

ANNUAL REPORT 2025



GCSP

Geneva Centre for
Security Policy



Mission

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

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

Vision

Our vision is to be a leading platform in the international security field that, through a combination of inclusive dialogue, executive education, and the exchange of ideas, enables international actors with diverse perspectives to jointly generate ideas and policy options that can resolve complex problems.

This will help to shape a resilient international order that can withstand systemic shocks while advancing peace, cooperation and sustainable security.

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Geneva Centre for Security Policy

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President and Executive Director's Anniversary Message

On 19 November 1985, US President Ronald Reagan and Soviet leader Mikhail Gorbachev met in Versoix, near Geneva, in an effort to slow the nuclear arms race and reopen dialogue between their rival blocs. The Geneva Summit did not end the arms race, but did restore something essential: the practice of engagement between adversaries. It was from this historical moment that the logic of the GCSP's mission emerged.

A decade later, Switzerland transformed this insight into an institutional commitment. In 1995, Federal Councillor Adolf Ogi initiated the creation of an international foundation in Geneva to extend the impact of this dialogue-focused approach and anchor it in a permanent framework. Conceived as a Swiss contribution to peace and security in Europe, the GCSP was designed to expand executive education and serve as a platform for exchange among security practitioners.

This mission was further consolidated in 1996, when Switzerland joined NATO's Partnership for Peace (PfP). The GCSP became Switzerland's practical contribution to this initiative and is today recognised as a Partnership Training, Education and Dialogue Centre, embedding the Swiss logic of dialogue and inclusion within a broader framework of peace and security cooperation.

Today, the geopolitical environment is again marked by rivalry, mistrust and the return of hard security concerns. But unlike during the Cold War, today's challenges are more interconnected: conventional warfare, technological disruption, climate stress and geopolitical competition now reinforce one another. In this context, the GCSP's founding logic from 30 years ago remains as relevant as ever: dialogue, education and trust-building are key contributions to security. By bringing together practitioners from different

political and strategic cultures, the GCSP continues to invest in the professional relationships and shared understanding that reduce miscalculation and sustain cooperation in times of tension.

In 2025 alone, the GCSP supported 1,960 experts from more than 130 countries in 85 executive seminars and workshops. Each year, training programme participants such as these come to the Centre with questions – and leave with new perspectives, which they take back to their countries and institutions.

In a polarised world, mediation between conflicting parties is an essential pillar of rebuilding peace and security. Through our diplomatic dialogues, we provide informal spaces and bring decision-makers, practitioners, and experts together in structured and discreet exchanges. In these settings, what is often missing in formal forums can emerge: trust, clarity and, at best, a genuine understanding of the other side's position.

We dared to start reflecting on a ceasefire in the Russia-Ukraine war when it was still considered to be taboo. We brought together leading experts from around the globe to identify modalities of a state-of-the-art ceasefire and made the results available to the relevant parties.



This principle has also shaped our engagement in the High North. At a time when relevant stakeholders stopped talking to each other for political reasons, we created the informal space that allowed dialogue to continue among all Arctic stakeholders. Recent developments have only confirmed the value and foresight of this approach.

Our GCSP fellows have carried what we call the “GCSP Way” forward in many ways. Some have tested new ideas; others have built new institutions; still others have challenged established ways of thinking. This mindset is formed through sustained engagement and the discipline of serious reflection.

It is this mindset that allows us to look ahead with confidence, even amid today’s many crises. Because of the people who make up the GCSP, we do not think in short cycles, but in long-term perspectives. This long view gives us the steadiness and resolve required for what lies ahead.

Anniversaries are moments for reflection; they are also moments of recommitment.

We reaffirm our dedication to the purpose for which the GCSP was founded: to be a place where leadership is shaped, where dialogue is nurtured, where strategic thinking is reflected, and where complexity is met with clear and innovative thinking.

This spirit continues to guide the GCSP today, and will do so in the future, whatever it brings.



**Ambassador
Jean-David Levitte**
Foundation Council
President



**Ambassador
Thomas Greminger**
Executive Director

The GCSP Turns 30!

Three decades ago, the world was a very different place from what it is today, defined by a bipolar international order, with the United States and the Soviet Union dominating a global geopolitical divide. The Geneva Centre for Security Policy (GCSP) has its roots in this historical period, and more precisely in the Geneva Summit of 1985, which addressed the urgent need to strengthen national and international expertise in the field of international security. Equipped with this understanding, the Swiss Confederation initiated a nine-month executive training programme tailored for government officials from Switzerland and abroad to encourage exchange between experts and practitioners. The participants built relationships and trust across political divides through dialogue and education, making the course programme – which would later become the GCSP – a powerful tool for promoting peace and security.

30 years later, we celebrate the continued – and growing – success of this unique vision!







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

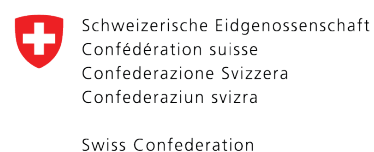
Over the past few years, the types of challenges the world faces have multiplied and intensified. The emergence of new technologies, particularly quantum computing and artificial intelligence, presents both unprecedented opportunities and significant risks. The number of conflicts and their widespread geopolitical impact are continually increasing, posing a persistent threat to socio-economic stability, food systems, and emerging security.

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

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

A highlight was the illumination of the Geneva Jet d'Eau with the GCSP's colours of red and blue.

Made possible with the generous support of:



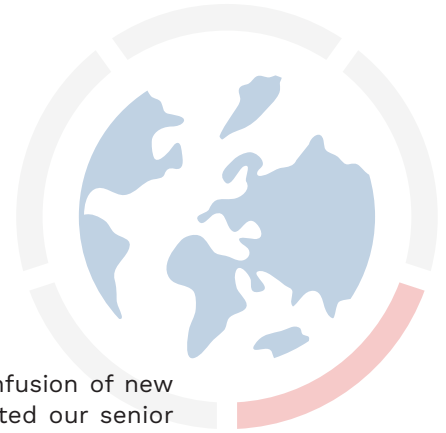
The GCSP

Strategic Vision

Leadership

The GCSP's Leadership Team comprises our Executive Director, senior Department Directors, Department Deputies/Managers, and the Heads of cross-organisational support functions. Together, we foster a collaborative management mindset, a key aspect of which is the invaluable dynamic through which the perspectives and varied experience of our talented younger managers benefit the members of our senior Leadership Team.

This year welcomed an infusion of new talent as we complemented our senior Leadership Team with a new Head of Finance, Ms Sally Avery; Chief of Staff and Director of our Global Support Group Department, Col. Gian Domenico Curiale; and Director of Executive Education, Dr Ivan Ureta, who also accepted the post of Centre Deputy Director in November 2025.



ISO 9001:2015 Certified

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

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



Timeline



1985 Geneva Summit

1985 between Ronald Reagan and Mikhail Gorbachev



1995 Establishment

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

1996 International Training Course

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

1997 Partnerships and collaborations

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

2001 Programme expansion

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



2014 Relocation to the Maison de la Paix

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

2015 Leadership and innovation

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

beginning of impactful collaborations that were able to drive meaningful change.

Gender equality and inclusive security initiatives

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



2018

Launch of the Creative Spark, our innovation incubator

2020 25th Anniversary

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

2021 Global Alumni Network

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

Adapting to global challenges

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



2024 Recent developments

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

2025 30th Anniversary

As the GCSP celebrated its 30th Anniversary in 2025, we led a variety of successful initiatives, such as a joint celebration hosted with our sister centres, i.e. the Geneva Centre for Security Sector Governance (DCAF) and Geneva International Centre for Humanitarian Demining (GICHD), the Swiss Federal Department of Foreign Affairs (FDFA), and the Canton and City of Geneva, when our unified vision of peace and security was presented to International Geneva's private sector. We also revamped and redesigned our website to appeal more broadly and increase our brand equity among potential partners and donors.



Watch the Three Geneva Centres Celebration Video:

youtu.be/wflq7AlvIZE

Foundation Council Members

The GCSP is an international foundation supported by the Swiss government with 55 member states plus the Canton of Geneva.

Chairman

Ambassador Jean-David Levitte

Former Permanent Representative of France to the United Nations in New York

Council Bureau

Ambassador Jean-David Levitte

Former Permanent Representative of France to the United Nations in New York

Ambassador Tim Enderlin

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

Ambassador Julien Thöni

Permanent Representative of Switzerland to the Conference on Disarmament, Geneva

Ambassador Anne Lazar Sury

Permanent Representative of France to the Conference on Disarmament, Geneva

Dr Philippe Roch

Independent Consultant, Geneva

Members

As of 31 December 2025 (date of membership)



Albania (2002)

Ambassador Vasilika Hysi

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



Armenia (2002)

Ambassador Hasmik Tolmajian

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



Australia (2015)

Ambassador Clare Monica Walsh

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



Austria (1995)

Lieutenant General Mag. Erich Csitkovits

Commandant, National Defence Academy of Austria



Azerbaijan (2002)

Ambassador Galib Israfilov

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



Belarus (2009)

Ambassador Larysa Belskaya

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



Belgium (2002)

H.E. Mr Christophe Payot

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



Bosnia and Herzegovina (2005)

Ambassador Bojan Vujic

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



Bulgaria (2002)

TBC

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



Canada (2016)

Ambassador Peter MacDougall

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



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 Václav Bálek

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



Denmark (1997)

Ambassador Ib Petersen

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



Egypt (2010)

Ambassador Alaa Hegazy

Permanent Representative of the Arab Republic of Egypt to the United Nations and other International Organisations in Geneva



Estonia (1998)

Ambassador Riia Salsa-Audiffren

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



Finland (1995)

Ambassador Heidi Schorderus-Fox

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



France (1995)

Ambassador Anne Lazar Sury

Permanent Representative of France to the Conference on Disarmament, Geneva



Georgia (2004)

Ambassador Revaz Lominadze

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



Germany (1995)

Mr Mirko Freitag

Chief of Division Security Policy II, Directorate-General for Political Affairs, Federal Ministry of Defence



Hungary (1995)

Ambassador Zsófia Havasi

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



India (2011)

Ambassador Pankaj Sharma

Permanent Representative of India to the Conference on Disarmament, Geneva



Iraq (2023)

Ambassador Abdul-Karim Hashim Mostafa

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



Ireland (2009)

Ambassador Noel White

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



Italy (1997)

Ambassador Vincenzo Grassi

Permanent Representative of Italy to the Conference on Disarmament, Geneva

**Japan (2017)****Ambassador Oike Atsuyuki**

Permanent Representative of Japan to the Conference on Disarmament, Geneva

**Kazakhstan (2013)****Ambassador Arsen Omarov**

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

**Kuwait (2024)****Ms Marwah Alaradah**

Saud N. Al-Sabah Kuwait Diplomatic Institute

**Kyrgyz Republic (2003)****Ambassador Omar Sultanov**

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

**Latvia (2001)****Ambassador Ivars Pundurs**

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

**Lithuania (2001)****Ambassador Darius Staniulis**

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

**Mongolia (2014)****Ambassador Davaasuren Gerelmaa**

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

**Montenegro (2007)****Ambassador Slavica Milačić**

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

**The Netherlands (2008)****Ambassador Erica Schouten**

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

**North Macedonia (2003)****TBC**

Ambassador Extraordinary and Plenipotentiary of North Macedonia to the United Nations Office and other International Organisations in Geneva

**Pakistan (2016)****Ambassador Bilal Ahmad**

Permanent Representative of the Islamic Republic of Pakistan to the United Nations Office at Geneva

**The Philippines (2012)****Ambassador Carlos D. Sorreta**

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

**Poland (1995)****Ambassador Miroslaw Broilo**

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

**Portugal (2009)****Ambassador Joao António Mira Gomes**

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

**Romania (2001)****Ambassador Razvan Victor Rusu**

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

**Senegal (2015)****Ambassador Aboubacar Sadikh Barry**

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

**Serbia (2002)****Ambassador Milan Milanović**

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



Singapore (2020)

H.E. Mr Umej Singh Bhatia

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



Slovak Republic (2001)

Ambassador Dušan Matulay

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



Slovenia (2004)

Ambassador Anita Pipan

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



Spain (2002)

Ambassador Marcos Gómez Martínez

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



Sri Lanka (2016)

H.E. Ms Himalee Subhashini Arunatilaka

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



Sweden (1995)

Ambassador Magnus Hellgren

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



Switzerland (1995)

Ambassador Tim Enderlin

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

Mr François Tissot

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

Ambassador Julien Thöni

Permanent Representative of Switzerland to the Conference on Disarmament

Ambassador Dr Theodor H. Winkler

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



Thailand (2022)

Ambassador Usana Berananda

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



Türkiye (2000)

Ambassador Burak Akçapar

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



Ukraine (1995)

Ambassador Yevhenii Tsymbaliuk

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



United Kingdom (1997)

Ambassador David Riley

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)

Ms Alison Storsve

Deputy Permanent Representative of the United States of America to the Conference on Disarmament



Canton of Geneva (1995)

Dr Jean F. Freymond

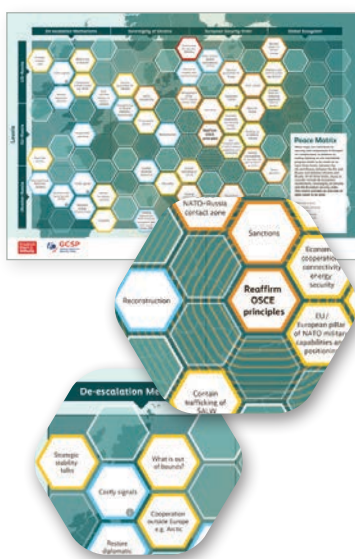
Director, Geneva Dialogues, Geneva

Dr Philippe Roch

Independent Consultant, Geneva

2025 Highlights

The GCSP recorded many significant achievements throughout a busy but highly successful year. A selection of a few highlights are listed below.



Conversations on the Future of European Security Order: Peace Matrix

The Conversations on the Future of European Security is an initiative launched by the GCSP in 2022 together with the Friedrich-Ebert-Stiftung (FES) Regional Office for Cooperation and Peace in Europe. The aim of this Track 2 dialogue is to reflect on how elements of cooperation could be reinstated in the future European security order.

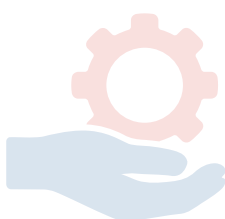
- An intermediate analytical result known as the Peace Matrix was produced in 2025 after three years of dialogue. This is designed as an entry point for understanding the complex challenges that lie ahead for the European security architecture.
- GCSP and FES experts widely shared the Peace Matrix in the United States and across key European capitals, including Berlin, London, and Vienna, but also in Kyiv and Moscow.
- The Peace Matrix received positive and constructive feedback from major international stakeholders.

Launch of the Foundation for Humanitarian Action at Sea

The GCSP incubated and accelerated a project bringing together maritime stakeholders from the public and private sectors to strengthen pragmatic, humane, and sustainable responses to the modern challenges of maritime rescue.



- This project evolved into an independent, stand-alone foundation that strengthened the GCSP's capacity to foster high-impact initiatives and provided a replicable model for transforming projects into lasting organisations.



Biological Weapons Convention (BWC) Regional Workshops

These workshops aim to better equip governments with substantive inputs to understand the political dynamics of the BWC and to generate policy ideas for establishing a compliance and verification mechanism.

- The project was completed with two regional workshops, one in Manila for ASEAN states and one in Addis Ababa for African countries.
- Cross-regional networking and exchange were facilitated among national representatives.
- Tabletop exercises were developed to enable practical, scenario-based engagement.



Gastronomy Becomes a Tool for Diplomacy

To commemorate the GCSP's 30th Anniversary and its unique network built over three decades, our Alumni & Community Engagement Office launched the extraordinary project *30 Recipes for Peace*, a cookbook that brings together dishes recommended by diplomats, ambassadors, senior military officers, and leaders across 30 countries and five continents. This project uses the dining table as a universal symbol of sharing, communication, and connection, while personal reflections highlight how each recipe fosters dialogue and mutual understanding.



- The book is supported by EHL, the Geneva Tourism and Conventions Foundation, and some GCSP Foundation Council members.
- This unique project contributes to the GCSP Global Scholarship Fund, supporting participants from diverse and often crisis-affected regions.

Crisis Management Programme Expansion and Innovation

The GCSP Crisis Management programme expanded the Centre's global presence through high-impact activities across four regions. The year marked strategic growth, new partnerships, and innovations in crisis-leadership training and simulation design. The programme:

- delivered more than 20 flagship courses worldwide, including programmes for the European Commission, UN Office at Geneva (UNOG), NATO PfP, Gulf-region diplomats and Singapore's Health Technology Assessment;
- established a strategic foothold in Japan and became a founding member of Switzerland's National Centre of Excellence in Crisis Management; and
- advanced crisis-leadership training through AI-enabled simulations, behavioural decision-making modules, and ISO 22361 implementation, further positioning the GCSP as a global reference point for crisis preparedness.



Ceasefire Toolkit

Our *Ceasefire Toolkit*, which was published in February 2025, explained options and modalities for a ceasefire between Russia and Ukraine that the parties could use.

- During our meetings in key capitals, we were informed that the toolkit is being used by policymakers in their work on Ukraine, and received appreciation for our efforts.
- Our *Ceasefire Toolkit* publication was featured in leading media outlets around the globe, including coverage by the BBC, CBC, *Le Temps*, *The New York Times*, *Die Presse*, *Der Standard*, SRF, RSI, and an interview on the Ukrainian channel Inter.

International Defence Innovation Project

This project aims at establishing a solid understanding of the driving factors, key implications and related themes of defence innovation. In partnership with



the Swiss Armed Forces and Stanford University, the GCSP is spearheading the effort to create knowledge, gather leading practitioners, and share insights and best practices.

- A network was established of over 80 experts from academic, policy, legal and technical backgrounds.
- A workshop and symposium were delivered advancing insights on defence innovation.
- New knowledge was produced through a Geneva Security Debate on the geopolitics of emerging technologies and a conversation with the chief of the Swiss Armed Forces on how to build armed forces able to adapt to a rapidly evolving context.



Armenia-Azerbaijan: Elaborating the Peace Dividend

Throughout the year, the GCSP reinforced its neutral, expert-led facilitation by bringing together representatives from Armenia and Azerbaijan to build trust and identify shared economic opportunities. The dialogue developed joint initiatives in high-impact sectors, including water management, disaster response, energy and regional trade.

- The dialogue identified concrete actions and practical solutions that could deliver tangible peace dividends.
- It presented the rationale for economic cooperation and win-win projects with the potential for real impact.
- It supported the normalisation process and strengthened mutual trust by connecting the ideas from our dialogue process with the ongoing Track I discussions.
- It received positive feedback and growing interest from both countries' governments, reinforcing political buy-in and momentum for further normalisation.

Innovative Knowledge Platforms

Structured opportunities for dialogue and learning were presented via internal meetings for fellows (FIKAs), for staff and fellows (SFBs), and for Fellows' Salons.

- The Centre delivered 86 sessions, including briefings, FIKAs, and Fellows' Salons, fostering dialogue and learning.
- We facilitated 179 speaking engagements, promoting peer learning and sustained knowledge exchange.
- We produced 12 publications and 159 media contributions, translating insights into impact.
- We enabled collaborative reflection, informing innovative programme design and organisational strategy.



Geneva Security Debates

These debates consist of monthly public discussions on current security challenges that bring together the world’s leading thinkers and practitioners in interactive discussions.

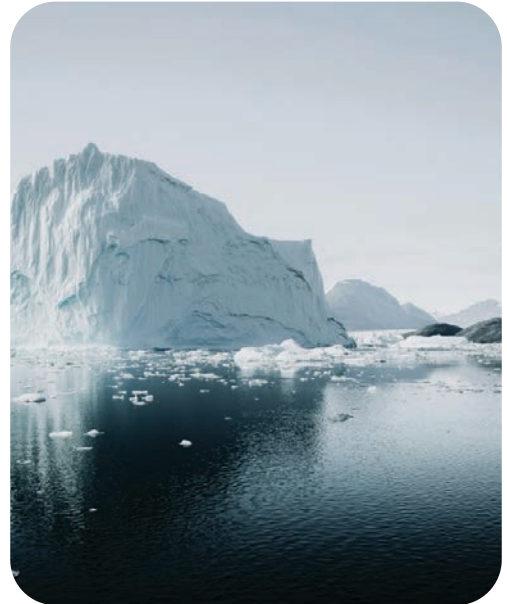


- Fifteen hybrid events were held informing policymakers in International Geneva and global audiences. These events reached an audience of more than 2,500 people worldwide.
- The Centre’s expertise was shared across a broad range of security policy topics, including the militarisation of space, the Arctic, geopolitics and human security.
- Key partnerships were strengthened with permanent missions in Geneva and other leading organisations such as the Carnegie Endowment for International Peace (CEIP), the Geneva Science and Diplomacy Anticipator (GESDA), and the Asia Society Switzerland.

Advancing Arctic Science Diplomacy through Discreet Dialogue

In 2025, the GCSP strengthened Switzerland’s role as a neutral hub for Arctic science diplomacy by facilitating discreet, science-driven dialogues on permafrost, biodiversity and climate-related risks in the Arctic. These efforts helped to sustain scientific Arctic-related cooperation despite geopolitical tensions and the suspension of formal diplomatic channels between key stakeholders.

- The dialogue maintained scientific exchange among experts from states that currently have limited or no formal diplomatic engagement.
- It identified shared priorities on permafrost, biodiversity, climate impacts and infrastructure resilience for future collaborative research.
- It reinforced Geneva’s and Switzerland’s reputation as trusted venues where dialogue can advance even during periods of significant geopolitical strain.



Driving UN Reform Momentum

The Centre hosted two flagship UN reform initiatives: Article 109 and the Coalition for the UN We Need (C4UN) by convening key actors and supporting strategic dialogues.



- These initiatives established the GCSP as a credible facilitator in global governance renewal.
- They strengthened partnerships with UN stakeholders, think tanks, and reform advocates by expanding visibility and donor interest through high-level engagement on multilateral transformation.
- Article 109 reached 117,071 people in 101 countries through an online global research intervention and hosted various high-level events, including a Town Hall at UNGA80.
- The C4UN held three major dialogues, engaging hundreds of civil society actors to advance UN reform and the Pact for the Future.



Advancing Leadership for Peace Operations and Peacebuilding

The GCSP supported UN peace operations during a period of growing geopolitical and financial pressure. In cooperation with the UN Department of Peace Operations, Switzerland, and key partners, we advanced innovative approaches to strengthening the leadership and effectiveness of peace operations. These included:

- co-revising and co-delivering the enhanced 2025 UN Senior Mission Leadership Course in Kenya;
- providing two background papers for the UN Peacekeeping Ministerial in Berlin;
- co-organising the first UN Peace Operations Review Week in New York and leading workshops on the future of peace operations education and training, and of UN policing; and
- redesigning and relaunching the Senior Leadership for Peace Seminar to support global leaders' efforts to operationalise the Pact for the Future.



[>> Go to Alumni Events](#)



Global Alumni Networking Night (GANN)

A unifying annual event, the GANN brings together our worldwide alumni community under the shared values of dialogue, collaboration and peacebuilding. It is spearheaded by our Alumni & Community Engagement Office.

- GANN 2025 achieved remarkable scale and diversity, with 28 events successfully organised across Europe, East and West Africa, the Middle East and North Africa (MENA), South America, and South Asia.
- From informal gatherings to thematic discussions, each event showcased the unique spirit, creativity and dynamism of our alumni network. The GANN strengthens the GCSP's regional presence, uniting alumni worldwide and supporting Swiss representation abroad with a unique network.

Executive Education

At the heart of the GCSP lies our Executive Education activities, which constitute our original mission and continued raison d'être. For nearly 30 years we have designed impactful learning experiences that equip leaders with the skills, knowledge and mindset they need to address complex security challenges. In a fractured international environment, we remain a neutral partner, offering flexible, collaborative, high-quality programmes tailored to specific needs. The following pages show how in 2025 we brought together policymakers, diplomats, military officers, and practitioners from around the world to engage in practice-oriented learning to strengthen institutional capacities, address real-world challenges, and make tangible contributions to peace and security.



Customised Solutions

In 2025, the GCSP's customised courses continued to deliver high-quality, needs-driven learning experiences tailored to the real challenges that peace and security professionals face in their daily work. Grounded in Swiss standards of excellence, our programmes are co-created with clients, academics, and practitioners to ensure immediate relevance and impact. We design innovative and engaging learning journeys using modern educational and facilitation methods, while fostering collaboration and knowledge exchange. Our courses embrace diversity and inclusivity, creating safe spaces where participants can strengthen their professional skills and mindsets, and build lasting global communities through our alumni network. The driving aim behind our approach to our customised offerings is to achieve impact. We invest time up front to understand what our clients want to achieve in terms of their strategic and organisational needs adapted to their regional context. *We then co-design the programmes!*

- **WHO/GOARN Outbreak Response Leadership Programme:** The GCSP's Geneva Leadership Alliance team delivered three editions of the flagship Senior Leadership Programme for disease outbreak response, in partnership with the World Health Organization's Global Outbreak Alert and Response Network (GOARN). These training programmes were hosted by regional partners in Thailand, Montenegro and Brazil.
- **GELI - Inspiring Women Leaders:** In May and October 2025, we continued to support humanitarian women leaders in partnership with GELI with two online courses. Designed to strengthen leadership at a time of disruptive change and increasing crises, the programme brought together senior women from the UN, international and national NGOs, and the Red Cross and Red Crescent Movement. They benefitted from expert inputs, peer exchange, a simulation and executive coaching.
- **Enhancing Migration Management in the Western Balkans:** This is a multi-annual project (2024-2026) led by the Bosnia and Herzegovina Ministry of Security, funded by Switzerland, and implemented by the GCSP. The project combines a technical track (expert-led regional workshops) and a political track, the Sarajevo Migration Dialogue, which is a high-level conference for regional and international decision-makers. By the end of 2025, five technical workshops had been held in Jahorina, Sarajevo, Bihać and Neum, while one Sarajevo Migration Dialogue session was successfully delivered in Jahorina.



Advanced Course Series

For as long as the international system continues to be marked by deepening polarisation and overlapping security challenges, peace and security practitioners will continue to operate in environments characterised by uncertainty, fragmentation, and competing demands. Strengthening professional capacity under these conditions is essential for effective policymaking and practice.

Through its advanced course series, the GCSP brings together practitioners from governments, international organisations, NGOs, civil society, academia and the private sector to engage in comprehensive, practice-oriented learning. In 2025, the GCSP educated 70 professionally diverse participants from 49 countries across Europe, the Middle East, Africa, Asia and the Americas. Over 250 experts enabled participants to develop the analytical, strategic, and leadership skills they required to navigate complex security environments, while also joining a global alumni community of over 12,000 practitioners engaged in advancing sustainable peace and security.



“

Participating in the LISC was a truly transformative experience. It offers a rare opportunity to engage directly with high-level experts, explore today’s most pressing security challenges from multiple perspectives, and strengthen essential leadership and strategic skills. I now feel better equipped to contribute to peace-oriented and forward-looking policy in a region facing both internal and external pressures.

Ms Tamila Shabashvili, Parliament of Georgia, Georgia

Leadership in International Security Course (LISC)

The 40th edition of the eight-month LISC began in October 2025 with 23 participants from 19 countries. This milestone edition continued the LISC’s core objective of strengthening the strategic, analytical, and leadership capacities of mid-career professionals working in the areas of security and peace. Participants examined recurring and emerging threats, critically assessed existing and prospective policy responses, and explored the international implications of strategic uncertainty for decision-making. The course also emphasised leadership development and professional exchange. Participants expanded their peer networks and engaged with more than 130 experts. This edition reinforced the LISC’s long-standing commitment to multi-stakeholder dialogue and learning through our international community of over 900 LISC alumni from almost 100 countries across the globe. The LISC is a dual-track programme forming part of the annual Master of Advanced Studies in International Security jointly run with the University of Geneva.

European Security Course (ESC)

The 29th edition of the ESC was designed to equip participants with a comprehensive understanding of European security issues within the wider international landscape. The course delved into current security trends and challenges, starting with an exploration of the challenges of Europe's complex security architecture. It then explored Europe's interactions with other regions around the world, including the Middle East, Africa, the Asia-Pacific region, and North and Latin America. The course further analysed transnational challenges that transcend regional boundaries, such as migration, terrorism and new technologies. It brought together a vibrant community of security professionals comprising 23 participants from 22 countries and over 50 experts from a diverse range of sectors and regions.



“

Participating in the GCSP's 25th NISC was an outstanding experience that surpassed my expectations. ... Engaging with diverse international professionals, both participants and expert speakers, provided invaluable insights into emerging security challenges worldwide ... offering clear benefits for my present profession and future career. It delivers both deepened knowledge and the enhanced practical skills necessary to effectively respond to challenges within professional organisations.

Mr Vilakone Somsanith, Director of the ASEAN Affairs Division, International Cooperation Department, Ministry of Justice, Laos

“

A highly sophisticated course, modern premises, a perfect team one could hardly meet [elsewhere], warm welcome and stay since day one and felt always [at] home. Overall [the] GCSP has become just another layer of my identity, so I humbly and proudly feel that I belong to [the] GCSP family and so will convey the story to others about the noble mission and values [the] GCSP promotes and brings to the world. Hats off and well done.

ESC participant, 2025



New Issues in Security Course (NISC)

The 25th edition of the NISC responded to the need for a better understanding of new and re-emerging security challenges and the pursuit of effective responses to these challenges. The 2025 edition was designed to examine the evolution of security, with a special focus on human security, the interlinkages among security-related issues and the value of adopting a more forward-looking approach to security. The course brought together 24 participants from 23 countries who engaged with 63 experts from a variety of professional domains and from across the globe. During the course, we celebrated the 25th anniversary of expanding professionals' horizons beyond traditional security approaches and integrating new security challenges into their analysis and policy expertise. In its 25 years of existence, the NISC has built up an impressive alumni community of 683 professionals from over 90 countries.



Learning Innovation

In 2025, our learning innovation activities focused on consolidating the GCSP's pedagogical direction while strengthening the flexibility and coherence of its educational offering. Our efforts prioritised clarity over complexity, with a stronger articulation of learning pathways and delivery formats to support learner autonomy and meaningful engagement. Our approach to innovation was guided by the need to better align learning design with participant preparation and real-world application. By reinforcing the link between asynchronous and live components, the GCSP enhanced the overall quality of course participants' learning experiences, enabling live sessions – both online and in person – to move beyond content transmission towards deeper reflection, dialogue, and practice-oriented exchange.

Key highlights:

- **FlexLearn and learning pathways:** We refined our learning journey terminology and strengthened the FlexLearn approach to clarify how different formats support flexibility, learner choice, and impact.
- **Self-paced and AI-enabled learning:** We launched the first fully designed self-paced course on the Arms Trade Treaty, promoting learning at students' own rhythm and supporting adaptive learning pathways. The course received an overall participant satisfaction score of 4.8 out of 5.
- **Stronger blended learning experiences:** We expanded our high-quality asynchronous content to better prepare participants ahead of live sessions, ensuring a shared foundation and enabling deeper, more hands-on discussions.

Crisis and Risk Management

In 2025, the Crisis Management Cluster expanded the GCSP’s global footprint through high-impact programmes delivered across Europe, the Middle East, Africa and Asia. The year was marked by strong strategic growth, new long-term partnerships, and continued innovation in crisis-leadership training and simulation design. Over 20 flagship courses and workshops were delivered for international, European and national partners that received consistently outstanding evaluations. Training focused on leadership and decision-making under pressure, behavioural dynamics, and practical crisis-management tools, reinforced through simulations, AI-enabled methodologies, and ISO 22361 implementation.



An excellent balance between theory and practice, delivered by trainers with deep operational experience. Highly relevant in today’s polycrisis context.

Participant, European Commission
Transboundary Crisis Management
Course, 2025



It was highly interactive and practical, making complex crisis management concepts easy to understand and apply. I would recommend this course to all diplomats.

Participant, Diplomatic Institute
of Qatar Crisis Management
Course, 2025

- We delivered over 20 flagship crisis management programmes worldwide, including for the European Commission, UNOG Tier 1 Crisis Management Leadership, NATO PfP Switzerland, and Gulf-region diplomatic services.
- We established the GCSP’s first long-term strategic foothold in Japan through partnerships with the Industrial Cyber Security Center of Excellence, strengthening our presence in Asia.
- The GCSP became a founding member of Switzerland’s Crisis Management Centre, contributing to a national platform with academic, armed forces and industry partners.
- We presented advanced crisis leadership training through AI-enabled simulations, behavioural decision-making modules, ISO 22361 implementation and cross-cluster collaboration.

Defence and Diplomacy

In a time of increasing tension, our Defence and Diplomacy (D&D) offering is key to preventive diplomacy, and helps to create and develop transparent communication channels, build trust, and promote transparency. The GCSP D&D activities encompass the following:

- **Courses for future defence attachés**
Three courses (in Switzerland, Kenya and Sri Lanka) were presented in 2025. The programme demonstrated a meaningful impact by prioritising outreach to participants from across several continents, including many from countries currently ranked lower on the Global Peace Index. This approach ensured that the courses' benefits reached beyond stable environments to empower individuals working in more volatile or transitioning contexts.
- **Courses for the German Armed Forces**
In 2025, the GCSP successfully hosted immersive courses tailored for the German Armed Forces with a focus on the German Command and Staff College Hamburg. Course participants from the Senior International Assignments programme and from the German General/Admiral Staff Course were given a comprehensive introduction to the dynamic and influential environment of International Geneva.
- **Support activities**
Upon these countries' request, the GCSP D&D Cluster supported training and seminars in Bosnia and Herzegovina and Egypt.



D&D course in Sri Lanka:

“Yes, the course fosters dialogue, understanding, and cooperation, promoting peaceful relationships between state actors.”

D&D course in Kenya:

“This course will enhance my skills and promote me as a suitable candidate for overseas posting.”

Course for the German Armed Forces

“We are now better equipped to contribute to tackling the pressing security challenges that shape our interconnected world.”



Diplomatic Tradecraft

The Diplomatic Tradecraft Cluster is responsible for coordinating several executive courses aimed at developing the capacity of diplomats and political advisors and sharing diplomats' experiences with non-diplomats. The following courses were delivered in 2025:

- The seventh edition of the GCSP course on Diplomatic Tradecraft for Non-Diplomats was delivered in May for 20 participants from government (including the military), the UN, NGOs, universities and GCSP staff/fellows.
- The Swiss Diplomatic and SDC Trainee Course/International Geneva: Managing 21st Century Peace and Security Challenges was co-organised in May with the Swiss Federal Department of Foreign Affairs for 22 trainees, 13 of whom were diplomats from Switzerland and Liechtenstein and nine of whom were from the Swiss Agency for Development and Cooperation (SDC).
- The 14th Advanced Course for Political Advisors in EU Missions and Operations (Module 2: Skills Enhancement for Political Advisors, or POLADS) was co-organised in June with the European Security and Defence College and delivered at the GCSP to 19 participants.
- In September, the GCSP open-enrolment course on Skills Enhancement for Political Advisors (POLADS) was delivered in Geneva to 25 participants.



Gender and Inclusive Security

2025 marked multiple anniversaries, including 25 years since the passing of UN Security Council Resolution 1325 on Women, Peace and Security (WPS), and ten years since the founding of the International Gender Champions (IGC) Secretariat hosted by the GCSP (see the IGC report at www.genderchampions.com). These key anniversaries enabled us to analyse the growing pushback against human rights and gender equality, while looking to the next era of policy and strategy development. We supported 146 women leaders through an open course, customised courses, and events in partnership with several international organisations, member states, and civil society, as well as considering the question “Peace and Security for Who?” during our annual seminar on Equity, Power and Inclusion. We continued to co-lead the IGC WPS Impact Group, which creates synergies between organisations and member states in Geneva and integrates a human-rights-based approach to conflict prevention and response.

“

To be a woman leader is to know how to transform challenges into opportunities, and to inspire change. This course is a chance for each woman to reinforce their leadership and to take their place. Dare to take the step!

Tunisian NATO course participant, 2025



Peace Panel during Geneva Peace Week

- Customised courses for women leaders were delivered for the Tunisian Armed forces on behalf of NATO (in French); for African women leaders with the Kofi Annan International Peacekeeping Training Centre (KAIPTC) and the International Organisation of the Francophonie (in French); and two online courses for humanitarian women leaders with the GELI.
- A customised course supported by the German Development Fund on Strategic Leadership for Coordinated WPS Implementation in Member States was delivered in Ghana with the Economic Community of West African States (ECOWAS) and the KAIPTC.
- To advance the WPS Agenda, during Geneva Peace Week the GCSP participated in the “Hear Her Call” campaign; the Peace Panel on “Beyond Power and Territory: Women, Rights and Systemic Approaches to Sustainable Peace”; and a world-café-style event on “WPS in Action: Connection and Solidarity”.

“

In times of intense uncertainty for the humanitarian world – like the days we are living through now – the Inspiring Women Leaders course came as a powerful reminder that even in the midst of crisis, there is always an opportunity. This experience reaffirmed a simple yet profound truth: where there is a will, there is a way. Leadership is not about being right or wrong – it’s about being grounded in our purpose. It’s about remembering why we do what we do, and having the courage to move forward even when the path is unclear.

Ms Sajeda Shawa, Head of UN OCHA, United Arab Emirates, and a participant in the Inspiring Women Leaders course presented with the GELI

Geneva Leadership Alliance (GLA)

Reactive leadership is not sufficient to meet the peace- and security-related demands facing organisations; rather, effective leadership requires the capacity to provide direction in uncertain times, make sense of complexity, and act with purpose over time.

In 2025, the GLA's work focused on developing leadership capabilities fit for guiding change and navigating disruption. We created trusted spaces where leaders could step back from immediate pressures, reflect, exchange ideas and strengthen their skills. Our programmes supported leaders in connecting short-term decisions with long-term responsibilities, shaping outcomes that endure beyond standardised roles or mandates.

We foster adaptive, responsible, and forward-looking leadership – enabling participants to innovate, collaborate, and drive meaningful and tangible progress and transformation.

“

Best week of my life, am incredibly lucky to be here.

Leadership Excellence in Politics
participant, 2025

“

The course was very complete with the sessions, exercises, workbook, [and] the facilitators were always checking on participants, seeking for interaction and opinions – loved this.

Lead and Influence with Impact
participant, 2025



Highlights in 2025:

- **Leadership Excellence in Politics:** This cross-partisan initiative held its second residential course in Geneva for up-and-coming politicians from around the world, preparing them to be connected actors of positive political change. We convened our global Cross-disciplinary Expert Council twice to determine strategy and impact priorities for the initiative.
- **WHO/GOARN Outbreak Response Leadership Programme:** Now in its sixth year, this global programme was delivered three times – in Thailand, Montenegro and Brazil – to strengthen regional public health leadership and operational readiness to respond to health emergencies.
- **Leading change and transformation:** We empowered senior leadership teams from organisations in the peace and security sectors to lead organisational transformation strategically, skilfully, and with care, providing essential leadership capabilities today.
- **Bespoke regional leadership development programmes:** Co-created for government officials, diplomats, and diplomatic academies in the Middle East, Europe, and Africa, these programmes aligned perfectly with focused organisational priorities and context.

Swiss Security Network (SSN)

The SSN includes activities for career Swiss Armed Forces officers, senior SSN managers and experts from the Swiss intelligence services.



○ **Swiss Professional Officers Training (SPOT)**

The SPOT courses for prospective lieutenant colonels and colonels took place in April and June 2025. The focus was on security policy and the ability of these officers to recognise international challenges, and better and more comprehensively derive the consequences for the performance of their current and future functions.

○ **Swiss Security Network Seminar (SSNS)**

The SSNS took place over three weeks in Bern, Zurich and Geneva. The aim was to raise awareness of current and future threats and challenges among senior decision-makers from the federal government, the Swiss Armed Forces, cantonal authorities, and public and private organisations in charge of critical infrastructure in order to train them and expand their networks.

○ **Strategic Planning and Analysis Seminar (SPAS)**

The SPAS is aimed at experts from the Swiss security services, and in 2025 dealt with the issue of nuclear policy. Feedback was very positive. The frequency of one seminar per year will be maintained for 2026, focusing on the Baltic Sea area.

Arms Control and Disarmament

The Arms Control and Disarmament Cluster ran executive courses on Building Capacity for the Effective Implementation of the Arms Trade Treaty (25 participants) and International Disarmament Law (16 participants). We launched a free e-learning course entitled An Introduction to the Arms Trade Treaty. Our experts completed the project on Biological Weapons Convention Compliance and Verification with workshops in Manila and Addis Ababa. We organised customised workshops for the Geneva disarmament community on export controls, nuclear deterrence, and the Nuclear Non-Proliferation Treaty, and supported dialogue projects on military risk reduction in Europe, outer space security, and AI and nuclear energy. Our experts contributed research and policy advice on the use of AI in the military domain, strategic stability, and outer space security.



“

For this outstanding course, [the] GCSP has assembled an all-star cast of leading global experts on the legal frameworks that regulate the international arms trade. Learning from and engaging with the diplomats, advocacy leaders and analysts who have been directly involved in the creation of the Arms Trade Treaty (ATT) or who are actively implementing its stipulations was a unique and highly valuable opportunity. While being structured around and firmly anchored to the text of the ATT, the course moved beyond the theoretical, providing valuable insights on the ATT’s practical implementation and how practitioners might be able to contribute and deploy their expertise to make a real difference.

Mr Markus Schindler, Strategic Development and Innovation Manager, *Fondation suisse de déminage*, Ukraine, ATT Course participant, 2025

Highlights in 2025:

- a workshop on export controls with representatives from the multilateral export control regimes;
- a Space Security Dialogue discussing topics such as mega constellations, verification and the space-cyber nexus; and
- a roundtable conversation with Professor Mary Cummings to discuss what self-driving car operations can teach us about the use of AI in weapons.

Counterterrorism and Preventing Violent Extremism

In 2025, we witnessed the rise of violent non-state actors driven by intersecting global pressures, including geopolitical instability, protracted wars, climate change, weak governance, transnational crime and rapid technological change. We therefore focused our attention on how to create better security in areas that armed groups exploit – the maritime space, criminal space, cyber domain and ungoverned spaces. Our outreach included conferences and workshops that focused on human security and new technologies that were designed to enhance and protect human rights on land, at sea, and in cyberspace.



Highlights in 2025:

○ Policy advice and expertise:

- **Participation in multiple conferences:** We participated in the conference at the NATO Maritime Interdiction Operations Training Centre (NMIOTC) at Souda Bay; NATO's Centre of Excellence Defence Against Terrorism (COE-DAT)'s annual Defence Against Terrorism conference in Ankara; a workshop at the 2025 Munich Security Conference with Geneva Call; and the NATO Foundation Conference in Rome.
- **Working groups:** We were a member of the Partnership for Peace Working Group on Irregular Warfare and Hybrid Threats of the George C. Marshall European Center for Security Studies, and participated in the European Centre for Excellence on Countering Hybrid Threats (HCOE) workshop in Helsinki.

- **Public engagement:** We launched the 2025 Global Terrorism Index (GTI) at the GCSP, marking the tenth such launch; in Paris, we launched the GTI at PSIA, Sciences Po, marking the third such launch; and we participated in multiple Geneva Security Debates.

- **Research:** We contributed to the Institute for Economics and Peace's 2025 Global Terrorism Index, marking our seventh expert contribution to the GTI. The Cluster Head edited an upcoming publication for NATO COE-DAT entitled *Terrorism in 2040: How to Counter Asymmetric Warfare in a Hyperconnected World*.

- **Executive Education:** In partnership with the Global Initiative against Global Transnational Crime (GI-TOC), we delivered the fourth course on Organised Crime and Security: Understanding the Threat to Design Better Responses.

Peace Operations and Peacebuilding

The GCSP supports preparations for and the strengthening of future peace and security engagements, operations, and missions through education and training, policy-applicable research and advice, and by convening dialogues and discussions. In cooperation with the Swiss Federal Department of Foreign Affairs and Department of Defence, Civil Protection and Sports, and the UN Department of Peace Operations and partners, in 2025 the GCSP advanced innovative approaches to strengthening the leadership and effectiveness of peace operations and peacebuilding through a range of initiatives. Highlights included the following:



- We co-revised and co-delivered the enhanced 2025 UN Senior Mission Leadership Course in Kenya, and redesigned and relaunched the Senior Leadership for Peace Seminar to support global leaders to operationalise the UN Pact for the Future.
- We participated in and provided two background papers for the UN Peacekeeping Ministerial in Berlin, and co-organised the first UN Peace Operations Review Week in New York, including leading workshops on the future of peace operations education and training, and UN policing.
- We co-convened the Geneva Peacebuilding Platform and Geneva Peace Week 2025 (the latter under the theme “Peace in Action”), including providing leadership of both initiatives through the GCSP Executive Director, who serves as Chairman of the Board.

Topics and Programmes – Building a Resilient and Peaceful World

Security and Law

Security affairs are increasingly shaped by complex legal challenges. Policymakers, practitioners, and stakeholders face a growing need for guidance on international law, which plays a decisive role in the design, adoption, and implementation of security policies. The GCSP's Security and Law Cluster supports these actors in navigating legal complexities.



- In 2025, the Cluster contributed to advancing knowledge through research outputs such as the publication [“Legal Reviews of War Algorithms: From Cyber Weapons to AI Systems”](#) with the Lieber Institute, which explored how insights from legal reviews of cyber weapons can inform those of AI systems and AI-enabled weapons.
- Our experts also contributed a chapter entitled [“The Law of Targeting’s Mechanization and Objectivization through the Use of Artificial Intelligence”](#) to the publication *International Law and Technological Change: Testing the Adaptability of International Law*, edited by I. Couzigou and published by Edward Elgar.
- A Cluster member delivered a keynote address at the Second Autonomous Systems Community of Interest Conference organised by the European Defence Agency, sharing insights on the European strategic outlook with regard to autonomous systems with over 400 participants.
- The Cluster led a research working group on the application of international law in cyberspace with European and Chinese counterparts, resulting in two studies on [“The Attribution of Cyber Operations to States in International Law”](#) and [“Legal Frameworks for Corporate Data Transfers between China and Europe”](#).

Transformative Technologies

Technology is evolving at a breakneck pace. Innovations like AI and quantum computing are reshaping global security, offering both immense opportunities and significant risks.

The Transformative Technologies Cluster focuses on these disruptive forces – including neuromorphic chips, quantum computing and brain-computer interfaces – to understand their revolutionary impact on our world in the following areas:

- **Sector integration:** AI now underpins critical sectors, including banking, health care and autonomous robotics.
- **The rules of warfare:** Transformative technologies like hypersonic missiles and nanotechnology are fundamentally altering how nations fight wars, requiring a rethink of war-related legal and humanitarian rules.
- **Policy leadership:** Our research and outreach activities alert policymakers to the challenges of disruptive innovation, cementing the GCSP’s role as a vital hub for security dialogue.



“The combination of academic depth, excellent organization, and genuine human interaction made this module an outstanding and transformative learning experience.”

“This course offers valuable guidance for policymakers by mapping and clarifying key issues to consider when designing policies or formulating national positions on the security implications of transformative technologies.”

Transformative Technologies and the Future of Global Security course participants, 2025

Our annual online course, Transformative Technologies and the Future of Global Security, designed and chaired by Professor Nayef Al-Rodhan, Head of the Transformative Technologies Cluster, which was held on 30–31 October, equipped participants with the ethical and strategic insights needed to navigate an increasingly complex and rapidly evolving global security landscape.



The Future of Outer Space Security

Our interconnected world relies increasingly on outer space, yet rising congestion and competition threaten this global commons. While outer space security is a vital national interest, the militarisation of this domain has created new vulnerabilities for major powers. The Outer Space Security Cluster examines these threats to foster sustainable governance and peace in the following areas:

- **Strategic stability:** We are taking steps to address the key issue of the weaponisation of space to prevent escalating international tensions.
- **Environmental protection from space debris:** We are working to mitigate the risks posed by space debris to ensure long-term orbital accessibility.
- **Governance gaps:** This involves our ongoing efforts to bridge regulatory deficits in international space law through dialogue with bodies like the UN.

In 2025, the GCSP's Outer Space Security and Sustainability Steering Committee – co-founded in 2023 by Ambassador Thomas Greminger and Professor Nayef AL-Rodhan – continued to provide vital strategic expertise while deepening its engagement in key policy discussions and initiatives.

“

Despite being an online program, the course was highly engaging, with expert-led sessions, interactive discussions, and well-curated materials that made complex subjects accessible and relevant. The speakers brought a wealth of knowledge and practical insights, ensuring that the learning experience was both rigorous and applicable to real-world security considerations. I highly recommend this course to security professionals, policymakers, and anyone interested in understanding the strategic implications of outer space security.

The Future of Outer Space Security course participant, 2025



Our annual online course on The Future of Outer Space Security, held on 5-6 February, brought together leading academics and practitioners, and empowered current and future leaders to develop innovative and sustainable solutions for a secure and resilient outer space environment.

Topics and Programmes – Rethinking Geopolitics and Global Futures



Neurophilosophy of Global Security

Advances in neuroscience are revolutionising our understanding of human behaviour, offering critical insights for global security. Tools like functional MRI allow us to scientifically explore the neuroanatomy of trauma, decision-making and power – moving beyond speculative political theory toward evidence-based analysis.

The Neurophilosophy of Global Security Cluster bridges neuroscience, philosophy and international relations. By analysing the biological drivers of human nature, we provide a more scientific foundation for understanding the mechanics of inter-state relations and the global order:

- **From speculation to science:** We replace traditional political theories with neuroscientific data on emotions, morality and social cooperation.
- **Neuroanatomy of power:** We examine how brain functions related to trauma and decision-making directly influence leadership and conflict.
- **Interdisciplinary integration:** We merge neuroscience and philosophy into policy analysis to better predict and manage global security dynamics.

The Cluster is led by Professor Nayef Al-Rodhan, who is the founder of the Transdisciplinary Philosophy movement. His work transcends traditional academic boundaries, addressing the fundamental questions of our time by integrating philosophical inquiry with cutting-edge scientific discovery.

Topics and Programmes – Rethinking Geopolitics and Global Futures

GCSP Prize for Innovation in Global Security

Established in 2015 by the GCSP’s Geopolitics and Global Futures Department, the Prize for Innovation in Global Security recognises individuals or organisations pioneering innovative solutions to international security challenges. Reaching across all disciplines, it rewards the year’s most groundbreaking initiative, invention or research with a CHF 10,000 cash award. The prize remains a cornerstone of the GCSP’s commitment to inspiring creative global security contributions.

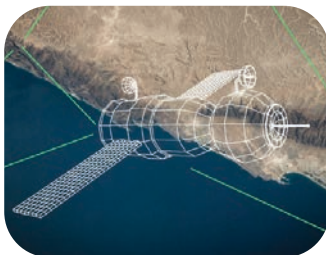
Celebrating its tenth anniversary in 2025, the prize was awarded to Blue Filter, a revolutionary, low-cost water purification system. Using plant-based materials and requiring no electricity or chemicals, Blue Filter provides clean water to vulnerable communities and conflict zones. This sustainable bio-filtration process offers a vital, scalable solution to the global water crisis in off-grid areas.



GCSP Prize for Transformative Futures in Peace and Security

Under the leadership of Ambassador Thomas Greminger, the Prize for Transformative Futures in Peace and Security was initiated by Professor Nayef Al-Rodhan and Ms Anne-Caroline Pissis Martel. Launched in 2023, it rewards groundbreaking concepts addressing security challenges with a fully funded two-month incubation at the GCSP’s [Creative Spark](#) in Geneva (CHF 15,000 value).





The 2025 winner is Spacetalk SA, a Lausanne-based startup offering a digital platform for global space traffic management. Through technical neutrality and transparency, Spacetalk enables international coordination to prevent orbital collisions, reduce space debris, and avoid conflict escalation. By minimising satellite manoeuvres, it extends mission lifespans while preserving the sky for astronomical observation.

Topics and Programmes – Anticipating Emerging Challenges

Global and Emerging Risks (GERC)

The global situation in 2025 remained highly volatile and uncertain. To make sense of ongoing geopolitical transformations and the growing role of emerging technologies, we delivered more than 50 presentations worldwide such as at the [AI House](#) during the World Economic Forum, [Swiss Cyber Security Days](#), Avenir Suisse, Shanghai Economic Forum, [Pakistan's CIIS Forum on Nuclear Deterrence](#), Forum Security Switzerland, Dubai Future Forum, World Emerging Security Forum in Seoul, and World AI Summit in Doha, among others. We also provided expert keynotes for international organisations such as the EU Commission, the Organisation for Economic Co-operation and Development (OECD), the Organization for Security and Co-operation in Europe (OSCE) Parliamentary Commission, and the UN Office on Counter-Terrorism, and organised a workshop on lethal autonomous weapons for GESDA's science and diplomacy week. We also continued our advisory function in the Beirut Digitalisierung of the chief of the Swiss Armed Forces.



Le chercheur suisse étudie les grands changements fragilisant nos sociétés et la sécurité internationale. Il appelle à la vigilance face la fusion des espaces numériques et biologiques.

[L'Express](#), 9 October 2025

- The GERC Cluster runs the [Polymath Initiative](#), which aims to reduce gaps in understanding and communication between the scientific community and the policymaking world. Thanks to successful fundraising, two new additional fellows in AI and AI and cyber security were recruited, in addition to the two existing fellows in neuro-technologies and synthetic biology.
- The Head of the GERC Cluster, Dr Jean-Marc Rickli, was selected by the French magazine [L'Express](#) as one of its 29 visionaries for its special issue on the future.
- In 2025, we published the most-viewed (>2,400 views and >1,900 downloads) article in *Connections: The Quarterly Journal* entitled “[The Weaponization of Emerging Technologies and Their Impact on Global Risk: A Perspective from the PfPC Emerging Security Challenges Working Group](#)”.
- We gave more than 50 interviews to various media worldwide such as the [Financial Times](#), the [Christian Science Monitor](#), Geneva Solutions, Heidi News, [Le Temps](#), [NZZ](#), [Le Figaro](#), [Svenska Dagbladet](#), [RTS](#), [TV5 Europe](#) and [Al Jazeera](#).

Topics and Programmes – Anticipating Emerging Challenges

Global Cyber and Security Policy

In 2025, the Global Cyber and Security Policy programme advanced the GCSP's work through three pillars: executive education, cyber dialogue, and security-policy research and analysis.

- The programme delivered executive cyber briefings and cyber-related training supporting leadership decisions in terms of continuity, supply chains, and AI governance.
- It convened dialogues across International Geneva through the AI for Good platform, Trust Valley Day, US Mission engagements, structured exchanges with ETH Zurich and NATO stakeholder consultations.
- Research outputs included a GCSP Policy Brief on cyberspace operations, a comparative study of eight European cyber strategies, and work with Deloitte on quantum cyber risk and AI-enabled offensive activity, supported by an expert advisory board.
- The Geneva Cyber 9/12 Strategy Challenge, co-delivered with the Atlantic Council and building on our Swedish Cyber Challenge engagement, involved 27 teams from 16 countries and approximately 150 competitors and coaches.
- Weekly executive cyber briefings were produced for senior decision-makers, synthesising public incidents into assessments on continuity planning, supply chains, ransomware, espionage and AI/platform governance risk.



Human Security and Planetary Resilience

In 2025, we continued to expand security professionals' perspectives by integrating human security and planetary resilience into policy- and decision-making. We focused on security in terms of the environment, health, and the movement of people by emphasising planetary security, future pandemic preparedness, and displacement-related human and state security challenges.



Highlights for the year:

- **Executive Education:** We led the Eighth Environment and Security Course and the Ninth Global Health Security Course, and contributed to Advanced Courses, equipping 100 senior leaders to bridge traditional and emerging security domains and develop integrated policy responses to environmental, health, and migration and mobility challenges.
- **Promoting dialogue:** We advanced our three-year Western Balkans project with Bosnia and Herzegovina's Ministry of Security on Enhancing Migration Management in the Western Balkans, with the aim of strengthening regional migration management through policy-technical collaboration and the building of a community of practice.
- **Public engagement:** We contributed to public events focusing on human security and planetary security challenges, and promoted solutions available to current policymakers and leaders. This included a Geneva Security Debate on "[Human-Centered Security for a Complex World](#)", a Geneva Peace Week presentation on "[Land Restoration as a Pathway to Peace and Security](#)", and a panel during the Fifth Session of the UN Forum on Human Rights, Democracy and the Rule of Law on "[Climate Change in a Rule of Law\(less\) Context: A Foresight Exercise](#)".
- **Research:** We contributed to Stratos publications with articles on "[Migration and Security](#)" and "[History of Human Security](#)".

Strategic Anticipation

When unexpected developments, both positive and negative, present themselves, new avenues for action open. Knowing that surprises will continue to occur, how can actors in international affairs still increase their scope for anticipation during a fast-moving and complex period? A three-pronged approach that includes the following elements can help:

- tackling one’s own mindset and one’s institution’s approach to change, uncertainty, and the past-present-future nexus;
- focusing on building the enabling environment for anticipatory governance in one’s own setting to integrate more long-term thinking into one’s own and one’s institution’s decision-making; and
- building skills on the strategic foresight process to systematically expand one’s understanding of how different futures may unfold and design inputs to act on these findings today.

How did the GCSP work on strategic anticipation in 2025?

- **Customised projects:** Upon request, we built a more forward-thinking culture and collaboratively designed foresight outputs with organisations and teams, e.g. by integrating strategic foresight into a diplomatic dialogue meeting of experts on Northeast Asia, and working with the Canton of Geneva to enhance its strategic foresight capabilities.
- **Open-enrolment courses:** We enhanced participants’ strategic foresight capacity by offering courses throughout the year, reaching 49 individuals in 2025 through the second edition of the Strategic Foresight for Peace and Security course and the 12th edition of the Strategic Foresight: Planning for Impact in Uncertain Times course.
- **Advanced courses (LISC, ESC, NISC):** Our contribution included introductory strategic foresight modules, exercises, and an in-depth multi-week project in these two-to-eight-month courses, e.g. through an exercise on climate and security during a global government module for LISC participants.
- **Anticipation Space:** We provided a hybrid ad hoc event series that brought together the GCSP community for topical discussions on strategic anticipation, while in partnership with the Atlantic Council (Washington, DC) we hosted the European launch of the latter’s annual report on *Global Foresight 2025* during an event entitled “What Now and What Next: Global Foresight for 2025 to 2035”.



The Strategic Foresight for Peace and Security course is a must-take for analysts looking to elevate their expertise and stay ahead of the curve in peace and security foresight.

Strategic Foresight for Peace and Security course participant, 2025

Dialogue

In 2025, as global geopolitical tensions intensified in an increasingly multipolar world, the GCSP continued to quietly engage conflict stakeholders to help them identify peaceful and workable solutions to their disputes. Throughout the year, our diplomatic dialogues provided neutral, safe, inclusive, and discreet spaces for exchanges between government representatives and experts. Through the combined efforts of the International Security Dialogue and Mediation and Peace Support departments, we sustained unofficial communication channels aimed at paving pathways towards greater peace and stability.



International Security Dialogue (ISD)

In 2025, the GCSP continued to convene diplomatic dialogues to sustain engagement where formal diplomacy is stalled, with a particular focus on conflict de-escalation in Europe. These efforts produced tangible, policy-relevant outcomes and were widely shared across major capitals, increasing the Centre's global visibility.

- The ISD Department continued to facilitate confidential Track 2 dialogues to sustain constructive engagement where formal inter-state or intergovernmental channels are absent or suspended. These dialogues constitute one of the GCSP's most important contributions to global peace and security.
- Our *Ceasefire Toolkit*, published in February 2025, received extensive international coverage. It is reportedly used by policymakers on Ukraine and has been praised in key capitals.
- Inclusivity and the use of innovative formats are the key principles we follow when convening dialogues. The Conversations on the Future of European Security forum brings together experts from the United States, Europe, Ukraine, Russia, and China to reflect on how cooperation in Europe could be reintroduced.
- We produced a Peace Matrix, a graphic illustration of reflections on future European security that maps pathways to stability in Europe. It has received highly positive feedback from key stakeholders and is informing wide-ranging debates on risk reduction and security governance.
- The GCSP's OSCE Focus Conference marking the 50th anniversary of the Helsinki Final Act generated concrete ideas for Switzerland's 2026 OSCE Chairpersonship.
- The ISD Department's contributions to international security also included the second Space Security Dialogue in Geneva, where experts called for greater transparency and inclusive cooperation to mitigate rising risks in outer space.
- Similarly, at the China-Europe Cyber Dialogue in Beijing, which is aimed at managing digital policy, cyber security, emerging technologies, and other key issues, officials and experts expressed their support for more cooperation at the multilateral level. Despite the inevitable tensions and disagreements, both sides expressed their willingness to continue to use these dialogues to maintain communication and foster "mutual respect".



These activities have all increased the GCSP's global visibility. The *Ceasefire Toolkit*'s extensive international coverage, media engagements by our experts, outreach activities for the Peace Matrix, and the organisation of dialogues in Switzerland and in key capitals significantly strengthen the Centre's reputation as a tireless facilitator of global efforts to improve peace and security.

Mediation and Peace Support (MPS)

In 2025, amid rising conflicts and weakened multilateral peacemaking, and drawing on decades of mediation experience, the MPS Department continued to fulfil its mandate of facilitating sensitive dialogues, promoting peacemaking ideas among policymakers, supporting the mediation efforts of other actors, and providing other support to peace processes. The Department reaffirmed its role in 2025 as a nimble, trusted and neutral actor in International Geneva.

The MPS Department supports states and stakeholders in managing tensions, advancing peaceful alternatives to conflict, and ensuring that dialogue insights inform decision-making.

In 2025, the Department:

- conducted 25 rounds of dialogue in support of peace efforts;
- facilitated dialogue with more than 300 participants from 30 countries;
- placed a number of concrete policy ideas in front of decision-makers in affected states;
- engaged actively in international debates around the world (through high-level conferences, interviews, articles, and lectures) on effective mediation and peacemaking; and
- through targeted public engagement, enhanced the GCSP's visibility as a discreet but recognised mediation actor.



Some examples of our dialogues

The High North Talks

2025 marked a turning point for the High North Talks. What began as a quiet attempt to keep conversations alive in a region overshadowed by geopolitical tensions has grown into a recognised, trusted and essential space for cooperation in a region whose strategic importance is rapidly growing.

In 2025, the MPS Department convened targeted sessions with experts and senior officials, advancing a holistic understanding of the challenges facing the Arctic, while strengthening the impact of key ideas and messages through policy contributions to major forums in Tromsø, Oslo, Reykjavik, Anchorage, and Calgary.

Armenia-Azerbaijan: support to confidence-building and dialogue

In 2025, the MPS Department supported Armenia-Azerbaijan talks. High-level bilateral talks advanced the prospects for peace, and in August, a US-backed declaration added to this momentum towards peace. While the deal did not resolve all outstanding concerns, it created valuable momentum. Both sides expressed readiness to explore practical areas for cooperation – and it was precisely in this window that the MPS Department's long-standing work in the region proved invaluable. Throughout the year, the GCSP convened targeted exchanges in Geneva, Brussels, and the wider European region, providing neutral spaces for experts and policymakers to explore low-risk, high-impact cooperation.

An example of concrete outcomes was the GCSP publication "[Building Peace through Connectivity: How Can the European Union Support the TRIPP?](#)", which offered actionable EU guidance on TRIPP and demonstrated how infrastructure and trade can support stability in contested settings.

Research and Policy Advice

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

Publication Series

To respond to the growing need for research and policy advice in the field of global security, the GCSP offers five [publication series](#):

- [Geneva Papers](#) combining policy analysis and academic rigour;
- [Strategic Security Analyses](#) addressing a security issue with reference to concrete examples;
- [Policy Briefs](#) identifying policy recommendations for challenges in global security;
- [In Focus](#) notes providing a quick, in-depth analysis of an international security-related issue, often from a critical perspective; and
- [Tailored Studies](#) addressing the needs of a partner based on the wide-ranging areas of expertise in the GCSP.

All our series are relevant and timely according to emerging aspects of the current global security situation, helping readers to understand the challenges facing global security. GCSP experts also regularly contribute to [external publications](#) in academic and policy-oriented journals.

Publications by theme

(themes in alphabetical order)

Crisis Management

July 2025: [To What Extent Do Collective Sense-making and Shared Action Affect Decision-making in a Crisis?](#) by Niko Orell – External Publication

Effective Governance

February 2025: [Meaningful UN Security Council Reform Requires Aligning Principles and Practices](#) by Jennifer Parlamis – In Focus

Gender and Inclusive Security

October 2025: [Bringing the Women, Peace and Security Agenda to Outer Space](#) by Cassandra Steer – In Focus

Geopolitics and Global Order

January 2025: [The Cyprus-Türkiye Maritime Boundary](#) by the Eastern Mediterranean Initiative – External Publication

March 2025: [Drawing a Line: A “Swiss Army Knife” of Options for Achieving a Sustainable Ceasefire in Ukraine](#) – Tailored Study

March 2025: [Costly Signals: Possible De-escalation Measures between Russia and Ukraine](#) by Walter Kemp – In Focus

June 2025: [De-Dollarisation and the Second Trump Term](#) by Ali Ahmadi – In Focus

June 2025: [Why Deterrence Needs Dialogue and Détente](#) by Thomas Greminger – Policy Brief



June 2025: **The Indo-Pakistani Conflict in Light of the “Islamic Bomb”** by Arthur Lusenti – Geneva Paper

August 2025: **The Final Act? The Legacy and Future of the Helsinki Principles and the OSCE at 50** by Thomas Greminger – External Publication

August 2025: **A Mediator’s Perspective: Reflecting on the Obstacles and Opportunities for Renewing Dialogue on the Arctic** by Paul Dziatkowiec – External Publication

August 2025: **Lebanon and Israel Today and the Day After** by the Eastern Mediterranean Initiative – External Publication

August 2025: **Trump’s Easiest Deliverable in Alaska – a Win-Win for the World on Permafrost** by Paul Dziatkowiec – External Publication

September 2025: **Securing the New Resource Frontier: Critical Minerals in an Era of Great-Power Rivalry** by Miras Zhiyenbayev – Strategic Security Analysis

September 2025: **China’s Negotiating Mindset and Strategies** by Guy Olivier Faure and I. William Zartman – External Publication

Human Security and Planetary Resilience

March 2025: **Migration in the Context of Security** by Anna Brach and David Sheldon – External Publication

New Technologies and Emerging Risks

June 2025: **Symbiotic Realism: A Transdisciplinary Approach to Understanding International Relations** by Nayef Al-Rodhan – External Publication

August 2025: **The Future Interface of Neurotechnologies, Security and Drone Warfare** by Renaud Jolivet – Strategic Security Analysis

September 2025: **Unlocking Human Capacity for Equitable Peace in an Anarchic and Hierarchical World** by Nayef Al-Rodhan – External Publication

October 2025: **Enhancing Cognitive Security and Societal Resilience to Counter Cognitive Warfare** by Jean-Marc Rickli and Tobias Knappe – In Focus

October 2025: **How States Act (and Feel) – and Why It Matters** by Nayef Al-Rodhan – External Publication

November 2025: **Transhumanism and Enhanced Longevity Risks a New Age of Inequality** by Nayef Al-Rodhan – External Publication

November 2025: **A Global Policy Perspective on Offensive Cyberspace Operations** by Gazmend Huskaj – Policy Brief

December 2025: **Symbiotic Realism: The Future of the Global Order on Earth and in Outer Space** by Nayef Al-Rodhan – External Publication

Peace Operations and Peacebuilding

January 2025: **Emerging Trends in Peacebuilding: The Case of Colombia** by Siniša Vuković, Giovanna Maria Dora Dore and Guadalupe Paz – External Publication

June 2025: **The Future of United Nations Peace Operations** with a contribution by Annika Hilding Norberg – External Publication

November 2025: **Advancing Inclusive Brainstorming to Strengthen Future Peace Operations** by Annika Hilding Norberg, Muhammad Makki, Catharina Nickel and David Curran – External Publication

December 2025: **Rethinking Peace and Security Engagements in a Changing World** with a contribution by Annika Hilding Norberg – External Publication

December 2025: **From Inherited Peace to Promised Democracy: Lessons from Guatemala's 2023 Democratic Transition** by Arnaldo Gálvez (Interpeace) – Strategic Security Analysis

December 2025: **Building Peace through Connectivity: How Can the European Union Support the TRIPP?** by Agha Bayramov – Policy Brief

Security and Law

February 2025: **The Impact of Stereotyping on International Cyber Norm-making: Navigating Misperceptions and Building Trust** by Fan Yang – Policy Brief

February 2025: **Shaping the Evolution of International Law in View of Its Core Effects** by Tobias Vestner – External Publication

May 2025: **Reimagining International Law: Exploring the Implications of Extending Legal Personhood to Nature** by Amber Darwish – Strategic Security Analysis

November 2025: **Algorithmic North: Weather, Security and International Law** by Amanda H. Lynch and Charles H. Norchi – Policy Brief

December 2025: **Legal Reviews of War Algorithms: From Cyber Weapons to AI Systems** by Tobias Vestner – External Publication

December 2025: **Legal Frameworks for Corporate Data Transfers between China and Europe** by the Sino-European Expert Working Group on the Application of International Law in Cyberspace (EWG-IL) – Tailored Study

December 2025: **The Attribution of Cyber Operations to States in International Law** by the Sino-European Expert Working Group on the Application of International Law in Cyberspace (EWG-IL) – Tailored Study

December 2025: **The Law of Targeting's Mechanization and Objectivization through the Use of Artificial Intelligence** by Tobias Vestner – External Publication

Strategic Anticipation

December 2025: **The Year 2035 – Living in the Quantum Era: A Possible Future** by Daniel Akinmade Emejulu and Carlos Abellán – In Focus

December 2025: **Homo HURAQUS 2050: Anticipating and Governing the Disruptive-Techno-Convergence-Era** by Nayef Al-Rodhan – External Publication

Terrorism and Preventing Violent Extremism

March 2025: **Ten Lessons from the Russia-Ukraine War** by Christina Schori Liang – External Publication



Public Discussions

The GCSP's flagship **Geneva Security Debates** (GSD) series serves as a high-level public platform for informed and forward-looking discussions on current security challenges. By convening leading policymakers, practitioners, and experts from across regions and disciplines, these debates generate actionable insights, foster collective reflection, and support decision-making in Geneva and beyond. The series reinforces the GCSP's role as a trusted convener, strengthening networks, amplifying diverse perspectives, and contributing meaningfully to global security debates.



- In 2025, 15 Geneva Security Debates were organised, convening senior experts, policymakers, and thought leaders from around the world to examine complex and evolving security challenges such as geopolitical fragmentation, emerging technologies, geoeconomics, and defence through diverse regional and thematic lenses.
- Strategic partnerships were further strengthened with Permanent Missions in Geneva and leading organisations such as the Carnegie Endowment for International Peace, GESDA, and Asia Society Switzerland, ensuring broad geographic representation and a balanced mix of policy, academic, and practitioner perspectives.
- These public discussions highlighted GCSP expertise and addressed specific thematic fields, including events linked to major reports and global indexes, the Anticipation Space initiative, and targeted engagements with the disarmament community.

Workshops

The GCSP develops evidence-based policy to interpret evolving security dynamics and address emerging challenges to international peace and security. This work requires innovative conceptual approaches and forward-looking policy frameworks. The Centre focuses on future-oriented security policy, emerging and disruptive technologies, and new avenues for cooperation in peace and security.

Expert workshops play a central role in this approach by generating original knowledge; strengthening analytical frameworks; and translating research, expert exchanges, and publications into actionable insights for decision-makers and policymakers.

- The GCSP organised an expert workshop on [Rule of Law and Human Rights Implications of Using Artificial Intelligence for Counter-Terrorism Purposes](#) in partnership with the Swiss Federal Department of Foreign Affairs and the UN Counter-Terrorism Committee Executive Directorate (UNCTED) to assess legal, ethical, and operational challenges and opportunities.
- We contributed to the Munich Security Conference through two high-level events, showcasing GCSP expertise and convening capacity while reinforcing the Centre's visibility and credibility at one of the world's leading security policy forums.
- We completed the Biological Weapons Convention regional workshop cycle with two additional workshops, held in Manila for ASEAN states and Addis Ababa for African countries, strengthening regional capacity-building and implementation efforts.

Tailored Advice

The GCSP aims to develop analytical products and strengthen partnerships with governments (starting with members of the Foundation Council), regional and international organisations, think tanks, NGOs, academic institutions, and the private sector. Such products contribute to a better understanding of the international peace and security environment and support stakeholders in positioning themselves to effectively anticipate and respond to emerging challenges and opportunities.

A key focus in 2025 was defence innovation through the [International Defence Innovation Project](#), which aims to build a rigorous evidence base on the drivers, implications, and governance of defence innovation in a changing geopolitical context, in close partnership with the Swiss Armed Forces and Stanford University. Key achievements include the following:

- The GCSP developed and maintained a knowledge hub and expert network of over 80 experts from the academic, policy, legal, and technical fields to facilitate interdisciplinary understanding and exchange on defence innovation.
- We provided targeted policy advice to the Swiss Armed Forces through expert workshops, the Annual Senior Officers Symposium and in-depth desk research to support their efforts to address innovation challenges.
- We addressed the geopolitics of emerging technologies by examining how contemporary strategic competition and technological shifts shape defence innovation ecosystems and policy approaches.
- We led high-level discussions on building armed forces capable of adapting to evolving security dynamics, including a key conversation between the chief of the Swiss Armed Forces and senior military leadership.



Creative Spark and Global Fellowship Initiative

Together, the Creative Spark and Global Fellowship Initiative foster an ecosystem where bold ideas, diverse communities, and the systematic cross-pollination of ideas and insights generate sustainable solutions for global peace and security.

Creative Spark

The Creative Spark demonstrated the GCSP's dedication to nurturing innovation in peace and security in 2025 by incubating high-potential initiatives and rewarding transformative ideas. It supported projects such as Article 109 on UN Charter reform, the Coalition for the UN We Need, the Geneva Conventions World Tour, and Equity 4 Humanity, helping their leaders to refine concepts and develop practical, mission-aligned solutions. In partnership with the Geopolitics and Global Futures Programme, it also hosted the 2025 Prize for Transformative Futures in Peace and Security, which attracted 196 applications worldwide, further consolidating the GCSP's role as a vibrant platform for experimentation, collaboration, and meaningful progress. It also seeds collaborations that continue beyond the incubation period.

- In 2025, the Creative Spark incubated a diverse portfolio of 11 high-potential projects addressing multilateral reform, humanitarian norms, mediation, and inclusive development finance to advance global peace and security.
- Transformative Futures Prize winner Dr Benjamin Guyot of the Lausanne-based Spacetalk SA received a fully funded two-month Creative Spark incubation for Spacetalk, a project to improve outer space governance. In early January 2026, it advanced the first neutral platform dedicated to global space traffic coordination. [Read more here.](#)



Each of the following impactful initiatives has been or is being developed, incubated, or accelerated through the **Creative Spark**:



The GFI at a glance

122

Associate Fellows

36

Executives-in-Residence

1

Doctoral Fellows

2

Government Fellows

1

Young Leaders in Foreign and Security Policy

5

Polymath Fellows

14

Creative Spark Fellows



Find a list of 2025 fellows online:

www.gcsp.ch/former-fellows



“

The GFI is a unique space for researchers, policy specialists, and practitioners, including former UN officials like me, to come together regularly to share ideas and debate the peace and security issues of the day. It is both a pleasure and a privilege to be part of this group.

Dr Peter Batchelor, Associate Fellow and former UNDP official

Global Fellowship Initiative

In 2025, the Global Fellowship Initiative (GFI) welcomed 181 fellows from the fields of diplomacy, security, outer space, technology, management, and academia, strengthening a globally connected community of practitioners and thinkers. Through its hybrid in-residence and non-residential model, the GFI achieved a global reach across all continents. With the Polymath Fellowship Programme as a flagship component, the GFI deepened links between science and policy, advanced evidence-based approaches, and positioned fellows to challenge conventional security models and design forward-looking solutions.

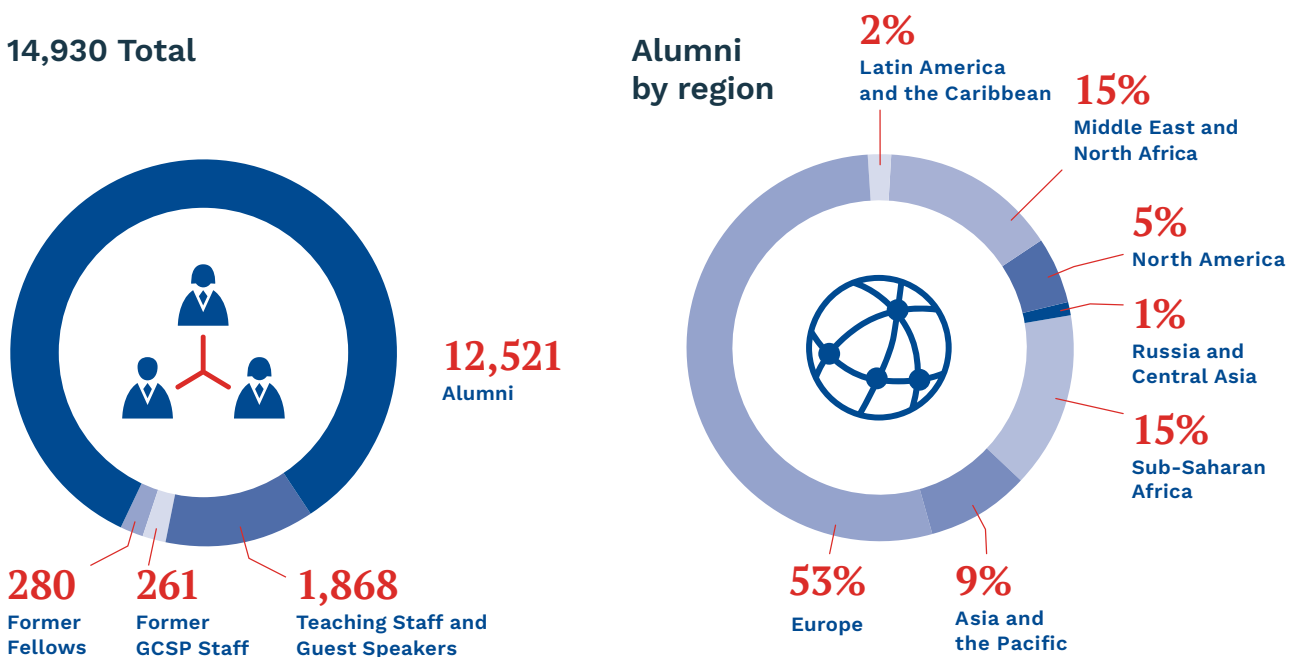
- GFI fellows co-designed peer-learning formats and informal brainstorming sessions with some 35 briefings, 47 FIKAs, and four Fellows' Salons.
- The initiative amplified fellows' visibility by connecting them to GCSP courses, policy dialogues, and media engagements, allowing their ideas to influence broader peace and security debates by contributing to 159 media appearances and some 12 publications.
- Tailored support helped fellows develop concrete outputs, ranging from policy briefs and prototypes to new initiatives, ensuring that fellowship experiences translated into tangible contributions to practice.
- The GFI's ecosystem approach linked individual fellows and their projects with institutional partners, multiplying impact and seeding long-term collaborations across regions and sectors.

The GCSP Community

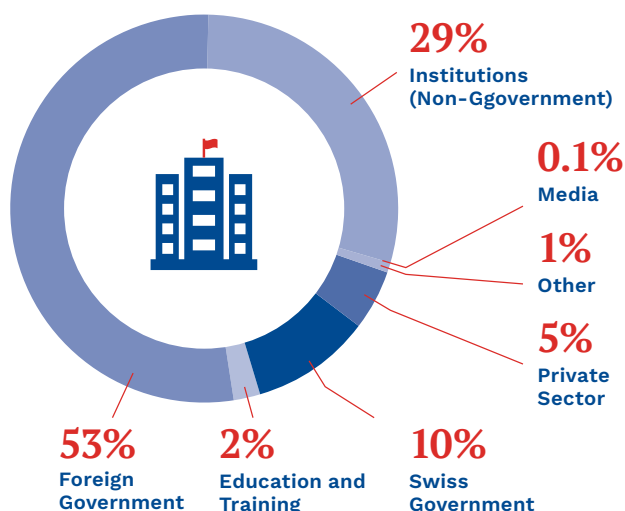
The GCSP Alumni & Community Engagement Office is a cornerstone of the Centre’s global security policy network, connecting professionals worldwide – including alumni, former fellows, guest speakers, faculty, and staff – committed to advancing peace, security, and diplomacy. Since 2013, the office has worked to connect, strengthen, and sustain this diverse community through dialogue, collaboration, and knowledge exchange.

In 2025, the office expanded its global reach, deepened partnerships, and strengthened regional engagement, translating alumni expertise into practical contributions to international security and diplomacy.

Alumni & Community



Alumni by sector of activity



2025 Highlights:

- Our global network expanded to 35 Alumni and Community Hubs through the launch of a new Alumni and Community Hub in Kenya and the strengthening of hubs in North Macedonia, Sweden, Ethiopia, and Poland.
- We collaborated with Afghan-led NGOs through the Alumni and Community Hub Afghanistan, promoting intergenerational dialogue, youth engagement, and community healing.
- We organised a Paris Peace Forum side event with the Alumni and Community Hub France, highlighting climate security as a pillar of peace and diplomacy.
- We published the book *30 Recipes for Peace* to mark the GCSP's 30th Anniversary.
- We organised the ninth edition of the Global Alumni Networking Night (GANN), with 28 events held across Europe, sub-Saharan Africa, the MENA region, South America and South Asia.

Milestones

NISC celebrates 25 years of achievement

As the New Issues in Security Course (NISC) celebrated its 25th anniversary, reflections from its alumni highlighted the remarkable impact of this community. A Polish alumnus stated:

Participating in the 2009 NISC was a turning point in my professional development as a diplomat. The course deepened my understanding of evolving global security challenges, especially the interplay between traditional defence issues and emerging non-military threats, such as cyber risks and economic vulnerabilities.

Mr Andrzej Fafara, NISC 2009

Similarly, an alumnus from the Democratic Republic of the Congo recalled:

My journey with the NISC was one of the most inspiring and transformative learning experiences I have had in addressing peace and security challenges. ... Through the NISC, I realised that the traditional, state-centric paradigms of peace and security not only have limitations but can, in some contexts, pose serious obstacles to achieving sustainable peace, security, and development.

Mr Hervé Magaribi Lehani, NISC 2017



Read these and other alumni stories that underscore the extraordinary talent, dedication, and leadership that GCSP Alumni bring to advancing peace and security worldwide.



Read the stories here:

www.gcsp.ch/alumni/news/turning-point-my-professional-development-voices-nisc-poland-2009



Read more here:
www.gcsp.ch/30-recipes-peace

30 Recipes for Peace: a unique anniversary celebration

As part of the Centre’s 30th Anniversary celebrations, in collaboration with EHL and with support from the Geneva Tourism and Conventions Foundation, we published *30 Recipes for Peace*.

This cookbook unites culinary traditions and personal stories from GCSP Alumni. Each recipe embodies the personal identity, heritage, and global outlook of the contributor, and the collection of recipes is a reflection on how food unites people, sparking dialogue, shared experiences, and connections that underpin our work for peace.

The project exemplifies how creative, non-traditional initiatives can engage communities in the work of international cooperation. The shared table becomes a space where differences are not barriers, but ingredients that enrich conversation and help to diversify people’s understanding of the views of others by providing diverse perspectives in unthreatening and socially bonding environments.

Thematic Events and Networking in 2025

Our thematic events play a crucial role in bringing our alumni and community together around issues that affect their countries and regions, while also offering valuable perspectives to a wider audience. These discussions encourage regional collaboration, foster shared solutions and generate thought-provoking ideas that support the initiatives of the GCSP’s departments.

“Strategic Reflections on the Future of the OSCE and the UN: Pathways for Emerging Global Leaders”
 – 29 January

“New Frontlines of Peace and Diplomacy: How Diplomacy and Defence Must Adapt to Climate Instability” – 31 October

“Beyond the Border: Jordan’s Perspective on Syria’s New Chapter” – 26 February

“The Middle East after the Gaza Peace Deal”, Austria
 – 6 November

“Geopolitics of Migration: Ukraine as an Example”
 – 15 April

“Proliferation of Small Arms and Light Weapons and Violent Extremism”, Ghana – 6 November

“Securing the Future: Reviving Human Security in an Era of Hard Power” – 23 May

“Des armes, des larmes: réflexion sur la gestion des armes légères et de petit calibre et la prévention de l’extrémisme violent en Afrique de l’ouest”, Senegal
 – 6 November

“Navigating through Turbulent Times: The New Dynamic in the Global Peace and Security Landscape” – 6 June

Regional and National Presence



 **Hubs**

- Afghanistan
- Central Asia
- Colombia
- Egypt
- Greece
- Japan
- Jordan
- Mexico
- Moldova
- Poland
- South East Asia
- Spain
- Sweden
- Tunisia
- United States
- SADC
- West Africa

 **Hubs & Events**

- Albania
- Austria
- Belgium
- Brazil
- Bulgaria
- Ethiopia
- France
- Georgia
- Germany
- India
- Iraq
- Kenya

 **Events**

- Pakistan
- North Macedonia
- Romania
- Serbia
- Switzerland
- Ukraine
- Sri Lanka
- Côte d'Ivoire
- Nigeria
- Ghana
- Türkiye
- Senegal
- Bangladesh
- Finland
- Democratic Republic of the Congo
- Morocco
- Cameroon

Networking for a strong alumni community

Networking plays a vital role in strengthening the alumni community. Live interactions help to build trust and lay the foundation for lasting collaboration across our global alumni network.

35 local and regional Alumni and Community Hubs

41 events organised in 2025, including nine thematic events

VIP receptions and high-level engagement

- Albania – VIP dinner at the Swiss ambassador’s residence with GCSP Executive Director Ambassador Thomas Greminger – 29 January
- Kenya – VIP lunch reception with Ambassador Greminger – 1 March
- Brussels – luncheon – 7 May
- Colombo – alumni reception – 19 May

Alumni hub events

- Kenya – virtual session – 7 July
- Georgia – networking dinner – 3 September
- Ethiopia – virtual session – 9 October

Global Alumni Networking Night (GANN) – 6 November

The GANN is a key instrument for the GCSP to nurture lasting relationships with its alumni across all regions. Introduced nine years ago with the goal of fostering a worldwide alumni presence, the 2025 GANN was organised in 28 capitals, supported by Swiss embassies, ministries of defence, and partner institutions.



28 Global Alumni Networking Night (GANN) events



Full article:

www.gcsp.ch/alumni/news/strengthening-global-connections-highlights-gcsp-global-alumni-networking-night-2025

A particular success

In October 2025, the GCSP Alumni & Community Engagement Office and its Alumni Hub France won the bid to host a side event at the Paris Peace Forum, representing a strategic milestone in enhancing both the GCSP’s and the hub’s visibility and influence in the French policy landscape. The event, entitled “New Frontlines of Peace and Diplomacy: How Diplomacy and Defence Must Adapt to Climate Instability”, examined the security and geopolitical implications of climate change. Outcomes included actionable policy insights, strengthened institutional ties with French defence and diplomatic communities, and pathways for future cooperation such as a panel in 2026 at the Paris Defence and Strategy Forum. The event’s insights were shared widely via the GCSP and partner platforms, further showcasing the hub’s engagement on the global stage.

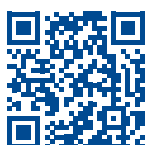
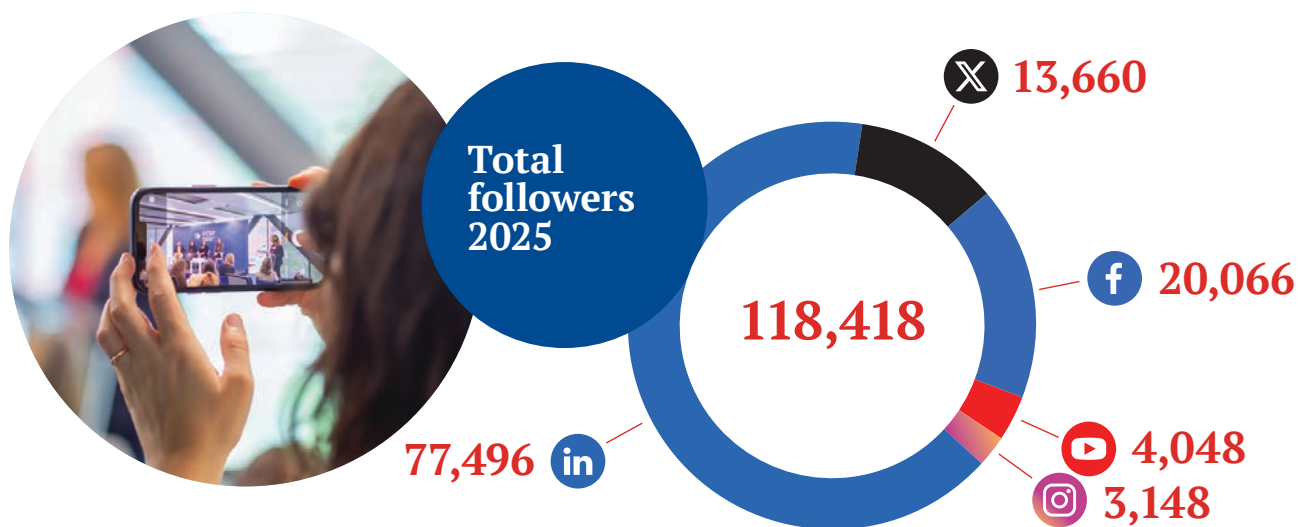


Expanding the GCSP's Reach

Private Sector Outreach

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

The roles of partnerships and donors are often closely interlinked. Some of our partners commission and partially or fully fund specific GCSP projects, while other donors direct their contributions to be used more broadly to financially support individuals or activities. The GCSP works carefully to ensure we meet all partners' and donors' priorities and to maximise impact.



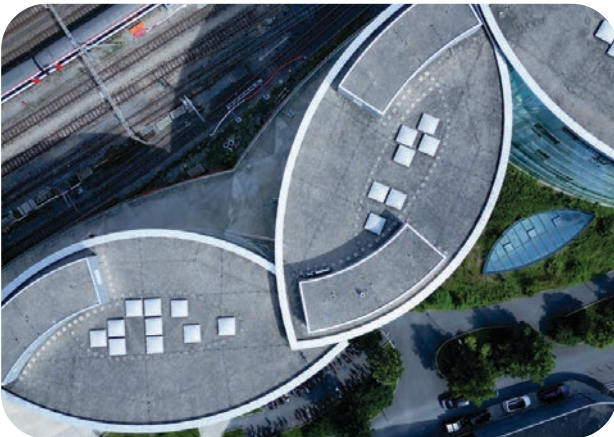
Find our videos here:
www.gcsp.ch/multimedia

Read our 2025 articles here:
www.gcsp.ch/news



Podcasts, Articles and Videos

The GCSP offers a range of services and support to media professionals seeking expert insights on global security issues. This includes facilitating interviews with GCSP experts and fellows, particularly during high-profile events such as the Geneva Security Debates. These events provide timely opportunities for journalists to engage with thought leaders, obtain informed commentary and deepen their coverage of pressing international affairs. By offering the media access to its network of specialists, the GCSP helps to ensure accurate, insightful and relevant media reporting on complex security challenges.



The GCSP in the Maison de la Paix

The Maison de la Paix represents the Swiss Confederation's contribution to a public-private sector partnership and promotes peace and international cooperation. Born out of architect Eric Ott's environmentally conscious design, Geneva's Maison de la Paix is a leading venue uniting world academics, influential policymakers, and recognised practitioners to develop pioneering ideas and design effective operational responses in the areas of peace, security, and sustainable development.

While housing the GCSP, Geneva Centre for Security Sector Governance and Geneva International Centre for Humanitarian Demining, the Maison de la Paix also hosts other joint initiatives and platforms: the Maison de la Paix Gender and Diversity Hub, Maison de la Paix Sustainable Development Goals Hub, Peace and Security Initiative, Results Based Management Consortium, Geneva Peacebuilding Platform, and Arms Trade Treaty Network.



Rent our facilities:

www.gcsp.ch/rent-our-facilities

Reporting

Financial Statement

Stated in CHF

	Budget 2026	Actual 2025	Budget 2025	Actual 2024
Expenses				
Project-related expenditure	8,098,845	6,561,336	7,737,561	6,978,642
Representation expenses	55,000	45,288	55,000	62,436
Administrative expenses	9,331,311	9,446,756	9,292,090	9,445,556
Depreciation and amortisation	50,000	36,872	35,000	31,600
Financial result	36,000	45,166	36,000	40,492
Total expenses	17,571,156	16,135,417	17,155,651	16,558,726
Income				
Contributions received	17,043,988	16,283,327	16,460,005	15,801,331
Other income	368,800	512,420	375,600	586,762
Change in fund capital	158,404	(502,529)	320,325	48,661
Total income	17,571,192	16,293,218	17,155,930	16,436,754
Surplus / (deficit) for the year	36	157,801	279	(121,972)





Audit

Strong financial governance

The GCSP has put measures and processes in place to ensure that its financial management is accurate, compliant, and reliable. The foundation's financial statements are prepared according to Swiss GAAP FER accounting standards and are audited annually.

Foundation Council

Members of the Foundation Council review and approve the Centre's audited financial statements and overall strategic direction. Members serve renewable terms and meet annually.

Steering Committee

The Chair of the Steering Committee presides over the Foundation Council. Members oversee the GCSP's operations and meet at least annually during the Foundation Council meeting. The Steering Committee appoints its Chair for a renewable term.

Leadership Team

The Executive Director appoints senior staff to the Leadership Team, including the Head of Finance. Together, they are responsible for carrying out the GCSP's strategic priorities at the operational level. The Leadership Team sets the Centre's business goals, financial targets and annual budgets in alignment with the strategic guidelines set by the Steering Committee.

30 Years Building Peace Together

Geneva Centre for Security Policy

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