistant High Commissioner (Operations), UNHCR
28. Mr Ralph Mamiya, Independent Consultant and former Team Leader of the Protection of Civilians Team in the UN Department of Peacekeeping Operations and Department of Field Support

29. Wg. Cdr. (ret'd) Mark McGuigan, former Head of Intelligence, HSBC Global Private Bank, Geneva
30. Mr John Moorhead, President of Drawdown Switzerland
31. Ms Misha Nagelmackers-Voinov, former Member of the Leadership of BCGE
32. Ms Dixie O'Donnell, former Special Assistant to Deputy Representative of the Secretary-General, UN Assistance Mission to Afghanistan
33. Mr Grégoire Patte, former Mission Planning Officer, Strategic Planning Unit, UN Multidimensional Integrated Stabilisation Mission in Mali
34. Dr Johanna Ralston, CEO, World Obesity Federation
35. Mr Everett Ressler, Executive Director, Humanitarian and Development Partnerships International
36. Dr Gervais Ruffykiri, former Vice President of Burundi
37. Mr Jasmeet Sehmi, Consultant, Social Entrepreneurship, Impact Investing, Project Management and Finance
38. Ms Sanaz Shahrokni, Peace and Conflict Resolution Expert and Rotary Peace Fellow
39. Mr Laurent Sierro, Journalist, ATS
40. Ms Heather Sonner, former Special Assistant to the Special Representative of the Secretary-General, UN Mission in South Sudan
41. Ms Carolina Tenorio Garcés, former Chief Executive Representative in Belgium of the International Committee for the Development of Peoples
42. Ms Katharina Vogeli, Founder, CatImpact Sàrl
43. Ms Anja Wyden Guelpa, former Chancellor of State, Republic and Canton of Geneva

Doctoral Fellows

1. Dr Fiifi Edu-Afful, Research Fellow and Deputy Programme Head of the Peace Support Operations Programme at the Kofi Annan International Peacekeeping Training Centre
2. Mr Abdulla Ibrahim Erfan, PhD Candidate in International Relations, Graduate Institute, Geneva
3. Mr Jean Langlois-Berthelot, Associate Researcher, Laboratoire Cognition Humaine et Artificielle, EPHE/PSL Paris
4. Dr Kadira Pethiyagoda, Research Director, Global Governance Programme at LKI and Non-Resident Fellow at the Brookings Doha Center
5. Dr Clarissa Rios Rojas, Developmental Molecular Biology Scientist and Founder of the NGO Ekpa'palek

Young Leaders in Foreign and Security Policy

1. Mr Hafez Abudwan, Development Studies Master's Degree Student, Graduate Institute, Geneva
2. Ms Giulia Ferraro, Human Rights Lawyer and Mediation Expert
3. Mr Jeremy Lin, Master of Science in Foreign Service Student, Georgetown University
4. Ms Laylo Merali, Humanitarian Assistance and Security Professional
5. Mr Luke O'Grady, Bachelor of Science in Foreign Service Student, Georgetown University
6. Mr Alexander Peter, Master of Science in Foreign Service Student, Georgetown University
7. Ms Adiba Qasim, Middle East Freelance Journalist and Human Rights Advocate
8. Ms Gaia Steinbecher, Analyst, Terrorism Joint Analysis Group



CONTACT THE GCSP

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

TEL: +41 22 730 96 00

EMAIL: info@gcsp.ch

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