



# GCSP

Geneva Centre for  
Security Policy



## ANNUAL REPORT 2021

*Transformative Journeys to Create a Safer World*

LEADERSHIP	CRISIS MANAGEMENT	DIPLOMATIC TRADECRAFT	DEFENCE & DIPLOMACY	GENDER AND INCLUSIVE SECURITY
THE CREATIVE EDGE	ARMS PROLIFERATION	EFFECTIVE GOVERNANCE	TERRORISM AND PVE	REGIONAL CHALLENGES
SECURITY AND LAW	PEACE OPERATIONS & PEACEBUILDING	NEUROPHILOSOPHY	TRANSFORMATIVE TECHNOLOGIES	
OUTER SPACE SECURITY	CLIMATE AND HEALTH	CYBER SECURITY	GLOBAL RISK & RESILIENCE	STRATEGIC ANTICIPATION

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PART 1

# Introduction



## Message from the President

War is back in Europe. This seemed impossible after the signing in 1975 of the Helsinki Final Act and the creation of the OSCE, after the peaceful end of the Cold War in 1989/1991 and the implosion of the Soviet empire and the USSR, and after the establishment of instruments of dialogue and cooperation such as the NATO-Russia Council of 2002.

Of course, there were ominous signs that war had not been completely eliminated, such as the Balkans wars in the 1990s and the Russian invasion of Georgia in 2008. But many peaceful solutions had emerged, and we hoped that the lessons the continent had learned from being nearly destroyed by two world wars would allow us to live in peace.

At the time of writing of this text, mid-March 2022, anything could happen. But already some lessons can be learned from the tragedy that is unfolding in Ukraine. The first is that this unprovoked invasion of Ukraine is destroying a country, but uniting a nation against the invader. The second is that, more than ever, the future of Ukraine belongs to the Ukrainians. The third is that there will not be a lasting military solution to the issues at stake in Ukraine. And, logically, the fourth and last lesson is that a lasting solution that brings peace back to Europe will emerge only from dialogue and negotiations.

And that is why it is more important than ever to make sure that our continent – and the whole world – appoints only the best diplomats with excellent training, not only from books, but from exchanges with and simulations of real-world scenarios led by seasoned professionals. This is the very purpose of the GCSP, and today its success

story is recognised by all. After two very successful mandates, former GCSP Director Christian Dussey is now the Swiss Ambassador to Iran, a key responsibility at a crucial moment. And his successor, Ambassador Thomas Greminger, brings to the GCSP his unique experience as Secretary General of the OSCE. I would warmly recommend to those attempting to negotiate a peaceful end to the Russian invasion of Ukraine to read his speech delivered in Zurich last September entitled “How to Promote Dialogue in a Polarised Political Climate”.

Beyond the exceptional personalities of its successive directors, the GCSP staff represent a unique pool of talents comprising 21 nationalities and ranging from diplomats and members of international organisations to military officers, executives from the private sector and academics. During the COVID crisis, thanks to their startup mindset that gave them the truly amazing ability to rapidly and effectively adapt to the new reality created by the pandemic, the GCSP emerged as one of the clear winners of 2020 and 2021. There is no doubt that they are all ready to confront today’s challenges with the same determination, imagination and dedication.



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



## Message from the Director

We are living through a watershed moment in global history. The world is emerging from a major pandemic, experiencing seismic shifts in great power rivalry, dealing with an inter-connected set of threats and challenges, and facing the impact of the first major war in Europe since WWII.

This has created an unpredictable security environment. People are trying to make sense of these dramatic developments, understand and manage risks, and learn how to adapt to the challenges and opportunities created by change. This makes the GCSP more relevant than ever.

In these turbulent times, GCSP creates and nurtures safe spaces for dialogue, educates and gives policy advice to decision-makers who can lead us through crisis, and helps to de-escalate tensions and rebuild relations between states.. In a polarized world where there is a dearth of constructive multilateralism or diplomatic dialogue the GCSP provides rare opportunities for like-minded and non-likeminded people to meet, discuss issues of mutual interest, and deal with common challenges.

In such turbulent times, it is important for GCSP to remain agile. In 2021, my first year as the director of the Centre, we dedicated our efforts to strengthening the capacity of the Centre: building on the strong tradition and expertise of education and augmenting our ability to facilitate dialogue, provide policy advice and spark innovation. We have learned lessons from adjusting to the pandemic, for example by making more effective use of technology and distance learning to strengthen links with alumni and reach a wider community. I want to thank all the Staff, our Fellows, and our community of experts for pulling together during these challenging times and for demonstrating their commitment to GCSP's mission of advancing peace, security and international cooperation.

Challenges lie ahead: from great power rivalry to climate change, coping with the knock-on effects of the pandemic,

understanding the impact of technology on security and human rights, and rebuilding order in the international system.

But there are also opportunities created by a change in consciousness about the need for more cooperative approaches to security, the contribution of science to diplomacy and development, and growing opportunities for a much wider range of actors – including women, youth, minorities, civil society, local governments and the private sector – to engage in processes that promote safer societies and a more peaceful world.

We need to nurture these opportunities through education, dialogue and innovation. And we need to try to mitigate the risks through more effective early warning, prevention, strategic anticipation and risks management.

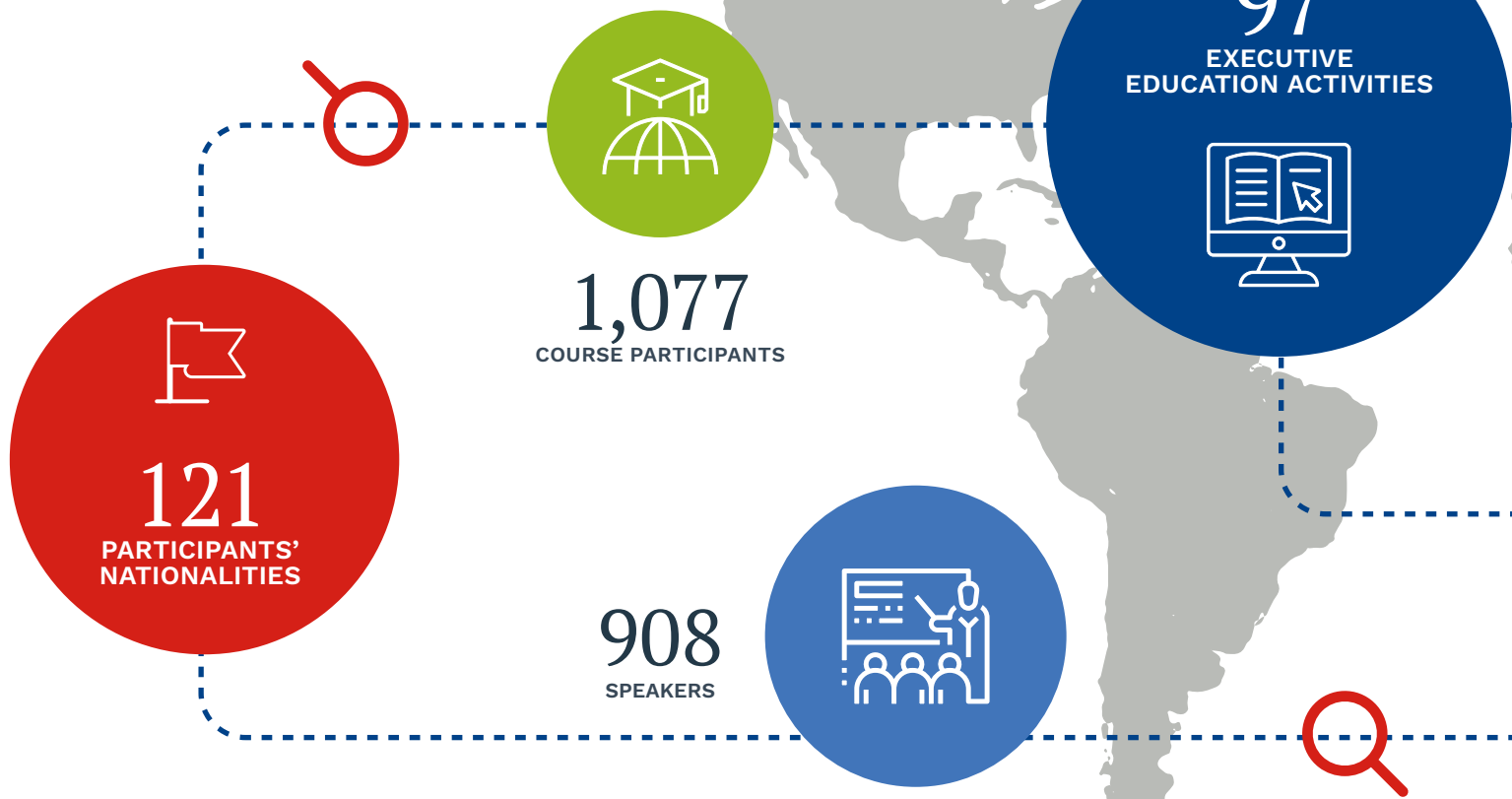
We also need to support those who are trying to resolve conflicts, make peace, and achieve cooperation. We will therefore continue to put a strong emphasis on supporting diplomatic dialogue, providing tailor-made executive education, and supporting countries in leadership positions – including Switzerland as it prepares to take a non-permanent seat in the United Nations Security Council in 2023. Furthermore, in 2022 we will adopt a medium-term strategy that should provide the GCSP with a strategic perspective while remaining flexible enough to adapt to the challenges of change.

This annual report showcases GCSP's work. Our motto has been to provide solutions to global challenges. Much work lies ahead.

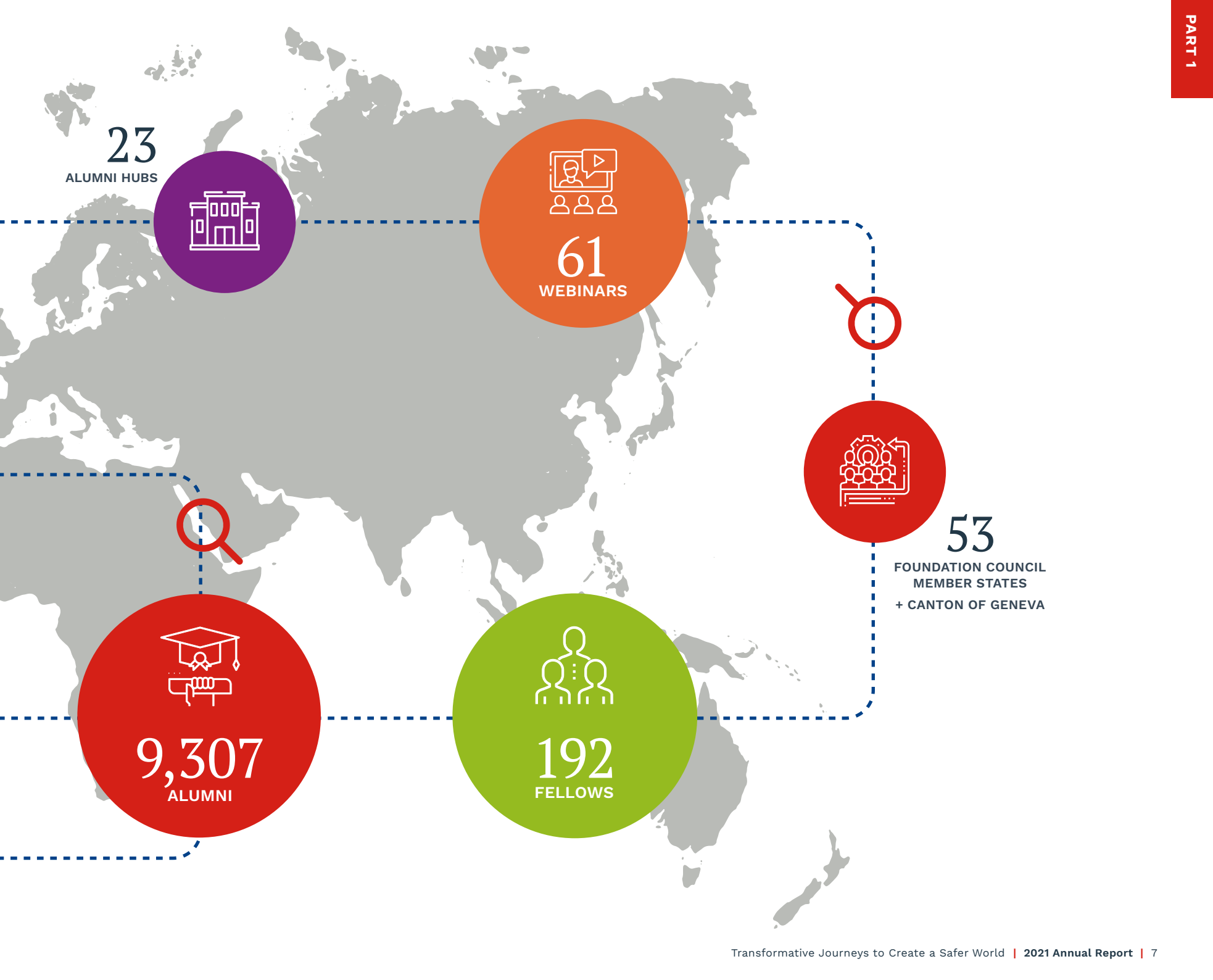


**Ambassador Thomas Greminger**  
GCSP Director

# The GCSP at a glance









Agenda	
• Logistics	COL C. Bühlmann, CoS GCSP
• Introduction to the GCSP	Ms C. Orslich, Deputy Director GCSP
• International Geneva	COL C. Bühlmann
• Personal reflections	Amb T. Greminger, Director GCSP
Break	
• The Biden-Putin meeting	
1. Introduction	COL C. Bühlmann
2. Cantonal perspectives	1Lt C. Baier, Geneva Cantonal Police
3. Military perspectives	Major-General Y. Langel
4. Q&A	
• Conclusions	

## Two reasons for celebration

Both the Leadership in International Security Course (formerly the International Training Course) and the European Security Course (formerly the European Training Course) had milestone anniversaries in 2021. Both have given generations of leaders the tools to address the most important security challenges in Europe and the world.

### A 35-year learning journey through international security

Thirty-five years ago, after the 1985 Geneva Summit between US President Ronald Reagan and Soviet Union Communist Party General Secretary Mikhail Gorbachev, the Swiss government identified the pressing need to strengthen national expertise in the field of disarmament and international security. In response to this need, the predecessor of today's Leadership in International Security Course (LISC) – the International Training Course in Security Policy (ITC) – was designed, offering an exclusive nine-month training programme for government officials. This effectively constituted the roots of the GCSP itself, which was founded almost ten years later. A total of 841 representatives from governments, academia, the private sector and civil society in 90 states have graduated from the LISC since its creation in 1986. The world has seen a great deal of change since then. Colonel (GS) Hans Eberhart, one of the first ITC alumni in 1989–90, gives his retrospective view on the course and the transformative events that have taken place since it was first presented:

**“** *Within a year the small class of six European and three Swiss students found themselves caught up, among other things, in the turmoil of the revolution of 1989, the warning signs of the First Gulf War and the disintegration of Yugoslavia. The ITC taught us to distinguish clearly among the selection of facts we might be faced with and nurtured the curiosity to address the issues of comprehensive security and the stability of other regions.*”

The LISC celebrated its 35th anniversary in 2021 with several online activities, including a panel bringing together alumni and former faculty members who gave their perspectives on “The (N)ever Changing International Security Landscape 1986–2021”.



*“ This was a course that, in many respects, was extremely useful and produced results. And it produced something which is the backbone of every attempt to deal with security policy. It created networks. [...] We all fitted into a restaurant at the beginning. But since then, the various networks [the] GCSP has been building and maintaining and supporting cannot be overestimated in their importance and relevance”,* said Ambassador Theodor Winkler, the GCSP’s first Director, whose role was crucial in the founding of the course.

### 25 years of navigating the challenges facing European security

European security architecture and its influence on the world have been discussed since 1997 in the European Security Course (ESC) (formerly the European Training Course, or ETC). The course has expanded steadily since then, and includes an increasing number of participants from both in and outside Europe. A total of 565 alumni from 86 countries across the globe have attended the course since its foundation.

The ESC educates civilian and military officials from national ministries of foreign affairs and defence, other relevant administrative departments, and civil society who want to better understand the wide range of security challenges facing Europe and address solutions to these challenges. For Malena Rembe, alumna of the 2009 ETC, the knowledge she gained from the course has accompanied her in her career as a humanitarian expert in crisis-afflicted areas.

*“ In Afghanistan, for example, I have worked both in security sector reform and in more traditional humanitarian work in health care, education, and empowerment. The ETC... gave me a broader and deeper understanding of European security policy and how policies and politics influence both attention to and responses given to humanitarian needs. It also gave me a fantastic network of colleagues and friends from all over the world.”*

The ESC celebrated its 25th anniversary with a dynamic virtual panel arranged by alumni entitled “25 Years of Learning Journey through European Security”.



## Advancing inclusive leadership in mediation

In recent years the UN, its member states, and regional groups have sought to professionalise mediation and improve its effectiveness in both preventing and responding to conflict, and a key strategy has been the creation of networks of women mediators. The GCSP has developed both policy analysis and courses to bridge leadership skills and tools with mediation practice in order to support more effective and inclusive mediation.

In 2020 the GCSP partnered with Durham University to develop a course for the Mediterranean Women Mediators Network entitled *Leadership in Mediation: Visibility, Influence and Impact*, which was delivered virtually over five days in June and August for 20 participants from 11 countries working in civil society, academia, government and international organisations.

In 2021 the GCSP collaborated with the League of Arab States on a joint project between the League's social affairs sector – the Department of Women, Family and Childhood – and UN Women entitled “Women, Security and Peace in the Arab Region” to develop a second training programme for members of the Arab Women Mediators Network. The Leading Mediation course was delivered over a two-week period in September through a virtual platform.



### TESTIMONIALS

“The Mediterranean Women Mediators Network plays a critical role in bridging mediation tracks and diversifying the field of mediation. This course was stimulating and inspirational, allowing participants to link their personal experiences with theoretical concepts. It has prepared our members to harness their individual and collective strengths to lead effectively in a changing environment. A particularly valuable tool was ‘polarity thinking’, which equipped them to deal with the inherent tensions within themselves – their own biases and values – and those that arise in conflict”

Irene Fellin, former Head of Secretariat, now NATO Secretary General's Special Representative for Women Peace and Security

“The GCSP designed a high-level training program, specially tailored to suit the Arab Women Mediators Network members’ extensive experience in the field of negotiation and mediation with a focus on mediation best practices, including enhancing mediators’ skills to strengthen their endeavors, knowledge of tensions in mediation processes and ways to structure and capitalize on them.”

Dina Douay, Minister Plenipotentiary Director, Women, Family and Childhood Directorate, Social Affairs Sector, League of Arab States

## Promoting implementation of the Arms Trade Treaty in Latin America

Since 2014 the GCSP has been providing in-person and virtual executive education courses in English and French on the subject of *Building Capacity for Effective Implementation of the Arms Trade Treaty (ATT)*.

In 2021, with financial support from the Spanish Ministry of Foreign Affairs, European Union and Cooperation and in partnership with the UN Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean, for the first time the GCSP offered a course in Spanish especially designed for Latin American countries. Some 50 participants joined the four-day virtual course, mainly government officials involved in the implementation of the ATT and representatives from civil society. It is expected that, as a community of practice, thanks to the skills and knowledge they received and the experiences they shared, these participants will contribute to a more responsible international conventional arms trade, improved cooperation in the fight against illicit trafficking in small arms and light weapons, and eventually a reduction of human suffering.

“*The course Building Capacity for Effective Implementation of the Arms Trade Treaty (ATT) was a great opportunity for me, first to understand in detail the importance of the ATT and its implementation, but also to know colleagues from the Latin American region that are currently working on its implementation. The course created a network of practitioners committed to the Treaty, who can share good practices and help others strengthen their national capacities. It is also important to highlight the level and practical knowledge of the speakers, which allow us to better understand their presentations and the relevance of the ATT for international peace and security.*”

**Diana Castillo**, Permanent Mission of Colombia to the UN in Geneva





# The GCSP





## Our story

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

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

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

The *GCSP Way* was born.

### Creation of an international non-profit foundation

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

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

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

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

## OUR MISSION

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

**“People make peace  
and security possible.”**

# What we do

## GCSP Community

*International community*

**More than 9,300 individuals from six continents**

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

## Executive Education

*Personal and organisational development*

**Residential, virtual and hybrid – open – enrolment and customised activities**

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

## Amplifier

*Daily production of knowledge*

**Publications – media interviews – global insights – videos – podcasts**

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



## Dialogue

*Impartial platform for exchanges*

**Public discussion – conferences – executive lunches and breakfasts**

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

## GFI/Incubator

*Fellowships for innovation*

**Fellowships – project incubation – awards – scholarships**

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

## The GCSP Way

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

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

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

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

Based on 25 years of experience in educating professionals from all sectors, we have developed an approach to executive education that is specific to the GCSP.

### **The GCSP Way**

- is grounded in our guiding principles of impartiality, independence and inclusiveness
- applies a holistic approach that combines a comprehensive portfolio of topics related to international security and peace with strategic and leadership tools and skills
- stimulates strategic and creative thinking and challenges professionals to explore the boundaries of their own capabilities
- enables the co-creation of knowledge among speakers (who are both academics and practitioners) and course participants, as well as through peer-to-peer learning
- focuses on impact and the transfer of learning into the workplace, and gives course participants continual opportunities to practise and apply the skills they are learning.



**Our focus on outcome-orientation is central to our pedagogical approach. This is reflected in our course designs and curriculums.**

**GCSP courses cover three phases:**

- Preparation phase
- Live sessions
- Transfer phase

Over the last few years – accelerated by the COVID-19 pandemic – the GCSP acquired the capacities and competences to deliver courses in all learning formats.

**Residential courses:** The live sessions take place in our premises at the Maison de la Paix or in partner locations in Switzerland and abroad.

**Virtual courses:** We have in-depth experience of using various video-conferencing platforms to expand our global reach.

**Hybrid courses:** We achieve even more flexibility by offering course participants the options either to be physically present or to join the live sessions virtually.

**The GCSP is eduQwa certified**

eduQwa is a quality label for continuing education institutions recognised and supported by the Swiss government. Certification is awarded following an external audit focusing on clients' needs and satisfaction in the following areas: course portfolio, information and communication, course design and delivery, qualifications of teaching staff, quality management system, and leadership.



**The GCSP is ISO 9001:2015 certified**

ISO 9001:2015 is an international quality label specifying requirements for a quality-management system within an organisation. The certification is obtained following audits based on a number of quality management principles, including strong customer focus, management motivation and commitment, process approach, and continuous improvement. Obtaining an ISO 9001:2015 certification ensures, inter alia, that GCSP clients are supplied with consistent, high-quality products and services.



## Getting results at the GCSP

### Adjusting to new workplace realities, we introduced the hybrid delivery mode

In 2021 we identified a growing demand for people to have the flexibility to choose whether to attend an event in person or to participate virtually. While many of us could not wait to go back – at least temporarily – to human face-to-face interactions, for others remote participation remained the preferred option.

Hence, we acquired the necessary technical capabilities and facilitation skills to run meetings, events, workshops and courses that operate in the hybrid format. We understand “hybrid” to mean a mix of face-to-face and virtual participants coming together in a single experience. It implies managing two spaces: the virtual and the physical, plus the technology that is required to bridge both worlds.

Our hybrid approach focuses on:

- delivering an identical experience for in-class and remote participants
- enabling meaningful interactions through modern on-site technology, combined with the virtual classroom and effective learning software
- accompanying participants throughout the whole process and providing technical guidance and support
- customising the hybrid presentation mode according to participants’ needs and partners’ requirements.



### To understand the impact of our executive education activities, we studied the results of our flagship programme, the Leadership in International Security Course (LISC)

Based on a range of quantitative and qualitative data, and supported by innovative data-analytics tools, we gained important insights into the impact of the course over the last 35 years in terms of its contribution to:

- building an active global community fostering trust and cooperation
- preparing individuals to ignite change within their organisations and communities
- supporting the efforts of professionals and their institutions to adapt to shifts in national, regional and global security
- developing the careers of individuals who advance peace and security globally
- promoting leadership, inclusiveness and diversity.





## An innovation centre

Like 2020, 2021 was an unprecedented year due to the impact of COVID-19. The disease has wreaked havoc worldwide, and we are continuing to manage the ongoing impact. As we look forward to the post-COVID-19 world, we also look back with pride on the agility, innovation and collaborative spirit shown by the GCSP in 2021. In response to this pandemic, the Centre's staff have carved out a roadmap for us to survive, revive, thrive, and become a high-functioning virtual centre over the last two years. While the pandemic has been challenging, the GCSP is increasingly well positioned to maintain its leading position in particular in the field of executive education.

### Survive: Health and well-being

As in 2020, the GCSP's priority during the COVID-19 crisis in 2021 was to continue to protect the health of its local and international community as part of the global effort to stem the spread of the virus.

Throughout the year, led by the GCSP COVID Taskforce, which was formed when COVID-19 hit, the GCSP regularly reviewed and updated the COVID Protection Plan based on Federal Council recommendations regarding COVID-related measures.

All participants, fellows, staff, and visitors wear masks and follow strict physical distancing policies at the GCSP. Each Head of Impact Line is responsible for determining the activity delivery mode. For example, short courses have been delivered virtually in all executive education activities since the beginning of the pandemic. Advanced courses have been delivered in a flexible hybrid mode. For face-to-face customised courses, the course directors regularly review the relevant risk assessment before confirming the delivery of the courses.

We have realised that working and learning virtually are here to stay. As a result, the impact on executive education will be significant. Institutions such as the GCSP must acknowledge that both the nature of their work and participants' expectations have changed. We need to develop a digital mindset for the post-COVID-19 period that includes collaboration, learning, flexibility and well-being.

The GCSP has set up a series of fortnightly voluntary sessions focused on well-being and resilience to help with the transition back to a more hybrid working environment and to foster a culture of supportive practices within the Centre.

### Revive: Innovation in executive education

The pandemic has accelerated pre-existing trends in executive education rather than radically changing or disrupting the GCSP's investment in innovative technologies. To ensure continuity and quality, and in addition to our learning platform that was implemented prior to the COVID-19 outbreak, the Centre has invested in creating a digital learning ecosystem that encompasses the interaction of a wide variety of platforms, innovative tools and GCSP studios designed for digital content production. In particular, the development of our unique hybrid camera technology has meant that the GCSP could continue to provide a synchronous teaching and learning environment even in such difficult circumstances.

However, technology alone will not help the hybrid delivery of our courses to thrive – having the tools to deliver relevant and valuable learning effectively is only half the battle. The correct use of technological tools in general requires the meticulous selection and implementation of appropriate tools by a skilled labour force.

The GCSP has used this COVID-affected time to press ahead with its upskilling and reskilling agenda. In 2020 and 2021 the Centre set priorities for and invested in efforts to continue strengthening the course directors' capabilities in response to the evolving needs. Supported by the Learning Innovation Team, we began leveraging technology and enhancements to the physical space to design an innovative learning environment accommodating the hybrid format of both in-person and remote participants.

In the summer of 2021 all GCSP course directors were effectively upskilled via a hybrid facilitation training programme. This just-in-time programme aimed to make full use of the Centre's state-of-the-art suite of hybrid course presentation technologies to deliver engaging and impactful hybrid sessions, thus ensuring that individuals and organisations could continue their learning programmes from anywhere in the world using this more flexible format. The dedication, commitment to excellence, and ability to adapt of both the course directors and the Centre's staff as a whole allowed the GCSP to thrive when many other similar organisations were simply marking time until the pandemic was over, which once again positioned us ahead of the curve. The hybrid approach has been adopted across all our activities and ways of working.



## Thrive: Beyond the pandemic

As we look forward to life beyond the pandemic, the GCSP has positioned itself as a leader in cutting-edge education. Beyond simply replacing in-person learning with virtual learning, we are now designing and providing blended programmes that offer the best of both worlds.

The nature of the market has changed, so the way in which the Centre designs, delivers and markets its programmes also needs to be agile enough to reflect these changes. This means developing learning offerings that empower individual learners by giving them greater choice and flexibility.

Over the last year our course directors spent a great deal of time restructuring, modifying, and redesigning courses to make sure they suited the new format while still providing the same value and impactful learning outcomes to individuals and organisations as their in-person equivalents.

We leveraged Zoom, asynchronous learning modules and live virtual sessions to create an engaging learning experience. Impact Lines experimented with reducing the size of discussion groups for better engagement, finding new ways for participants to network and socialise virtually, and increasing virtual access to multimedia learning materials.

GCSP programmes have consistently seen extremely high levels of participant satisfaction rates. We have noted an equal level of appreciation between virtual courses and those presented in our traditional course format. We have even noticed that, thanks to the various delivery formats, we have expanded our reach in terms of speakers and participants to include participants from conflict-affected countries and regions who would not be able to travel to Geneva, and also achieved a higher participation of leaders from the global south and women. A participant reflected on his experience during our fully virtual *Building Capacity for Effective Implementation of the Arms Trade Treaty (ATT)* course as follows:

*“ I highly appreciate that the course was provided online, as otherwise I would have never had a chance to attend due to budgetary constraints as well as work-related commitments. I assume that is also the case for many of the other participants around the globe. Thank you for organising this valuable learning opportunity!”*

However, as we look towards the future, there is no question of resting on these past successes. We will continue to extend our ability to utilise the power of learning technology by combining it with innovation, pedagogical know-how and skilled facilitators. The result will be seamlessly curated, personalised, integrated content that addresses each client’s specific goals and learning needs.

Cutting-edge education as a driver of maximum impact is a core sustainability focus at the GCSP. With this in mind, each of our thematic focus areas reflects support for the 17 UN Sustainable Development Goals (SDGs) for 2030. This decade has been nominated the Decade of Action for the SDGs, and the GCSP is committed to doing its part to meet these ambitious goals through its ability to provide the knowledge, skills and network that facilitate effective and inclusive decision-making.

## Looking to the future

As we slowly transition towards a post-COVID world, we cannot turn back the clock to simpler times, but we can help our audience and global community to gain key insights into our new circumstances, build a powerful strategic network to help them deal with these circumstances and develop the tools needed to lead in an unpredictable world.

This is an opportunity to move the GCSP into a new era of development, innovation and effectiveness. We look forward to shaping a brighter future in collaboration with our partner organisations, clients, and individual leaders in peace and security.



# Building the capacity of individuals and organisations

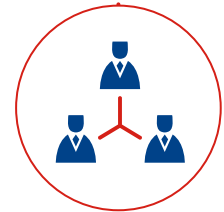
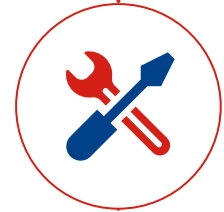
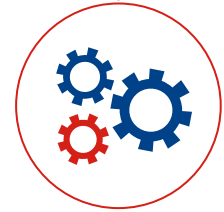


## Customised solutions

The GCSP was born out of a tailor-made course designed to meet the specific needs of government actors. We continue to grow with and through our partners, who have diversified across sectors and around the world to include international organisations, NGOs, civil society organisations, media and the private sector.

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

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





## Examples of high-impact projects include

- a series of **Crisis Management and Leadership** courses for the Swiss Confederation, the European Commission, the World Health Organization and Swiss-based NGOs
- a **series of six virtual modules on crisis management and leadership elements** for 587 registered senior health emergency responders for a global health network coordinated by the UN with 250+ partner institutions, enabling participants to share their lived experiences, acquire new knowledge, and explore new concepts, tools, and practices relevant to their current challenges
- a **global assessment** of the International Organisation for Migration's leadership team and a proposal for a leadership development strategy prepared by the Geneva Leadership Alliance
- an **Inspiring Women Leaders** course in partnership with the Kofi Annan International Peacekeeping Training Centre in Ghana, and with the EU and UN in Kosovo
- a **Leading Mediation** course (with simultaneous interpretation in English and Arabic) for members of the Arab Women Mediators Network, within the framework of implementing the joint project between the League of Arab States and UN Women entitled **Women, Peace and Security in the Arab States**
- a **partnership with the National Training Academy of Egypt (NTA)**, for which we designed a five-month residential and online course on **Adapting to Changing Contexts** as part of the NTA's **Executive Presidential Leadership Programme**
- a course on **Building a Strategy for Preventing Violent Extremism** (with simultaneous interpretation in English and Portuguese) in partnership with the Southern African Defence and Security Management Network and the Friedrich Ebert Stiftung
- a course in Spanish on **Building Capacity for Effective Implementation of the Arms Trade Treaty (ATT)** in partnership with the Spanish Ministry of Foreign Affairs, Europe and Cooperation and the UN Regional Centre for Peace, Disarmament, and Development in Latin America and the Caribbean
- an exclusive **Digital Diplomacy and Cyber Security** course in partnership with the Swiss Federal Department of Foreign Affairs for 18 Swiss diplomats
- a **Female Senior Police Officer Command Development Course** for high-ranking policewomen from a global pool of 140 countries, in cooperation with the UN Police Division.

## Organisations for which we deliver customised solutions include:





## Our advanced course series

To fulfil its mandate of educating a new generation of global leaders, the GCSP continued its series of advanced courses in 2021, delivering excellence in learning with a focus on a broad range of state and human security topics. The *Leadership in International Security Course (LISC)*, *European Security Course (ESC)* and *New Issues in Security Course (NISC)* were run by a broad range of expert scholars and practitioners engaging with our 74 professionally and regionally diverse participants.

In 2021, to maintain the learning process within the context of the ongoing COVID-19, all three courses were presented in a virtual format. The commitment of participants, experts and GCSP colleagues ensured that all three courses were a great success. New emphasis was placed on enhancing participant digital skillsets, which is expected to remain key to professional capacity even in the post-COVID environment.

2021 was a special year for the Leadership in International Security Course (LISC), with our 35th edition and anniversary celebrations coming to an end in May. Our 36th edition of the LISC began in October with 23 participants from 20 countries across the globe. This new edition was designed to increase the conceptual and leadership skills of high-performing professionals who seek to further their careers and move into decision-making positions. Through the LISC, participants gain insight into strategic threats to peace and stability, and learn to assess the effectiveness of current and future policy responses. This is achieved while enhancing their leadership capacity and networks with both one another and the over 200 multistakeholder experts who addressed the group. The LISC is a dual-track programme, part of the annual Master of Advanced Studies in International and European Security jointly run with the Global Studies Institute of the University of Geneva.

The 25th edition of the European Security Course (ESC) was designed to help participants understand European security issues within the broader international security context. The course examined current trends and challenges in security, the EU's interests and impact, as well as regional security architecture (the EU, NATO and the OSCE) and key state actors. The course analysed Europe's interaction with other regions in the world, such as the Middle East, North Africa, sub-Saharan Africa, Asia and Latin America. Relevant transnational challenges were also explored, including migration, terrorism and energy security. Throughout the course, a community of security professionals was built, bringing together 22 participants from 17 countries, and over 50 experts from a multitude of sectors and regions.



The New Issues in Security Course (NISC) responds to the need for a better understanding of new and re-emerging security challenges and the pursuit of effective responses to these challenges. In 2021 the 20th 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 29 participants from 23 countries who engaged with 65 experts from a variety of professional domains across the globe.

### TESTIMONIAL

“*The NISC was an eye-opener in understanding the current and fast changing international environment in all its complexity... It helped us better grasp the centrality of human security... It is a once in a lifetime opportunity for professionals.*”

Selin Özyaydin, Diplomat, Turkey



PART 5

# Preparing leaders to shape a changing world





# Leadership

We are advancing the way that leadership is thought about and practised to better equip current and future leaders with the mindsets, skills, and tools to create a safer world.

All of us must increasingly think, connect, and collaborate across boundaries and ensure that we remain relevant in a landscape characterised by multiple actors and complex challenges. Yet prevailing beliefs about leadership are siloed and often overfocus on increasingly authoritarian individuals. Consequently, we are experiencing a leadership deficit and a lack of trust in the traditional role of “the leader”. Leadership practices therefore need to evolve and leadership capabilities developed at scale.

1

## Future-proof Your Leadership:

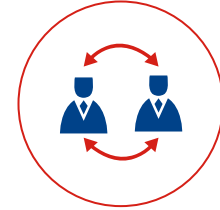
This comprises a portfolio of courses, executive workshops, customised training, tools and resources that advance leadership capabilities and are available both virtually and face to face.

2

**Geneva Leadership Alliance:** This is a network of high-calibre associates and partners with whom we collaborate to increase our reach, relevance, and impact. This includes our long-term strategic partners, the **Center for Creative Leadership (CCL)**.

3

**Reimagining Leadership:** This involves drawing on and contributing to research into the future of leadership and identifying key related trends shaping global peace and security. These insights then feed directly into our course portfolio.



Geneva  
Leadership  
Alliance



Our approach to addressing this leadership deficit is comprehensive and multidirectional, and is channelled through three interconnected pillars:

Examples of how we made a difference in 2021:

- Co-chair of the International Leadership Association 2021 global conference:** We played a leading role in shaping one of the largest international gatherings of leadership scholars, educators and practitioners. We chose the theme, **Reimagining Leadership Together**, and convened keynote discussions, in collaboration with our Peace Operations and Peacebuilding Cluster colleagues. We helped to put the context in which the peace and security community leadership functions firmly on the radar during and beyond the conference.
- Leadership in Crisis:** Together with our Crisis Management colleagues, we designed and delivered a fully customised virtual leadership programme for senior health emergency responders for a UN agency and its 200+ partner institutions. The programme focused on key aspects confronting these leaders during their COVID pandemic response activities, and helped them to make sense of the many complex issues, connect and share experience with peers around the world, and quickly learn key skills to be more effective leaders during a unique global health emergency. The programme will continue into 2022.
- Lead and Influence with Impact:** Our flagship open-enrolment course continues to provide transformational learning experiences, attracting diverse international participants from a wide range of peace- and security-related sectors. Notably in 2021, alumni of this course have been provided with a LinkedIn space where they can continue to connect with one another and where we continue to offer valuable resources.

## TESTIMONIAL

“It is a tremendous opportunity to participate in the leadership course. I can fully confirm that GCSP is a place where knowledge meets experience. The course is a provoking tool in a positive way to think about the processes which you have not thought about before for improving mind-sets and skills.”

Hoshang Mohamed, Director General, Joint Crisis Coordination Centre, Kurdistan Regional Government, Iraq

## Crisis Management

Crisis management was at the forefront of almost every individual and organisation in 2021. Navigating through the complexity of a rapidly cascading and protracted crisis required the GCSP's Crisis Management Cluster to rapidly adapt both in terms of how Crisis Management courses can be successfully delivered digitally and in terms of their content and methods.

During 2021 more than 800 officials from governments, international organisations and multilaterals attended the GCSP's Crisis Management courses. Participants ranged from those actively and deeply engaged in the front-line response to COVID-19 to those recognising that their crisis management preparedness and existing systems may well be inadequately adapted to the complex interconnected environment in which they operate.

The principal tenants of preparedness, communication, leadership and awareness to enhance crisis management capability remain relevant, but COVID-19 has shown that more focus is needed on developing trust and leadership skills among all relevant stakeholders. In addition, the assumption that staff engaged in crisis response or policy development fully comprehend and can apply methodologies such as effective risk assessment and decision-making have often been shown to be over-estimated. In this respect, the GCSP continues to develop its approach to enhancing leadership and decision-making skills using adult learning and behavioural methods adapted to the specific context of crisis management, in terms of which decisions may need be taken very rapidly in situations where decision-makers are faced with incomplete or ambiguous information.

As COVID-19 and other unexpected high-impact events have shown, crisis management and network coordination may well require that a crisis management team operates remotely, and faces being confronted with masses of often conflicting and irrelevant information. In order to enhance the skills needed to deal with crises in such contexts, the GCSP has developed a series of complex real-world simulations in which course participants are faced with the challenges associated with the reality of information flows, including social media feeds, staff and family requests for assistance or information, and issues related to the duty of care. This includes reflecting on the cultural, organisational and social norms that are present in any such situation. These simulations can be adapted to the context of the organisation or government entity whose personnel are taking the course.

## TESTIMONIALS

**“** *I believe many of the concept explained in the course can be applied in everyday work, not only during [times of] crisis. Gaining some solid theoretical background to what I have learned on the ground in my previous professional life (10 years in the civil protection department of Italy), it is very useful also in my new position, as an officer of the Disaster Risk Management Unit of [the] JRC.”*

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European Commission course participant, March 2021

**“** *The course allowed me to take a step back to understand. The course was very balanced regarding theory and examples – well put together taking into account the constraints of the virtual environment. Both tutors were very clear, good presenters and didactic. They managed well the times and interventions from participants. Sessions were short, and to the point, really good for virtual training. Thanks a lot, I learnt a lot and enjoyed the course!”*

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European Commission course participant, March 2021

**“** *There were some very interesting elements and learning points. I also appreciated the expertise and facilitation and presentation skills of the trainers, as well as the logistics – well done! I also appreciated the diversity in the group.”*

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Navigating the Storm course participant, April 2021

## 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. In ≈2021, because of the pandemic, all courses were delivered virtually.

- The 4th GCSP course on Diplomatic Tradecraft for Non-Diplomats in April-May was delivered to 16 participants.
- The Swiss Diplomatic Trainee Course/International Geneva: Managing 21st Century Peace and Security Challenges was co-organised in June with the Swiss Federal Department of Foreign Affairs for 12 diplomats from Switzerland and Liechtenstein.
- The 10th Advanced Course for Political Advisors in EU Missions and Operations (Module 2: Skills for Political Advisors or POLADS) was co-organised in October with the European Security and Defence College and delivered virtually to 20 participants.
- Respectively, the 7th and the 8th GCSP Courses for Political Advisors/ Skills Enhancement for Political Advisors (POLADS) were delivered virtually in May to 18 participants and in November to 15 participants.

### TESTIMONIAL

**“** *It was a very enjoyable course to attend; the sessions were interesting; hearing from such a variety of speakers, experiences and backgrounds was really insightful. The exercises were great at improving quick thinking about how to tackle the situations from what we learned.”*

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Diplomatic Tradecraft course participant

## Defence and Diplomacy

The activities of the Defence and Diplomacy (D&D) Cluster are located at the junction of the defence and foreign affairs domains. Specific training programmes help participants from many states or organisations, but mainly from the military domain, to network, share a common language and exchange experiences. In a time of increasing tension when states are limiting their own training activities, GCSP D&D courses contribute to preventive diplomacy; help to create and develop transparent communication channels; and, with their focus on a problem-solving attitude, provide practical skills to course participants.

All D&D courses are designed to be highly interactive, with many practical exercises, visits to relevant operational sites, platforms for discussions and creative ways to exchange views. They are all tailor-made and developed in close cooperation with their sponsors.

The COVID-19 crisis led to the postponement of some activities: among others, the 13th annual *Senior Officers' Seminar (ASOS) for Flag Officers* and civilian equivalents was postponed for the second time. Additionally, only two of the four planned German Armed Forces courses took place.

However, despite the restrictions imposed by the pandemic, in 2021 the GCSP organised and presented the following courses:

- Two courses for senior executives of the Swiss Security Network (SSN) were planned for 2021, but course *SSN I/2021* had to be cancelled due to the pandemic; course *SSN II/2021*, scheduled for August/September, took place entirely face to face and concluded with the award of 24 certificates.
- Using COVID-19 windows of opportunities, three regional orientation courses for defence officials (in Switzerland, Bosnia and Herzegovina, and Sri Lanka) took place. These courses are part of a broad cooperation agreement between the GCSP and the Swiss Department of Defence.
- Four courses for the Swiss Armed Forces:
  - Two courses were organised for the Swiss Military Academy (training course *SPOT/WAL 1 and 2*), both presented mainly face to face in Birmensdorf (ZH). Participants learned about, discussed and examined current security issues.
  - The 28th *Strategic Planning and Analysis Seminar (SPAS)* took place in Bern from 7 to 9 December 2021. This seminar provided senior practitioners and analysts with expert advice on and insight into relevant subjects to enable them to develop a comprehensive security perspective on selected topics or regions.



The sessions were conducted in a hybrid format, with all participants physically attending, while some experts joined in person and others contributed virtually online.

- A course for non-commissioned officers also took place in Geneva.
- Two courses for the German Armed Forces:
  - *A course in Geneva for soldiers of all ranks* from the German Armed Forces about international organisations and policymaking took place as planned.
  - *One course for German officers working in international organisations* was organised for the German Command and Staff College.
  - A planned workshop for the Bundeswehr Centre for Public Affairs had to be cancelled, as well as the visit of participants from the General/Admiral Staff Course of the Command and Staff College from Hamburg.

Course participants highly appreciated the opportunity to gain greater insight into international issues and meet a variety of actors, both of which enrich their regular experiences. The main outcome of the various D&D courses was the increased participation of military personnel, selected diplomats, and senior defence officials in effective preventive defence and diplomacy activities, while also developing both their skills and their formal and informal networks.

## Gender and Inclusive Security

The COVID-19 pandemic highlighted our interdependence on one another and our planet to achieve our collective security, yet in 2021 inequalities grew substantially, rendering some groups more vulnerable than others, and making everyone more vulnerable to social unrest, marginalisation, polarisation and violent conflict.

The Gender and Inclusive Security Cluster continued to advance leadership for women and leaders seeking to lead more inclusively, while supporting the development of responsive policies and practices that meet the evolving needs of different people and build our resilience to future crises.

The virtual learning environment allowed participants from 24 countries to benefit from the open-enrolment courses and build both knowledge and relationships across governments, civil society and international organisations. *The Inspiring Women Leaders Course* structured around the “seven themes” for women leaders was delivered twice (in March and October), and participants benefited from the GCSP’s new mentoring guide entitled *“Multiplying the Impact”: Inspiring Women Leaders as Mentors*. *The Leverage Diversity to Increase Performance* course was also delivered twice (in March and November), and took men and women on a journey of “reflection, action and commitment” designed to help them to understand different experiences, values and views; lead more inclusive organisational cultures; and manage tensions.



Once again, we partnered with the Kofi Annan International Peacekeeping Training Centre and delivered a *week-long course on leadership* in person for women from across the African continent who are advancing the Women, Peace and Security Agenda, and we supported the previous cohort to become mentors for others.

In partnership with the League of Arab States (LAS) and UN Women, we developed a further customised course on *Leading Mediation* for the Arab Women Mediators Network. The network was formally established in 2019 and members include diplomats from 21 LAS member states. The network aims to support and facilitate women’s meaningful participation in peace processes at all levels and across all tracks within the framework of UN Security Council Resolution 1325, and more broadly in fostering peace through SDG5 and SDG16. The course was delivered virtually in English and Arabic over two weeks, and integrated the experience of practitioners who have led peace processes with theoretical and practical frameworks and a case study.

### TESTIMONIALS

“This course was truly amazing and served as a safe platform to share ideas, experiences, and perspectives. For me personally, I had a lot to take away, I learned different styles of leadership and especially I really enjoyed the session where we talked about polarities.”

“My results tell me that I am already an influencer, however the class showed me how to improve on it.”

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Participants from the Inspiring Women Leaders course

The Cluster continued to lead the incubation of the *International Gender Champions (IGC) Secretariat*, which closed the year with a total membership of 295 leaders across six multilateral hubs, all committed to overcoming gendered barriers through personal commitments, including a Panel Parity Pledge. In 2021 the IGC developed a new *Gender-based Violence (GBV) Pledge*, whereby each Champion commits to speak up and stand up for zero tolerance of GBV, sexist attitudes and behaviours, and to work to eliminate GBV in all their spheres of influence.

## Integrated Risk Management and Civil Protection

A concept for a new webinar on Business Continuity Management (BCM) was successfully created. The webinar was held on Wednesday, 22 September 2021 and was entitled *Business Continuity Management – A Key Resilience Action for Countries, Organisations and Individuals*. The webinar addressed how BCM is a key resilience action for:

- countries, to help them understand risk trends, undertake national disaster risk assessments, better manage civil emergencies and disasters, and protect critical infrastructure
- organisations and companies, to help them identify hazards and evaluate related risks; ensure better preparedness by protecting key resources and processes; identify alternative solutions in emergencies; and provide best practice examples
- individuals, to increase their risk awareness and strengthen their personal resilience.

The speakers were:

- Course director: Benno Bühlmann, Head of Integrated Risk Management and Civil Protection, GCSP
- Course moderator: Dr Stefan Brem, Chief Risk Officer (CRO) and Head of Risk Analysis and Research, Federal Office for Civil Protection

Guest presenters:

- John Dempsey, Group Head of BCM, Banque Pictet & Cie SA, Geneva, Switzerland
- Manuel Rodriguez Vico, Head of Crisis Cell and BCM Unit, European Parliament, Brussels
- Dr Reto Schneider, former CRO and Head of BCM, SWICA, Switzerland
- Jolanda Walker, Head of Emergency and Crisis Management, Swisscom, Switzerland.

About 100 participants joined the webinar. The speakers showed that:

- BCM is part of Integrated Risk Management and is dependent on the risk environment, risk trends, hazards and threats
- BCM is an important issue for countries, e.g. in the context of a national disaster risk assessment, civil emergencies and disasters, and critical infrastructure protection
- BCM is an important resilience activity for companies, organisations and individuals.

Participants and speakers discussed numerous BCM examples, experiences and lessons learned in a variety of sectors, e.g. finance, energy, telecommunications, transportation and logistics, health care, public authorities, food and water supplies, etc.

In an additional event, several hundred participants from the EU Parliament attended our *Webinar on BCM and Crisis Management*. The speakers were David Horobin and Benno Bühlmann.



# Building a resilient and peaceful world





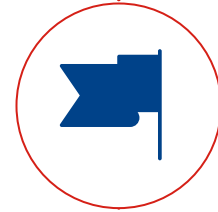
## Arms Proliferation

The Arms Proliferation Cluster provides expertise in the analysis of the phenomenon of arms proliferation and the political, diplomatic, and legal responses to it. It does so by organising annual executive courses:

- The first was entitled *Building Capacity for Effective Implementation of the Arms Trade Treaty (ATT)*. In 2021 the 2nd edition of the course was delivered virtually in English to some 80 participants from 45 countries or organisations. Instead of the annual edition in Dakar (Senegal) for French-speaking African countries, which could not be held because of the pandemic, an in-person table-top exercise was organised with Expertise France for 15 officials from five African countries in November. In addition, for the first time a virtual course in Spanish was offered to 50 participants from Latin America.

In 2021 the total number of officials trained on ATT-related issues since 2014 reached 556. This is a significant contribution to international efforts to promote a responsible arms trade and prevent illicit trafficking in small arms and light weapons, as required by the UN Sustainable Development Goals. One visible sign of the impact of such training is the growing number of alumni who represent their governments at meetings of ATT states parties and apply the expertise they acquired during the courses.

- The second course, entitled *Arms Control in the Middle East and North Africa (MENA) Region*, aims to build capacities in the region. This course was also run virtually in July for 49 participants. The annual edition held in Amman (Jordan) could again be organised in person in November in partnership with the Jordan Institute of Diplomacy and the Arab Institute for Security Studies. Examples of the impact of such courses include the decision of some governments to accede to new arms control treaties or draft relevant legislation following the participation of their officials in the training.



In addition, the Cluster actively contributed to public dialogue among stakeholders that reached hundreds of participants on topics that are high on the international agenda, such as presentations in various forms entitled “Disarmament Decisions in the Time of COVID”, “Nuclear Risk-reduction & Disarmament”, “The Stakes of the Biden-Putin Summit”, “A WMD-free Zone in the Middle East”, the “USA, Iran and the Nuclear Deal”, etc. It was also involved in restricted dialogue events on issues such as nuclear disarmament verification, outer space security, and ballistic missile proliferation. It once again partnered with the OSCE and others to arrange an essay competition for young scholars on the subject of Conventional Disarmament and Confidence- and Security-building Measures, with the IPU and PNND for the Parliamentary Handbook on Disarmament based on the UN Secretary-General’s Agenda, and with the Institute for US and Canadian Studies and the Russian Academy of Sciences’ Institute of Europe for a *NATO-Russia Dialogue* series.

Finally, through its publications, videos, and podcasts, it helped to shed light on topics such as: “Have Nuclear Weapons Really Become Illegal?”, “Middle East: Is there Light at the End of the Long Corridor?”, “Is the Nuclear Deal Back on Track?”, “The Stakes of the Biden-Putin Summit: The Perspective of Small States”, “Weapons Negotiations in the Midst of Global Conflict”, “Hypersonic Missiles”, and others.

This has contributed to the global visibility of the GCSP as a contributor to international peace and security efforts.

## TESTIMONIAL

“The course has provided me [with] a systematic overview of all the important aspects and articles of the ATT and thereby included various perspectives. It has shown links to other instruments in the area of conventional arms control. It has also put a focus on some particularly important and practical topics related to the ATT, such as preventing diversion and end-use/r certificates.”

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ATT virtual course participant

## Effective Governance

Governments and state officials face evolving, interlinked and rapidly transforming security challenges that require forward-thinking and innovative solutions. Effective Governance Cluster courses enhance the ability of policy- and decision-makers to work with their counterparts from different sectors and backgrounds and to design and implement complex domestic and international policies.

This Cluster provides customised solutions to government officials on specific topics such as migration, good governance, democratic transitions and state-building. We offer a diverse range of programmes that facilitate knowledge transfer, skills enhancement and network creation.

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

In 2021 the Effective Governance Cluster, with the support of the Swiss State Secretariat for Migration, ran the first hybrid course for diplomats from Tunisia on *Migration and Good Governance*. Due to the COVID-19 pandemic, the course had to be organised in two parts. The first part was held in Hammamet, Tunisia in March 2021, which participants attended in person, but the sessions with most of the speakers were presented in virtual format. The second part of the course was organised in Geneva and comprised in-person lectures, discussion sessions, visits to relevant institutions and exercises

## TESTIMONIAL

“My participation in this course allowed me to know another political system, namely the Swiss federal system, which is very successful despite the differences in language between the cantons. This proves that when you involve structures and people you will have better results and this is the policy that is now applied in our ministry called the participatory approach.”

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Participant from the 2021 course for Tunisian diplomats

## Terrorism and Preventing Violent Extremism (PVE)

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

Criminal and terrorist groups have entered a new phase of consolidation and diversification, while multiple countries have experienced the persistent threat of Salafi-jihadist extremism for the last two decades. The latter groups' staying power can be ascribed to their ability to recruit followers using sophisticated influencing campaigns and gather new funds by using highly effective marketing tools in cooperation with criminal actors, as well as by harnessing the latest technology available on the open market.

Other types of extremists are becoming increasingly active, such as racially or ethnically motivated white supremacists and anti-government or anti-authority violent extremists. These groups are beginning to pose a new transnational challenge by forming global links and building global networks.

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

To confront this challenge, the GCSP continues to focus on helping to foster more resilient societies by *designing effective strategies for preventing violent extremism (PVE)* and *providing specific training on how to design national PVE action plans*.

The GCSP is leading some of the most innovative thinking on PVE by addressing the relationship of extremism with other transnational security challenges, including conflict, transnational organised crime, and cyber and technological innovation. It is helping states to design more effective national strategies to prevent violent extremism, not only to thwart terrorism today, but also in the future. The Centre is especially interested in helping countries that lack either the capacity or resources to develop effective custom-tailored responses to prevent the spread of the kind of extremism that leads to terrorism.

Against this backdrop, the GCSP's support for PVE remained steadfast in 2021, even amid the COVID-19 pandemic. Despite the additional challenges the pandemic presented, the Centre continued to support capacity-building and dialogue, and to promote its expertise by adapting its courses and dialogue to the virtual environment.

Some of 2021's highlights included a *capacity-building course* focusing on sub-Saharan Africa and Mozambique to strengthen the prevention of violent extremism. The course was successfully delivered in both English and Portuguese, and marked the inception of the GCSP's ability to offer bilingual virtual courses. The course was designed and delivered in cooperation with the Friedrich Ebert Stiftung and the Southern African Defence and Security Management Network.

The GCSP also supported multiple international dialogue events, including the *International Conference on the Role of Public Prosecutions in Combating Transnational Crimes*, which was hosted in Cairo by the President and Attorney-General of Egypt. The event was attended by senior prosecutors from Africa, the Middle East and North Africa region, and the Gulf states. The GCSP also helped to support international cooperation on counter-terrorism efforts by taking part with the Institute for Economics and Peace and the UN Office on Drugs and Crime in an OSCE side event on *Global Terrorism: Future Trends on Terrorism and Radicalisation*, which was delivered virtually during the OSCE-wide Counterterrorism Conference.

The GCSP was also invited as a representative of global academic institutions to take part in a UN event, helping to kick-off the *Launch of UNOCT Connect & Learn Platform* for the 76th session of the UN General Assembly.

The Centre continued its role in policy guidance in the field of terrorism as *a member of the UN Security Council Counter-Terrorism Committee Executive Directorate Global Research Network*. It also offered advice on transnational organised crime as an *expert of the Global Initiative against Transnational Organized Crime*, which meets annually and biannually to strengthen global responses to the threats emanating from transnational crime.

Finally, the GCSP also offered advice on PVE-related matters both as a *steering committee member and member of the RESOLVE Network Research Advisory Council*. The Centre also continued to participate in global discussions on the future of terrorism, publishing an op-ed piece on the 20th anniversary of the terrorist attacks in New York and Washington DC on 11 September 2001 entitled *“Ten Reasons Why Terrorism Still Haunts Us 20 Years after 9/11”*.



## Security and Law

Security affairs are increasingly confronted with legal challenges. Today, experts, practitioners and stakeholders are experiencing an increasing need for guidance on questions of international law that play a decisive role in the design, adoption and implementation of security policies.

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

In 2021, two executive education programmes were offered. The 3rd edition of the *International Disarmament Law* course took place as a virtual learning journey between November and December with 17 participants from 16 countries. The course *Weapons Law and the Legal Review of Weapons* was also successfully offered to 25 participants from 17 countries. The courses identified emerging issues in the security realm, clarified their legal framework for strategic and operational decision-making, bridged the gap between research and practice, and fostered solutions-oriented policy analysis. Tailor-made *negotiations courses* were also delivered: two for the Swiss Federal Department of Defence, Civil Protection and Sport, and one for the Swiss Federal Department of Foreign Affairs.

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

To this end, several publications were produced in 2021 to encourage new thinking and share knowledge. The articles *“Legal Reviews of War Algorithms”* (published in the journal *International Law Studies*) and *“Military Operations and Artificial Intelligence”* (a GCSP Working Paper) were both aimed at legal practitioners, policymakers, and diplomats working on emerging military technologies – notably artificial intelligence (AI) – and security issues. The former explores practical methods for conducting legal reviews of military systems in which AI is embedded, while the latter provides insights into the appropriate integration, management and use of AI in military operations. These articles represent the outcome of just two of the many projects carried out on security and law. Related research to empower current and future decision-makers continues.

### TESTIMONIAL

“*The course on International Disarmament Law far exceeded my expectations. It was extremely insightful, informative, and also challenging.... The course material was made incredibly accessible, understandable and attainable by the lecturers – Professor Stuart Maslen and Mr Tobias Vestner of the GCSP, who are among the most prominent and authoritative figures in this field. ... I can safely say that certain misconceptions were revealed, new things were discovered, and bits and pieces came together to form a more structured command of disarmament law.*”

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Attaché at a permanent mission to the UN Office and other International Organisations in Geneva



## Peace Operations and Peacebuilding

In 2021, strengthening peace and security proved to be as challenging as ever. Politics at all levels and across geographies descended further into widespread discontent, polarisation, military coups, and the relentless presence of violent conflict in too many locations and communities. International relations became ever more defined by populist and nationalist trends and deteriorating developments. In addition, despite the clear evidence and destructive impact of both climate change and the COVID-19 pandemic, states and individuals alike were questioning the role and relevance of multilateralism as a mechanism that is fit for purpose to meet the political, security, socio-economic and health challenges confronting the world today.

Against this background, the GCSP's work in support of the *UN Sustaining Peace Agenda* remained steadfast. Our programme and activities, including in the area of peace operations and peacebuilding, were intensified and expanded. With an emphasis on strengthening leadership for peace operations and peacebuilding, and women's leadership in particular, the programme in 2021 focused on the areas of policy development, capacity-building, and inclusive dialogue and debates.

Main developments in 2021 included the strengthening of the strategic and practical partnership with the United Nations. For example, the GCSP co-hosted the first *UNPOL Woman Police Command Cadre Professional Development Webinar* with more than 100 senior women police commanders from 58 countries. Further, in support of the Swiss candidacy to join the UN Security Council in 2023-2024, preparations for the GCSP's co-hosting of the *UN Mission Advanced Staff Course*, the *UN Police Commanders Course*, and a strengthening of the peace operations and peacebuilding agenda were developed and agreed.

Another key development in 2021 was the significant increased role in and contribution to the *International Leadership Association (ILA)* and the joining of the *ILA Board of Directors* for the period 2022-2024. As the world's largest community of practice for the advancement of the practice of leadership, the ILA provides an instrumental platform for the GCSP for the development of leadership concepts and methodology, the provision of leadership-related education and training, and the facilitation and promulgation of leadership policy and dialogue as a mean to leverage peace operations and peacebuilding work. The GCSP co-facilitated the *ILA Leadership for Peace Community*, which included generating *ten thematic seminars and workshops for the ILA Annual Conference*.

The Centre initiated a new *Women Leadership for Peace Fellowship Programme* with 11 leaders from a global pool of women peace and security professionals becoming active members of the ILA Leadership Community.

A third, new milestone in 2021 was the finalisation of the two comprehensive *EU Leadership and Management of Common Security and Defence Policy (CSDP) Missions and Operations Training Requirements Assessments*. The GCSP was the only member organisation of both the EU Civilian and Military Training Groups, thus proactively contributing to the process of harmonising the findings of two committee. The work later translated into a joint process that will result in a comprehensive EU civilian-military approach to *Leadership and Management Training for CSDP Missions and Operations*.

In addition to the key developments above, the *wide-ranging catalogue of courses* at senior and operational levels in the areas of peacebuilding, peace operations, conflict analysis, conflict resolution and results-based management *were successfully presented*, including pre-deployment training. Participants' evaluation of both face-to-face and virtual courses delivered in 2021 remained high. Also, the GCSP continued its contributions to the *Geneva Peacebuilding Platform, Geneva Peace Week, Effectiveness of Peace Operations Network, Rising Global Peace Forum*, and a range of other international and national partner organisations also dedicated to building and reinforcing international, national, and local peace and security.



# Rethinking geopolitics and global futures





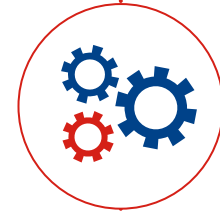
## Transformative Technologies

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

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

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

Our annual course on *Transformative Technologies*, which took place online on 2 September 2021, provided participants with a comprehensive and analytical overview of the impact of transformative technologies across several domains, including their ethical and security implications. It examined the short- and long-term ramifications of these technologies in today's interconnected world, and furthered participants' understanding of how transformative technologies will impact the future of warfare.



## The Future of Outer Space Security

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

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

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

Our annual course on *The Future of Outer Space Security*, which took place on 1 September 2021, offered a stimulating environment, drawing on the knowledge of high-level academics, the experience of senior practitioners, and input from professionals, enabling participants to engage with a challenging topic that is critical to global security. The course equipped participants with the requisite tools to engage with the key issues in the field of space security, and empowered practitioners to devise innovative and lasting solutions to pressing challenges in this important field.

## Neurophilosophy

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

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

Our annual course on the *Neurophilosophy of Global Security*, which took place online on 3 September 2021, explained the neurophilosophical concept of "emotional amoral egoism" in terms of both humans and states, demonstrating how it affects international relations and governance. The course provided participants with a comprehensive overview of the relevance and uses of neuroscience across a wide range of security policy issues and global conflicts; new tools for analysing political processes, political change, power and leadership; and a review of emerging technologies in the area of neuroscience, such as cognitive enhancement, and their implications for equality, ethics, security and the future of humankind.

In addition, *Professor Nayef Al-Rodhan published two books* directly related to the research carried out by the Neurophilosophy Cluster.

The first was entitled *On Power: Neurophilosophical Foundations and Policy Implications*. This is what the publisher, Vernon Press, said about the book: "[It] seeks to provide a historical, contemporary and predictive analysis of power. It aims to explain the history of political power in a unique way by approaching the concept of power through the lens of neurophilosophy

– the application of neuroscientific principles to practical questions of governance, ethics, [and] political and moral philosophy.”

The second book was entitled *Emotional Amoral Egoism: A Neurophilosophy of Human Nature and Motivations*. The publisher, The Lutterworth Press, described the book as: “A groundbreaking analysis of human nature, our innate predispositions and their implications for universal security and dignity.”

It continued, “This book is a perfect resource for enlightened readers, academics and policy makers interested in how our innate instincts and tendencies shape the world we live in, and how the interplay between neurophilosophy and policy can be harnessed for pragmatic and sustainable peace, security and prosperity solutions for all, at all times and under all circumstances.”



## The GCSP Prize for Innovation in Global Security

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

The *2021 GCSP Prize for Innovation in Global Security* was awarded to *CyberPeace Builders*, a project submitted by the *CyberPeace Institute*, a Geneva-based NGO whose mission is to enhance the stability of cyber space.

Initially tested in 2020 with institutions active in the health-care field, the *CyberPeace Builders* initiative was launched more widely in 2021. It brings together corporate cyber security experts who volunteer to provide free cyber security assistance to humanitarian NGOs that lack basic cyber protection. Indeed, it is estimated that only one in ten NGOs train staff regularly on cyber security. Three out of four do not monitor networks, and four out of five do not have cyber-security plans.

CyberPeace Builders’ objective is to assist over a thousand NGOs worldwide by 2025.

# Anticipating emerging challenges





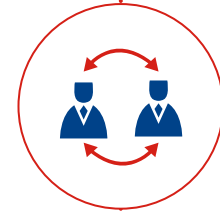
## Human Security

In 2021 the Human Security Cluster provided content and tools to over a thousand professionals through in-person and online courses and webinars. Our primary goal was to widen the horizons of security professionals by providing insights into the concept of human security and how it can be incorporated into comprehensive security policy- and decision-making.

In what was the second year of the COVID-19 pandemic, we focused on health security while maintaining our focus on the environment-security nexus. Both topics continue to be crucial in the larger conversation about peace and security. We delivered online courses offered in the Virtual Learning Journey format to cater for an increased interest in select topics.

Firstly, in response to current events and demand from our clients we ran courses on *Global Health Security*. The course was offered in English and French to reach a larger public and allow exchange of practices in dealing with the pandemic and other health-security challenges. Secondly, around the topic of the environment and security, the Cluster offered three courses: the 1st edition of the *Climate Security Futures* course, which applied strategic foresight tools to climate security challenges; the 3rd edition of the Summer Academy on Land, Security and Climate co-organised with Initiatives of Change; and the 4th edition of the Environment and Security Course.

These online courses brought together a truly international audience among whom best practices in addressing climate change, environmental degradation and environmental peacebuilding were shared. Finally, our offerings *included contributions to the three advanced GCSP courses*, the LISC, ESC and NISC, and allowed the three groups of participants to connect the dots between traditional security challenges and emerging human-security challenges, and to discuss possible solutions.



In addition to executive courses, the Cluster reached out to a wider public by contributing to public events organised by the Institute for Economy and Peace in their launch of the 2021 Ecological Threat Report to discuss climate change and security in the context of the Swiss candidacy for a non-permanent seat on the UN Security Council. In the context of an increased interest in climate security, the Cluster held an in-person workshop on *New Strategies for Climate and Security*. The workshop was co-organised by the Swiss Federal Department of Foreign Affairs and the Environment and Development Resource Centre based in Brussels. This was an opportunity to bring together International Geneva actors and think creatively about how the various Geneva-based organisations can better address the increasing challenge posed by the climate change-security nexus.

### TESTIMONIAL

“During course I could see how to plan, organize and realize different tasks in crisis caused by COVID-19. Coordination between different services and sectors is the most important in this case. [The] vantage point for all of us is the use of technology to solve problems caused by this lethal pathogen. Most importantly I had the opportunity to listen to experiences of lecturers and exchange with fellow participants.”

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Col. Slobodan Simic, Assistant Defence Attaché, Embassy of Bosnia and Herzegovina in the United States of America, participant of the COVID-19 and Health Security course

## Cyber Security

2021 continued to be a year dominated by the COVID-19 pandemic and its derivatives. Governments worked relentlessly to manage the pandemic, while individuals struggled with isolation from friends, family, colleagues and peers. Threat actors took advantage of the situation by conducting cyber attacks targeting organisations’ staff working from home (home offices tend not to have the same cyber security measures as offices). However, organisations continued to adapt. While many cyber attacks took place, three cases are noteworthy.

Firstly, even though it was detected in December 2020, a state intelligence agency targeted SolarWinds, a company that develops software to help businesses manage their networks, systems, and information technology infrastructure. The attack introduced malicious software to the program that created backdoors affecting at least 18,000 companies. Secondly, Colonial Pipeline, the largest refined oil pipeline system in the United States, was targeted by a ransomware attack. Thirdly, Kaseya, a company supplying software that enables technicians and administrators to remotely manage end-user computers regardless of their location, was hit by a ransomware attack that spread globally, affecting more than 1,000 companies.

The GCSP Cyber Security Cluster continued with its new way of working (largely virtually), *providing innovative learning journeys and tailored training opportunities* by leveraging the latest developments in digital conferencing and online resources.

## Engagement

The Cyber Security Cluster continued to undertake activities related to executive education, dialogue and policy analysis, and to develop its engagement with the *Swiss Federal Department of Foreign Affairs (FDFA)*, the *Middle East and North Africa Cyber Security Forum*, and the *International Telecommunication Union (ITU)*.

## Education

The Cluster continued with its executive education offerings through its Virtual Learning Journey format. The four-week *Interactive Digital Course on Cyber Security*, based on the three distinct learning phases of *Discover – Connect the Dots – Achieve Impact*, reached new areas with new participants. In addition, the GCSP, in partnership with the FDFA Division for Digitalisation, welcomed 18 Swiss diplomats for an exclusive Virtual Learning Journey on *Digital Diplomacy and Cyber Security*.

The Centre, in partnership with the Atlantic Council, organised and hosted the 7th edition of the *Geneva Cyber 9/12 Strategy Challenge*, welcoming 24 teams of international student competitors in a fully virtual format. Team Argonaut from ETH Zurich won the competition.

## Dialogue

The Cluster also facilitated exchanges, engaged in high-level dialogue and continued its collaboration with national and international partners:

- The GCSP contributed to three working groups (on international cooperation, capacity-building and awareness-raising) helping to revise three focus areas in the 2nd edition of the ITU's Guide to Developing a National Cybersecurity Strategy 2021
- Sponsored by the Swiss FDFA, the GCSP held a two-hour workshop on *Cyber Security in the MENA Region: Perspectives on Cyber Norms Development*, which welcomed 12 participants from this region

# Global and Emerging Risk

The nature of threats and risks has been completely altered since the end of the Cold War. New actors beyond states have emerged. In addition with the advent of emerging technologies that rely on advances in the digital, neurological, biological and atomic domains, access to these advances and their speed of development and proliferation provide states and new actors (non-state actors and individuals) with means of power that can have strategic impacts. The Global and Emerging Risk Cluster (GERC) has positioned itself as a thought leader on risks at the nexus of geopolitics and emerging and disruptive technologies. It carries out four key activities:

- monitoring of global geopolitical developments and their implications
- monitoring and analysis of the strategic and policy implications of emerging risks notably related to emerging technologies
- provision of early warnings (strategic anticipation) of emerging risks and possible futures
- continued monitoring and analysis of the transformation of war and violence in our time.

In 2021 the GERC established a new venture, the *Polymath Initiative* (<https://www.gcsp.ch/the-polymath-initiative>). It seeks to counter the “siloes thinking” mentality that can lead to policy and governance failures of efforts to anticipate the consequences of emerging technologies for societies. This initiative aims to reduce gaps in understanding and communication between the scientific community and the policymaking world. By promoting a “polymath thinking” approach, the GCSP hopes to create a community of scholars who are conscious of the ethical, security and governance implications of these technologies. To this effect, three professionals, each specialising in an emerging technology (AI, synthetic biology and neuroscience) were offered a *two-year fellowship programme* at the GCSP, thanks to the support of the *Didier and Martine Primat Foundation*.

During the year, the GERC's continued to strengthen its expertise on the topic of the security implications of emerging technologies, offering a new course on *Frontier Risks and Their Geopolitical Implications*. The head of the GERC was an advisor for two reports related to emerging technologies and their potential use by terrorist organisations, one published by the *UN Office of Counter-Terrorism* and another on AI and cyberdefence published by the *Centre for European Policy Studies*. He also moderated several panels in the framework of the Trust Valley initiative supported notably by the cantons of Geneva and Vaud and the Swiss Federal Institute of Technology Lausanne, and was appointed as a member of the *Geneva University Commission on Ethical Research*.

The GERC also contributed to 37 presentations and panels, ranging from geopolitical developments to the weaponisation of AI. In addition, the head of the GERC gave expert advice to international organisations (the EU and UN), governments (Switzerland and Portugal), and the Canton of Geneva. For the latter, a study of the impact of geopolitical developments on International Geneva leading up to 2050 was delivered. Overall, through its various presentations, the GERC reached a diverse audience composed of policymakers, businesspeople, scientists and international civil servants of more than 1,500 people. The GERC also organised a hybrid workshop in Neum, Bosnia-Herzegovina on *Global Power Shifts and Their Impact on International Security*, in the framework of the Emerging Security Challenges Working Group of the NATO Partnership for Peace Consortium.

The GERC gave 21 interviews to the domestic and international media, some of which had more than 4,000 views on social media. The Head of the Cluster published two book chapters and one peer-reviewed article.

## Strategic Anticipation

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

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

These features form a comprehensive and realistic approach to considering the future in policy settings relevant for international security policy practitioners and others.

### How the GCSP works with its partners on strategic anticipation

In 2021 the Strategic Anticipation Cluster focused on supporting governments, international organisations, humanitarian organisations, and individuals (including those from the public and private sectors) to develop their capacity to design and implement forward-thinking and resilient outlooks and strategies. Initiatives in 2021 included:

- **Projects on strategic foresight:** The GCSP supported governments and organisations to build a more forward-thinking culture with strategic foresight and co-created foresight outputs that leveraged the GCSP's expertise on emerging issues.
- **Customised courses to enhance strategic foresight capacity:** The GCSP offered tailored courses upon request to enhance clients' strategic foresight capacity. These courses were jointly designed to achieve maximum impact for the partners and enhance networks.
- **GCSP Strategic Foresight Community:** This community brings together GCSP alumni and partners focusing on strategic foresight. Biannual events in 2021 provided an opportunity for these individuals to broaden their network, exchange information on their foresight activities and keep updated in the field, while contacts online ensured that exchanges apart from these virtual events could take place.



- **Open-enrolment course:** *7th and 8th editions of the Strategic Foresight: Tools and Techniques for Planning in Uncertain Times:* This three-and-a-half week course was offered twice in 2021, providing participants with conceptual knowledge on strategic foresight, the skills to design purpose-driven processes and use a wide variety of methods, and techniques for integrating foresight into the activities of their own institutions (including case studies).
- **Advanced courses:** The GCSP mainstreamed strategic foresight in its long courses during the year – the eight-month *Leadership in International Security Course* and the two-month *European Security Course* – by offering one to one-and-a-half day strategic foresight simulations and in-depth multi-week projects as part of these courses. This approach allowed course participants to directly apply their knowledge and leave the course equipped to take their future-oriented mindset and foresight skills back to their institutions in their countries around the world.

### A key publication: “Peace and Security 2025: Challenging Assumptions, Thinking Ahead and Managing Surprise”

In this 2021 publication, GCSP experts and associates look ahead at the possible international security environment in 2025. In Part I, the authors first paint a picture of possible futures in five areas (climate change, nuclear weapons, cyber security, AI and extremism) by presenting fictional scenarios that depict potential developments in the period up to 2025. The discussion includes suggestions on what can be done to prevent these scenarios from becoming a reality. In Part II, the authors make specific suggestions on how we can effectively respond to the peace and security environment out to 2025 by using appropriate leadership, crisis management and strategic foresight approaches. The publication underlines that a 2025 perspective compels us to:

- **challenge our assumptions** (by being aware of our biases, addressing blind spots, and identifying weak signals)
- **think ahead** (by embracing change, taking advantage of opportunities, identifying early warning signs of potential negative developments, and acting to address these signs)
- **manage surprise** (by acknowledging that surprise will occur, anticipating it where we can, and preparing to manage crises effectively).



# Fostering dialogue



## Diplomatic dialogue

In 2021 the COVID-19 pandemic did not allow the GCSP to organise many in-person dialogue events. Normally, Track 1.5 and Track 2 dialogue participants prefer face-to-face meetings due to security concerns regarding virtual exchanges, because such meetings allow them to test ideas and exchanges views in an informal but secure atmosphere. The COVID-19 limitations imposed on travel from some destinations did not allow the GCSP to hold inclusive events.

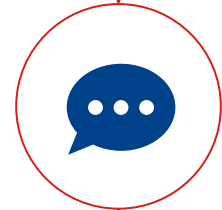
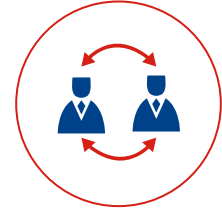
The GCSP still conducted a number of Track 2 processes virtually. For instance, the *Syria Transition Challenges Project*, which was successfully transitioned to a remote, digital setting in 2020, continued in this virtual format in 2021. When asked about the most important results achieved by the project, the US and Russian participants highlighted that the dialogue workshops provided a timely opportunity to systematically explore and understand the key interests of the main stakeholders in the Syrian conflict and to identify possible areas of common ground.

The *Dialogue on Eastern Mediterranean Issues* was conducted once virtually and twice in person. The participants appreciated the opportunity to conduct informal discussions in a safe environment.

In 2021 the state of European security continued to be worrisome, as cooperative approaches were rejected while geopolitical tensions grew. Conventional arms control agreements continued to be eroded, and there were several political crises and armed conflicts in Eastern Europe and the South Caucasus. A scenario of strategic competition between global powers (with unpredictable consequences for Europe) appeared likely.

Against this background, the GCSP and the Swiss FDFA held the *Chambésy Roundtable on European Security* in October 2021. This informal setting for frank and open discussions on a selection of topics related to European security engaged participants from Switzerland, the EU, the United States and Russia. The organisers' intention was to go beyond the usual exchange of foreseeable statements. The roundtable was structured around two thematic sessions with inputs from senior international policymakers and academic experts. It resulted in a side meeting between senior Russian and NATO officials.

The GCSP continued to provide a safe and neutral platform for non-like-minded actors to interact. During the *Strategic Stability Dialogue* in Geneva between the US and Russian delegations, the GCSP organised two public discussions: firstly with Ambassador Bonnie Jenkins from the US delegation, and secondly with Russian Deputy Foreign Minister Sergey Ryabkov, the Head of the Russian delegation.



# The Global Fellowship Initiative and the Creative Spark

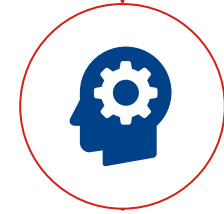
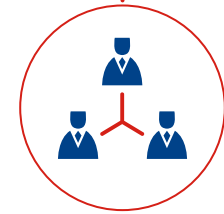




In 2021 the GCSP *Global Fellowship Initiative (GFI)* numbered some 192 fellows from all over the globe. With the aim of building an ever-growing community of people, ideas and innovative approaches, the GFI has consolidated its digital fellowship offering to overcome the now well-known constraints posed by the COVID-19 pandemic, and further developed a number of partnerships with public, private and academic institutions, including the Swiss FDFA, Trust Valley and the Primat Foundation.

In the reporting year the GFI continued to bring together a vibrant, multidisciplinary, multicultural and multigenerational network of experts from a variety of sectors. The GCSP's model aims to break down all silos in order to inspire, prepare, and support individuals in transition by offering spaces and resources that facilitate knowledge exchange and research, foster creativity and collaboration, and expand networks.

The GCSP *Creative Spark* is the concrete expression of the Centre's mission to promote peace and security through applied research and transform innovative ideas into reality. The Centre supports selected innovative project ideas and helps GFI fellows to implement them in the real world. It is therefore only natural that in 2021 the GCSP opened up its Creative Spark to a wider group of stakeholders and assisted them in crystallising and developing solutions that are aligned with and amplify the Centre's values and mission.



Over the course of 2021 the Creative Spark incubated the following six promising projects:

- **Climate Action Accelerator (CAA):** The CAA aims to mobilise a critical mass of community organisations in order to scale up climate solutions, contain global warming below 2° C and avoid the risk of dangerous runaway climate change, setting a trend in society by which the greatest number of organisations halve their emissions by 2030 or earlier. In 2021 the CAA was legally established as a not-for-profit association under Swiss law and left the GCSP in September 2021.
- **Conflict Analysis Network (CAN):** This network is committed to improving the contextual understanding of conflict environments in order to drive better decision-making from the strategic to the project levels through policy, advocacy, collaboration and capacity strengthening for better responses. CAN's goals are two-fold: to ensure, firstly, that the quality of conflict analysis is improved at the national, regional and international levels, and, secondly, that conflict analysis is placed at the centre of decision-making processes and forums. In 2021 CAN continued to develop its activities with the support of the Creative Spark.
- **Equity4Humanity (E4H):** E4H provides an integrated system approach for ecosystem regeneration that captures and creates additional value to be distributed fairly and equitably. In 2021 E4H joined the Creative Spark with the aim of building a strong and global membership association.

## TESTIMONIALS

“ This type of programme is invaluable as it gave me access to tap into a diverse, personal and holistic community of people working to advance international peace and security. Through these opportunities to network, I have developed a better idea of the field I want to work in after I graduate while also strengthening a sense of cultural competency.”

Ms Colleen McGrath, former digital Young Leader in Foreign and Security Policy

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

Ms Katherine Urbáez, former digital Executive-in-Residence

## The GFI at a glance in 2021



105

Associate  
Fellows



9

Government  
Fellows



49

Executives-in-  
Residence



7

Doctoral  
Fellows



22

Young Leaders  
in Foreign and  
Security Policy



192

TOTAL

- **IDE4 Foundation “Collaboration Spotting”:** The IDE4 Foundation is a not-for-profit organisation that provides transparent and trusted ways to reduce data-related challenges and collaboration barriers. It places itself at the service of those who desire to solve issues for their own and provides collective benefits where the optimal means to deal with a particular issue require collaboration. This is done by developing, disseminating, and maximising the benefits of a revolutionary data visualisation and analysis technology developed at CERN. In 2021 the IDE4 Foundation focused on reviewing its strategy and pursuing new potential partnerships.
- **International Gender Champions (IGC) Secretariat:** In 2021 the IGC network numbered some 295 active Champions and over 275 Alumni Champions, constituting a unique community of leaders united by the commitment to break down gender barriers. The IGC’s most significant collective achievement in 2021 was the launch of a new network-wide Gender-based Violence Pledge to address one of the most pervasive impediments to women’s political, economic and social empowerment around the world. In July 2021 the Global Board also approved the creation of a new Steering Group in Geneva to reinvigorate Geneva Champions’ leadership in the hub.
- **Terrorism–Joint Analysis Group (T-JAG):** In 2021 T-JAG continued to fulfil its purpose – that of providing a more global approach to fighting terrorism. It delivered timely analysis and training to both the public and private sectors on the global manifestations of terror. In doing so, T-JAG aims to bridge the gap between diplomats, military officers, policymakers, academics, and journalists who are active in the fields of terrorism and the prevention of violent extremism.

With both the GFI and the Creative Spark, the GCSP is able to successfully implement its role of strengthening communities and helping projects grow into sustainable solutions for global peace and security through the spark ignited by purposeful, focused and systematic cross-pollination.

## TESTIMONIAL

“The GFI is a venue where I can interact, share experiences with and learn from experts of a variety of disciplines, as we seek to tackle issues relating to peace and security throughout the world.”

Amb. Yvette Stevens, Executive-in-Residence



# The GCSP Community





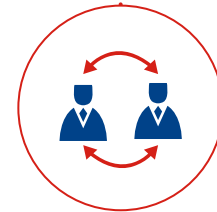
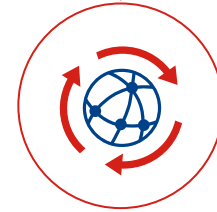
## Supporting our growing, vibrant and global community

“No one knows what the future holds, but we know that people make peace possible.” – #GCSPAlumni

The dedicated GCSP Community Engagement Office develops lifelong and sustainable contacts and creates engagement opportunities with the GCSP Alumni Community for a mutually beneficial exchange of knowledge, expertise, and resources in the spirit of partnership and reciprocity.

The network that has been created is an invaluable resource. By connecting individual GCSP community members, including representatives of governments, international organisations, NGOs and the private sector, the network contributes to improved state-society relations and provides collaborative approaches to security.

Through the exchange of ideas and expertise and the application of collective wisdom, we support our community, its respective organisations, our partners and our donors.

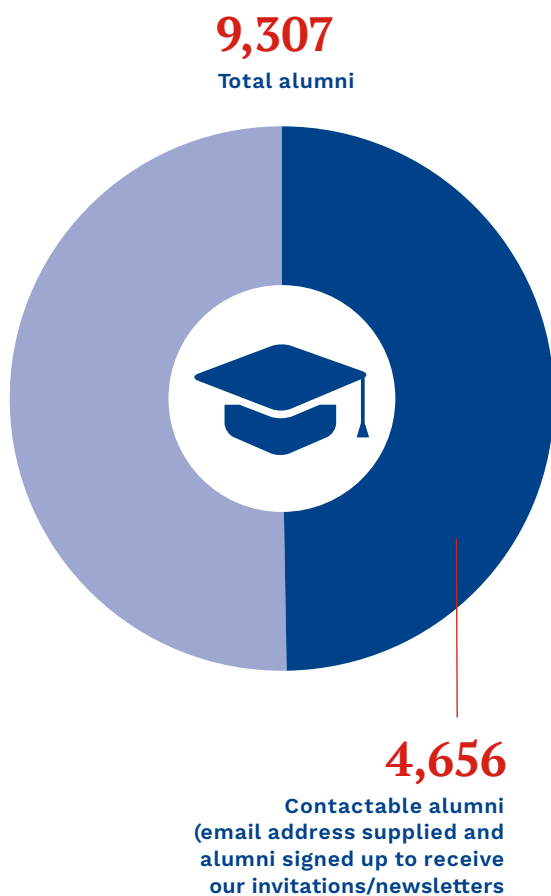


### TESTIMONIAL

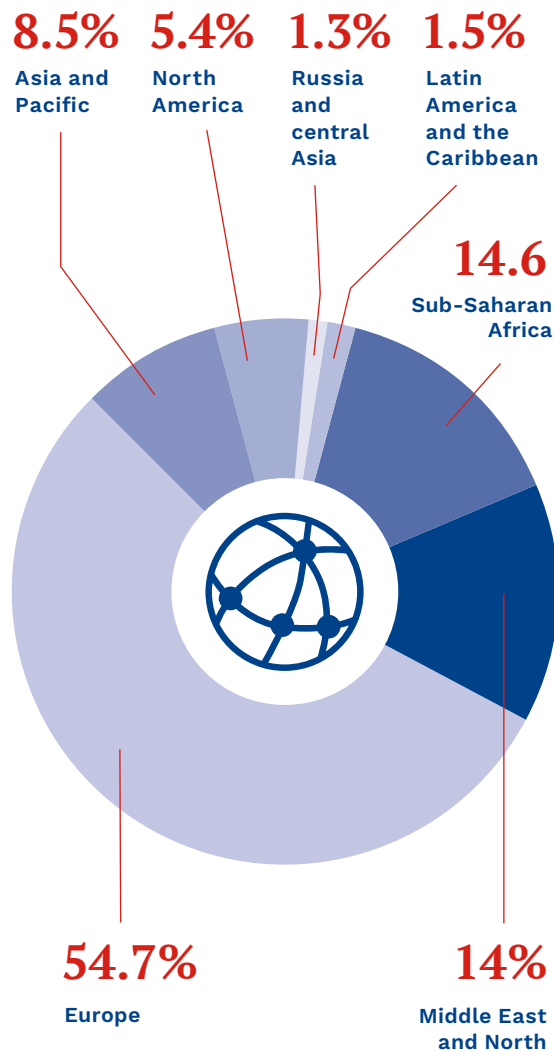
“The GCSP has given me the confidence and capacity to understand issues of diplomatic tradecraft and sensitised me to what I need to caution against and adhere to moving forward. Since leaving the GCSP, I have engaged with numerous international actors and have registered on the GCSP Alumni Portal (MyGCSP) and the Alumni Expert Pool, which is an excellent place to network and collaborate.”

Sri Lankan alumna, 2021

## Alumni community in numbers

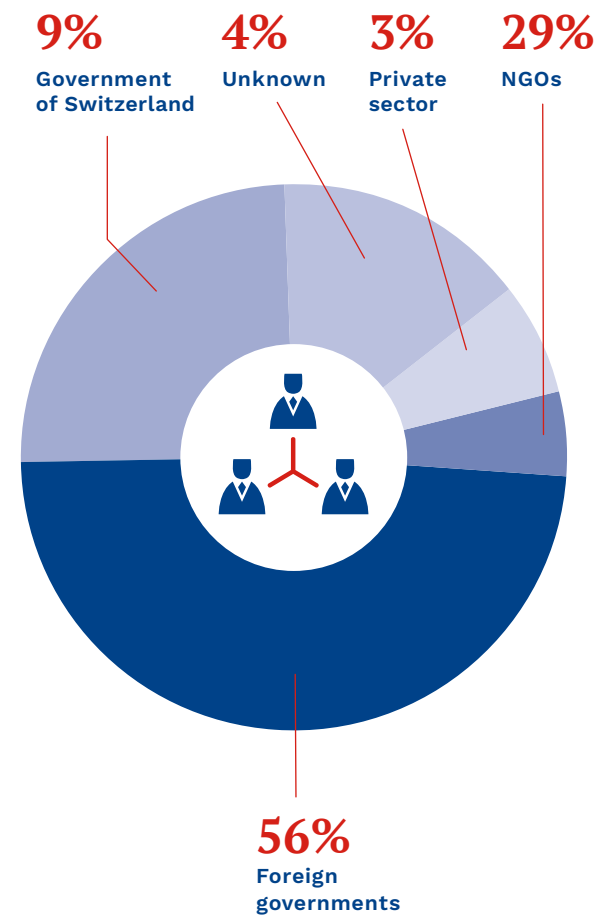


## Alumni by region



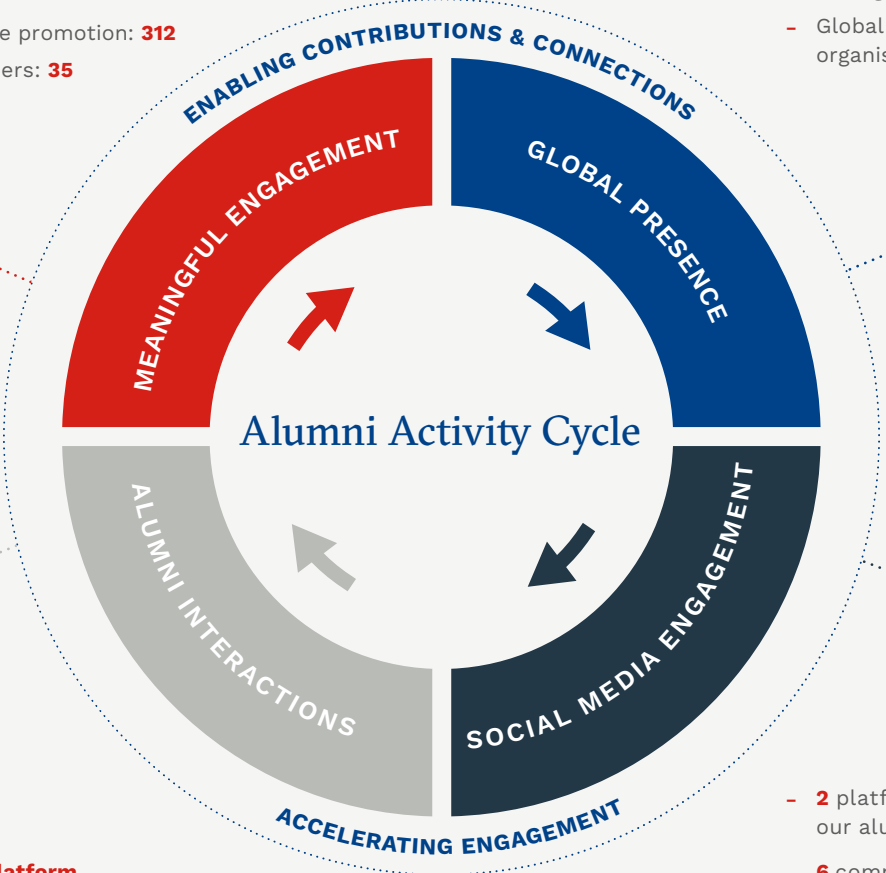
## Alumni by sector of activity

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



- Alumni events: **62** (20 virtual, 42 in person)
- GCSP events: **35**
- Participation in alumni events: **1,737**
- Participation in GCSP events: **725**
- Committed alumni
  - Alumni contributing to course promotion: **312**
  - Alumni Community Hub leaders: **35**
  - Alumni guest speakers: **124**

- Event presence in **30** countries
- Total Alumni Community Hubs **23**
- Inauguration of **6** new Alumni Community Hubs (Austria, Bulgaria, Colombia, Madagascar, Romania, United States)
- Global Alumni Networking Night (GANN) organised in **30** cities around the world



- **58** e-communications  
Open rate **30.5%**
- **MyGCSP, the exclusive alumni platform**  
Total MyGCSP alumni users by end of 2021: **2,525**
- 35 alumni publications available on the **Alumni Resource Hub**

- **2** platforms for dialogue are available for our alumni on Facebook and LinkedIn
- **6** communities of practice are operating (**Inspiring Women Leaders, Lead and Influence with Impact, Defence Attaché, Arms Control and Disarmament, Cyber Security, Strategic Foresight**)

## We reached out to our alumni with 62 events in 30 cities.



The *Community Engagement Office* stimulates cooperation across communities in the different regions of the world through joint networking and thematic events.

*Alumni Insight* events were introduced in 2021. Organised on a monthly basis, these events provide a stage for alumni professionals to share their reflections and expertise on security challenges in their countries or organisations and establish a dialogue with like-minded people and organisations.

The *Global Alumni Networking Night (GANN)* is our uniquely synchronised alumni event. In 2021 its 5th edition was staged in 30 capitals around the world. The GANN a symbolic event that highlights the unique contribution of Switzerland to the training of decision-makers around the world in international peace and security. It permits the Swiss representations abroad to meet local communities and establish lasting contacts.



# Expanding the GCSP's reach



In 2021 the GCSP expanded its online engagement by focusing on four areas of development: **brand refinement, content curation, data-driven decision-making, and streamlined digitised innovation.**

## Brand refinement

In the first year after the 25th anniversary of the GCSP's founding, and with the appointment of a new in-house graphic designer, we kickstarted a *brand refinement project*. New templates and a fresh look were developed for our digital products to create a more cohesive visual brand image. The brand refinement journey only hit the tip of the iceberg in 2021, but a sharper GCSP image is certainly on the horizon.

## Cutting-edge content curation

The GCSP expanded its brand reach through daily content production and the use of digital collaboration tools. By harnessing the power of the Centre's network, *32 publications (Geneva Papers, Strategic Security Analysis papers, and Policy Briefs)* and *68 trending articles (blog posts, op-eds, written interviews, and testimonials)* made their way to the front page of the GCSP's website. Leading experts covered breaking news items on major global events and provided timely and relevant analysis to deepen the knowledge and understanding of visitors to the website.



## Data-driven decision-making

Using predictive intelligence to better understand participants' needs, the GCSP extended its commitment to continuously improve its website by putting in place robust key performance indicators to track, analyse and measure the website's performance. The insights generated by this process will not only guide further technological development and bolster marketing initiatives, but will also provide the Centre's leaders with the data needed to inform their decision-making. In 2021 **more than 180,000 people visited our website**.

## Streamlined digitised innovation

Setting up systems and processes for a maximised marketing and communication approach to the GCSP activities was a clear priority for the Centre in 2021. Reviewing outdated systems and setting in motion digitised processes for the implementation of projects saved time, resources and money, and freed up staff to focus on finding innovation solutions to project challenges. Stronger internal communications, wide-ranging consultations, regular virtual check-ins and the use of digital collaboration tools helped streamline the Centre's activities.

In 2021 the GCSP **published 5,700 social media posts and gained 15,400 new followers** across six social media channels, which resulted in a **global reach of 2.6 million people**. The goal of maximising social media outreach is to create a knowledge-sharing community. By leveraging various platforms, the daily posts spark dialogue, debate and networking among members of the international community.

 14,491

 10,882

 2,230

 45,511

 1,393

## Podcasts 2021

### February

**19 February | "Tea at 1325" Bonus Episode** – Lisa Larson  
<https://www.gcsp.ch/digital-hub/tea-1325-bonus-episode>

**26 February | International Women's Day with Rose Mbone, The Legend Kenya**  
– Fleur Heyworth  
<https://www.gcsp.ch/digital-hub/international-womens-day-rose-mbone-legend-kenya>

### March

**2 March | Lessons in Pandemic Crisis Management One Year On** – Paul Vallet  
<https://www.gcsp.ch/digital-hub/lessons-pandemic-crisis-management-one-year>

**9 March | Virtual Education in a Social Distancing World** – Paul Vallet  
<https://www.gcsp.ch/digital-hub/virtual-education-social-distancing-world>

**16 March | 10th Anniversary of the Beginning of the Uprising in Syria** – Paul Vallet  
<https://www.gcsp.ch/digital-hub/10th-anniversary-beginning-uprising-syria>

**23 March | Leadership and Diversity in the Workplace** – Paul Vallet & Ingrid Gazquez  
<https://www.gcsp.ch/digital-hub/leadership-and-diversity-within-workplace>

**30 March | A New Tropical Industrial Revolution in Latin America** – Paul Vallet & Alvaro Cedeno Molinari  
<https://www.gcsp.ch/digital-hub/new-tropical-industrial-revolution-latin-america>

### April

**6 April | Managing Critical Incidents in the Cyber Domain** – Paul Vallet  
<https://www.gcsp.ch/digital-hub/managing-critical-incidents-cyber-domain>

**13 April | Security of the Mind** – Paul Vallet  
<https://www.gcsp.ch/digital-hub/security-mind>

**20 April | World Radio Switzerland Interviews Ambassador Christian Dussey**  
– Christian Dussey  
<https://www.gcsp.ch/digital-hub/world-radio-switzerland-interviews-ambassador-christian-dussey>

**20 April | Engineering, Development and Leadership in Africa** – Paul Vallet & Yvette Stevens  
<https://www.gcsp.ch/digital-hub/engineering-development-and-leadership-africa>



### 27 April | We Each Eat a Credit Card Amount of Microplastics Every Week

– Paul Vallet & Alex Verbeek  
<https://www.gcsp.ch/digital-hub/we-each-eat-credit-card-size-microplastics-every-week>

## May

### 6 May | European Approaches to International Security and Defence

– Paul Vallet & Markus Schneider  
<https://www.gcsp.ch/digital-hub/european-approaches-international-security-and-defence>

### 14 May | A Yazidi Woman's Survival Story

– Paul Vallet & Adiba Qasim  
<https://www.gcsp.ch/digital-hub/yazidi-womans-survival-story>

### 19 May | Weapons Negotiations in the Midst of Global Conflict

– Paul Vallet & Marc Finaud  
<https://www.gcsp.ch/digital-hub/weapons-negotiations-midst-global-conflict>

### 25 May | Governance and International Influence of Africa

– Paul Vallet & Delidji Eric Degila  
<https://www.gcsp.ch/digital-hub/governance-and-international-influence-africa>

## June

### 1 June | International Geneva and the Biden-Putin Summit

– Paul Vallet & Alexandra Matas  
<https://www.gcsp.ch/digital-hub/international-geneva-and-biden-putin-summit>

### 14 June | GCSP and Swiss Security Policy: Building Expertise, Confidence and Communities

– Paul Vallet & Teddy Winkler  
<https://www.gcsp.ch/digital-hub/gcsp-swiss-security-policy-building-expertise-confidence-and-communities>

### 22 June | Expert Analysis of Biden-Putin Summit in Geneva

– Paul Vallet, Thomas Greminger, Marc Finaud, Alexandra Matas & Jean-Marc Rickli  
<https://www.gcsp.ch/digital-hub/experts-analyse-biden-putin-summit-geneva>

### 29 June | Latin America and Transnational Organised Crime

– Paul Vallet & Celina Realuyo  
<https://www.gcsp.ch/digital-hub/latin-america-and-transnational-organised-crime>

## July

### 6 July | Advancing Global Security through Arts and Culture

– Paul Vallet & Rama Mani  
<https://www.gcsp.ch/digital-hub/advancing-global-security-through-arts-and-culture>

### 13 July | Global Health Security: COVID19 and Beyond

– Paul Vallet & Johanna Ralston  
<https://www.gcsp.ch/digital-hub/global-health-security-covid19-and-beyond>

## August

### 24 August | Cooperative Security Is about Conceptualizing Security Together

– Thomas Greminger  
<https://www.gcsp.ch/digital-hub/cooperative-security-about-conceptualizing-security-together-ambassador-thomas>

## Videos 2021

## January

### 6 January | Conference on Global Leadership for the 21st Century

– Christian Dussey  
<https://www.gcsp.ch/digital-hub/conference-global-leadership-21st-century-ambassador-christian-dussey>

### 8 January | Global Terrorism Index Launch 2020

– Christina Schori Liang, Serge Stroobants & Milo Comerford  
<https://www.gcsp.ch/digital-hub/global-terrorism-index-launch-2020>

## March

### 3 March | Leading on the Edge Turning War Grief into Positive Leadership for Peace

– Annika Hilding Norberg  
<https://www.gcsp.ch/digital-hub/leading-edge-turning-war-grief-positive-leadership-peace>

### 3 March | Adaptive Leadership for Sustaining Peace in a Turbulent Pandemic Environment

– Annika Hilding Norberg  
<https://www.gcsp.ch/digital-hub/adaptive-leadership-sustaining-peace-turbulent-pandemic-environment>

**15 March | Disarmament Decisions in the Time of COVID-19** – Richard Lennane

<https://www.gcsp.ch/digital-hub/disarmament-decisions-time-covid-19>

**22 March | Cyber 9/12 Strategy Challenge: Promo Video** – Cristhian Munoz  
<https://www.gcsp.ch/digital-hub/cyber-912-strategy-challenge-promo-video>

**31 March | Perspective on Global and Emerging Risk** – Jean Marc Rickli  
<https://www.gcsp.ch/digital-hub/perspective-global-and-emerging-risk>

## May

**7 May | Nuclear Risk-reduction & Disarmament: Is It Time for No-first-use Policies in the USA & Globally?** – Marc Finaud  
<https://www.gcsp.ch/digital-hub/nuclear-risk-reduction-disarmament-it-time-no-first-use-policies-usa-globally>

## June

**10 June | Online Press Briefing: The Biden-Putin Summit in Perspective** – Anne-Caroline Pissis Martel  
<https://www.gcsp.ch/digital-hub/online-press-briefing-biden-putin-summit-perspective>

**17 June | Biden-Putin Geneva Summit** – GCSP Expert Analysis and Outlook: A Summary from a Russian Perspective – Alexandra Matas  
<https://www.gcsp.ch/digital-hub/biden-putin-geneva-summit-gcsp-expert-analysis-and-outlook-summary-russian-perspective>

**17 June | Biden-Putin Geneva Summit** – GCSP Expert Analysis and Outlook: Steps towards Arms Control – Marc Finaud  
<https://www.gcsp.ch/digital-hub/biden-putin-geneva-summit-gcsp-expert-analysis-and-outlook-steps-towards-arms-control>

**17 June | Biden-Putin Geneva Summit** – GCSP Expert Analysis: A Detailed Commentary of the Press Conferences – Paul Vallet  
<https://www.gcsp.ch/digital-hub/biden-putin-geneva-summit-gcsp-expert-analysis-detailed-commentary-press-conferences>

**17 June | Biden-Putin Geneva Summit** – GCSP Expert Analysis: A Geopolitical Analysis of the Summit – Jean-Marc Rickli  
<https://www.gcsp.ch/digital-hub/biden-putin-geneva-summit-gcsp-expert-analysis-geopolitical-analysis-summit>

**17 June | Biden-Putin Geneva Summit** – GCSP Expert Analysis and Outlook: Amb. Greminger's Take on the Summit – Thomas Greminger  
<https://www.gcsp.ch/digital-hub/biden-putin-geneva-summit-gcsp-expert-analysis-and-outlook-amb-gremingers-take-summit>

## July

**6 July | Cooperative Security Report Launch 2021** – Restoring European Security: From Managing Relations to Principled Cooperation – Alexandra Matas  
<https://www.gcsp.ch/digital-hub/cooperative-security-report-launch-2021-restoring-european-security-managing-relations>

## September

**27 September | Business Continuity and Resilience** – Benno Bühlmann  
<https://www.gcsp.ch/digital-hub/business-continuity-management-resilience-webinar>

## October

**4 October | Women and Diversity in Arms Control and International Security** – Bonnie Jenkins  
<https://www.gcsp.ch/digital-hub/women-and-diversity-arms-control-and-international-security-ambassador-bonnie-jenkins>

**4 October | Strategic Stability and the State of Arms Control** – Sergei Ryabkov  
<https://www.gcsp.ch/digital-hub/strategic-stability-and-state-arms-control>

## November

**8 November | An Analysis of the Situation in Afghanistan and Its Regional Implications** – Andrey Rudenko  
<https://www.gcsp.ch/digital-hub/analysis-situation-afghanistan-and-its-regional-implications>

**30 November | GCSP Innovation Day 2022** – Webinar: Innovation and Security – Geopolitics and Global Futures  
<https://www.gcsp.ch/digital-hub/gcsp-innovation-day-2022-webinar-innovation-and-security>

**30 November | GCSP Innovation Day 2022** – Prize for Innovation in Global Security Ceremony – Paul Vallet  
<https://www.gcsp.ch/digital-hub/gcsp-innovation-day-2022-prize-innovation-global-security-ceremony>

## December

**17 December | The Good, the Bad and the Ugly: Opportunities and Risks of Emerging Technologies** – Jean-Marc Rickli  
<https://www.gcsp.ch/digital-hub/analysis-situation-afghanistan-and-its-regional-implications>





## Publications 2021

### January

**19 January | Trends in Global Disarmament Treaties** – Tobias Vestner  
<https://www.gcsp.ch/publications/trends-global-disarmament-treaties>

### February

**4 February | Reducing the OSCE Institutional Process and Capacities** – Anastasia Prokhorova  
<https://www.gcsp.ch/publications/reducing-military-risks-through-osce-instruments-revisiting-the-osce-institutional-process-and-capacities>

**4 February | Reducing Military Risks through OSCE Instruments** – Naomi Egel  
<https://www.gcsp.ch/publications/reducing-military-risks-through-osce-instruments-the-untapped-potential-in-the-European-arms-control-framework>

**5 February | Strengthening the Role of the OSCE in Times of Increased Tensions and Emerging Crisis Situations** – Benjamin Schaller  
<https://www.gcsp.ch/publications/strengthening-role-osce-times-increased-tensions-and-emerging-crisis-situations>

**11 February | The New Geopolitics of the Arms Trade Treaty** – Tobias Vestner  
<https://www.gcsp.ch/publications/new-geopolitics-arms-trade-treaty>

**16 February | Understanding Russia's Endgame in Syria: A View from the United States** – Mona Yacoubian  
<https://www.gcsp.ch/publications/understanding-russias-endgame-syria-view-united-states>

**23 February | After the Crisis: The Role of Resilience in Coming Back Stronger** – Giulia Ferraro  
<https://www.gcsp.ch/publications/after-crisis-role-resilience-coming-back-stronger>

**25 February | L'Afrique et le désarmement nucléaire** – Sims Nono Simabatu Mayele  
<https://www.gcsp.ch/publications/lafrique-et-le-desarmement-nucleaire>

### March

**8 March | Launch of the International Gender Champions Annual Report 2020** – Martin Chungong  
<https://www.gcsp.ch/publications/launch-international-gender-champions-annual-report-2020>

**10 March | Legal Reviews of War Algorithms** – Tobias Vestner & Altea Rossi  
<https://www.gcsp.ch/publications/legal-reviews-war-algorithms>

**11 March | Governance de la terre au Sahel** – Initiatives of Change Switzerland  
<https://www.gcsp.ch/publications/gouvernance-de-la-terre-au-sahel>

**26 March | The Dilemmas in the Debate on Syria Sanctions** – Abdulla M. Erfan  
<https://www.gcsp.ch/publications/dilemmas-debate-syria-sanctions>

### April

**1 April | Resilience in Post-civil War, Authoritarian Burundi: What Has Worked and What Has Not?** – Gervais Rufyikiri  
<https://www.gcsp.ch/publications/resilience-post-civil-war-authoritarian-burundi-what-has-worked-and-what-has-not>

**7 April | Non-traditional Security Cooperation between Europe and South Korea during the COVID-19 Pandemic** – Young Sub Choi  
<https://www.gcsp.ch/publications/non-traditional-security-cooperation-between-europe-and-south-korea-during-covid-19>

**7 April | Supporting Syrian Refugees amidst Lebanon's Crises** – Will Todman  
<https://www.gcsp.ch/publications/supporting-syrian-refugees-amidst-lebanons-crises>

### May

**25 May | Peace and Security 2025** – Vincente Paolo Yu, Anna Brach, Marc Finaud, Robert Dewar, Jean-Marc Rickli, Christina Schori Liang, Peter Cunningham, David Horobin, Mónica Lilián Méndez Caballero & Emily Munro  
<https://www.gcsp.ch/publications/peace-and-security-2025>

### June

**14 June | Syria and Libya's Contributions to the Evolution of the Turkish "Forward Defence" Doctrine** – Nebahat Tanriverdi Yaşar  
<https://www.gcsp.ch/publications/syria-and-libyas-contributions-evolution-turkish-forward-defence-doctrine>

**23 June | Formality, Informality, and the Resilience of the Syrian Political Economy** – Omar Abdulaziz Hallaj  
<https://www.gcsp.ch/publications/formality-informality-and-resilience-syrian-political-economy>

### July

**8 July | Post-election Iran and Syria: Continuity or Change?** – Hamidreza Azizi  
<https://www.gcsp.ch/publications/post-election-iran-and-syria-continuity-or-change>

**9 July | Security Scenarios for Syria in 2021-2022** – Serhat Erkmen, Nicholas A. Heras & Kirill Semenov  
<https://www.gcsp.ch/publications/security-scenarios-syria-2021-2022>

**15 July | Military Operations and Artificial Intelligence** – Tobias Vestner  
<https://www.gcsp.ch/publications/military-operations-and-artificial-intelligence>

## August

**20 August | The Political Economy of Syria's Physical Fragmentation and Dependence** – Samir Aita  
<https://www.gcsp.ch/publications/political-economy-syrias-physical-fragmentation-and-dependence>

## September

**15 September | The Post-Brexit EU-UK Relationship: An Opportunity or Challenge for Cyber Security?** – Ellie Templeton & Robert S. Dewar  
<https://www.gcsp.ch/publications/post-brexit-eu-uk-relationship-opportunity-or-challenge-cyber-security>

## October

**15 September | Artificial Intelligence and Cyber Security: A Complex Relationship** – Natalia Spinu & Gaurav Sharma  
<https://www.gcsp.ch/alumni/artificial-intelligence-and-cyber-security-complex-relationship>

## November

**3 November | The OSCE and Peacekeeping: Track Record and Outlook** – Fred Tanner  
<https://www.gcsp.ch/publications/osce-and-peacekeeping-track-record-and-outlook>

**26 November | Guide to Developing a National Cybersecurity Strategy** – National Cybersecurity Strategy  
<https://www.gcsp.ch/publications/guide-developing-national-cybersecurity-strategy>

## December

**9 December | Multilateralism in Transition: Challenges and Opportunities for the OSCE** – Thomas Greminger, Fabian Grass, Anna Hess Sargsyan, David Lanz & Benno Zogg  
<https://www.gcsp.ch/publications/multilateralism-transition-challenges-and-opportunities-osce>

**15 December | Global NATO: What Future for the Alliance's Out-of-area Efforts?** – Antoine Got  
<https://www.gcsp.ch/publications/global-nato-what-future-alliances-out-area-efforts>

**21 December | Policy and Technology for the Greater Good: Imagining Futures** – Maricela Muñoz  
<https://www.gcsp.ch/publications/policy-and-technology-greater-good-imagining-futures>

## Trending Articles 2021

### January

**6 January | Prepare Yourself for 2020 and Beyond** – Christian Dussey & Christina Orsich  
<https://www.gcsp.ch/global-insights/prepare-yourself-2021-and-beyond>

**19 January | The Assault on the US Capitol: The End of a Dark Chapter or the Emergence of a New Threat?** – Christina Schori Liang  
<https://www.gcsp.ch/global-insights/assault-us-capitol-end-dark-chapter-or-emergence-new-threat>

**22 January | The New Director of the GCSP Has Been Appointed Yesterday**  
<https://www.gcsp.ch/global-insights/new-director-gcsp-has-been-appointed-yesterday>

**25 January | International Day of Education** – Christina Orsich  
<https://www.gcsp.ch/global-insights/international-day-education>

**25 January | Five Ways to Keep Your Brain Sharp and Grow Your Mind in 2021** – Ashley Müller  
<https://www.gcsp.ch/global-insights/five-ways-keep-your-brain-sharp-and-grow-your-mind-2021>

### February

**9 February | Examining Global Security Challenges Impacting Europe in 2021** – Anna Brach & Markus Schneider  
<https://www.gcsp.ch/global-insights/examining-global-security-challenges-impacting-europe-2021>

**15 February | President Joe Biden Presents Ambitious Plans for US Foreign Policy** – Paul Vallet  
<https://www.gcsp.ch/global-insights/president-joe-biden-presents-ambitious-plans-us-foreign-policy>

**17 February | Have Nuclear Weapons Really Become Illegal?** – Marc Finaud  
<https://www.gcsp.ch/global-insights/have-nuclear-weapons-really-become-illegal>

**22 February | Leveraging the Potential of an Intergenerational Workforce** – Ingrid Gázquez & Renzo Costa  
<https://www.gcsp.ch/global-insights/leveraging-potential-intergenerational-workforce>

## March

**5 March | Preserving Momentum in Transatlantic Relations** – John Erath  
<https://www.gcsp.ch/global-insights/preserving-momentum-transatlantic-relations>

**12 March | Today, Security Is Everywhere** – Siobhan Martin & Alessia Biava  
<https://www.gcsp.ch/global-insights/today-security-everywhere>

**20 March | Journée de la langue française 2021: 5 idées de contenu à voir ou revoir**  
<https://www.gcsp.ch/global-insights/journee-de-la-langue-francaise-2021-5-idees-de-contenu-voir-ou-revoir>

**22 March | GCSP Co-hosts 1st UNPOL Women Police Command Cadre Professional Development Webinar** – Annika Hilding Norberg  
<https://www.gcsp.ch/global-insights/gcsp-co-hosts-1st-unpol-women-police-command-cadre-professional-development-webinar>

## April

**14 April | USA, Iran and the Nuclear Deal: What Role for the Other Parties? Webinar Summary**  
<https://www.gcsp.ch/global-insights/usa-iran-and-nuclear-deal-what-role-other-parties-webinar-summary>

**19 April | America Is Back!** – Jean-David Levitte  
<https://www.gcsp.ch/global-insights/america-back>

**19 April | Navigating and Leading in Turbulent Waters** – Christian Dussey  
<https://www.gcsp.ch/global-insights/navigating-and-leading-turbulent-waters>

**21 April | Why Investing in Learning Is Crucial** – Christian Dussey  
<https://www.gcsp.ch/global-insights/why-investing-learning-crucial>

**27 April | Lessons in Leading a Non-profit Organisation** – Christian Dussey  
<https://www.gcsp.ch/global-insights/lessons-leading-non-profit-organisation>

## May

**5 May | GCSP Welcomes Ambassador Thomas Greminger as New Director**  
<https://www.gcsp.ch/global-insights/gcsp-welcomes-ambassador-thomas-greminger-new-director>

**6 May | Fariz Fikrat oglu Rzayev, Deputy Minister of Foreign Affairs of Azerbaijan, Meets GCSP Director Ambassador Thomas Greminger**  
<https://www.gcsp.ch/global-insights/fariz-fikrat-oglu-rzayev-deputy-minister-foreign-affairs-azerbaijan-meets-gcsp>

**12 May | Team Argonauts from ETH Zürich Wins the 7th European Cyber 9/12 Strategy Challenge**  
<https://www.gcsp.ch/global-insights/team-argonauts-eth-zurich-wins-7th-european-cyber-912-strategy-challenge>

**13 May | Challenges of New Generation Warfare Discussed at OSCE Forum for Security Co-operation**  
<https://www.gcsp.ch/global-insights/challenges-new-generation-warfare-discussed-osce-forum-security-co-operation>

**18 May | Surrogate Warfare and the Transformation of War in the 2020s** – Jean-Marc Rickli  
<https://www.gcsp.ch/global-insights/surrogate-warfare-and-transformation-war-2020s>

**19 May | GCSP and the China Institute for International Strategic Studies Hold Their Annual Dialogue in Virtual Form**  
<https://www.gcsp.ch/global-insights/gcsp-and-china-institute-international-strategic-studies-hold-their-annual-dialogue>

**26 May | GCSP Annual Report 2020**  
<https://www.gcsp.ch/global-insights/gcsp-annual-report-2020>

**27 May | Lessons in Leadership: Values, Cooperation, Preparation and Trust** – Itonde Kakoma  
<https://www.gcsp.ch/global-insights/lessons-leadership-values-cooperation-preparation-and-trust>

## June

**1 June | Anticipatory Democracy: Harnessing the Power of People and Strategic Foresight** – Ricardo Borges de Castro  
<https://www.gcsp.ch/global-insights/anticipatory-democracy-harnessing-power-people-and-strategic-foresight>

**8 June | Weak Civil Society Engagement and Public Awareness of WMD Disarmament in the Arab World: Anomaly or Global Phenomenon?** – Dina Saadallah & Zain Hussain  
<https://www.gcsp.ch/global-insights/weak-civil-society-engagement-and-public-awareness-wmd-disarmament-arab-world>

**10 June | Les possibilités de paix entre Biden et Poutine** – Marc Finaud  
<https://www.gcsp.ch/global-insights/les-possibilites-de-paix-entre-biden-et-poutine>

**18 June | The Increasing Importance of a Digital Skillset** – Damjan Galevski, Eduardo R. Meñez, Raushan Bolotalieva & Emma Ortuño  
<https://www.gcsp.ch/global-insights/increasing-importance-digital-skillset>

**18 June | The Stakes of the Biden-Putin Summit: The Perspective of Small States**  
<https://www.gcsp.ch/global-insights/stakes-biden-putin-summit-perspective-small-states>

**21 June | Afghanistan: les raisons d'un grave échec américain** – Jean-David Levitte  
<https://www.gcsp.ch/global-insights/afghanistan-les-raisons-dun-grave-echec-americaain>

**30 June | The Biden-Putin Summit: Reflections on Leadership for Us All** – Peter Cunningham  
<https://www.gcsp.ch/global-insights/biden-putin-summit-reflections-leadership-us-all>

## July

**5 July | An Insider's View of the OSCE: Interview With Ambassador Thomas Greminger, Former OSCE Secretary**  
<https://www.gcsp.ch/global-insights/insiders-view-osce-interview-ambassador-thomas-greminger-former-osce-secretary>

**6 July | Restoring European Security: From Managing Relations to Principled Cooperation**  
<https://www.gcsp.ch/global-insights/restoring-european-security-managing-relations-principled-cooperation>

## September

**11 September | Ten Reasons Why Terrorism Still Haunts Us 20 Years after 9/11** – Christina Schori Liang  
<https://www.gcsp.ch/global-insights/ten-reasons-why-terrorism-still-haunts-us-20-years-after-911>

**11 September | 11 septembre: vingt ans après, la Suisse à la croisée des mondes** – Jean-Paul Rouiller  
<https://www.gcsp.ch/global-insights/11-septembre-vingt-ans-apres-la-suisse-la-croisee-des-mondes>

**17 September | The Post-Brexit EU-UK Relationship: An Opportunity or Challenge for Cyber Security?** – Ellie Templeton & Robert S. Dewar  
<https://www.gcsp.ch/global-insights/post-brexit-eu-uk-relationship-opportunity-or-challenge-cyber-security>

**20 September | Germany Post-Merkel** – Juliette Wiegmann & Markus Schneider  
<https://www.gcsp.ch/global-insights/germany-post-merkel>

**24 September | 8th Zermatt Roundtable on Security Issues In North East Asia: A Realist Account of the State of International Relations**  
<https://www.gcsp.ch/global-insights/8th-zermatt-roundtable-security-issues-north-east-asia-realist-account-state>

**29 September | How Much Do Swiss Politicians Know about Artificial Intelligence?**  
<https://www.gcsp.ch/global-insights/how-much-do-swiss-politicians-know-about-artificial-intelligence>

## October

**4 October | Professor Nayef Al-Rodhan Publishes Two New Books** – Nayef Al-Rodhan  
<https://www.gcsp.ch/global-insights/professor-nayef-al-rodhan-publishes-two-new-books>

**4 October | A Look Back at the 2021 Geopolitics and Global Futures Symposium**  
<https://www.gcsp.ch/global-insights/look-back-2021-geopolitics-and-global-futures-symposium>

**7 October | Débat organisé par le GCSP pour la Semaine de la Démocratie**  
<https://www.gcsp.ch/global-insights/debat-organise-par-le-gcsp-pour-la-semaine-de-la-democratie>

**11 October | Institute for Economics & Peace Releases Ecological Threat Register 2021**  
<https://www.gcsp.ch/global-insights/institute-economics-peace-releases-ecological-threat-register-2021>

**11 October | Bad Actors I: Narcos** – Jorge Cachinero  
<https://www.gcsp.ch/global-insights/bad-actors-i-narcos>

**12 October | Bad Actors II: Jihadists, Part 1** – Jorge Cachinero  
<https://www.gcsp.ch/global-insights/bad-actors-ii-jihadists-part-1>

**12 October | Bad Actors III: Jihadists, Part 2** – Jorge Cachinero  
<https://www.gcsp.ch/global-insights/bad-actors-iii-jihadists-part-2>

**12 October | Fire in the Gotthard Road Tunnel 20 Years Ago** – Benno Bühlmann  
<https://www.gcsp.ch/global-insights/fire-gotthard-road-tunnel-20-years-ago>

**14 October | Deputy Foreign Minister of Russian Federation Delivers Keynote Speech at GCSP**  
<https://www.gcsp.ch/global-insights/deputy-foreign-minister-russian-federation-delivers-keynote-speech-gcsp>



**14 October | Under Secretary of Arms Control and International Security Affairs, U.S. Department of State Delivers Keynote Speech at GCSP**

<https://www.gcsp.ch/global-insights/under-secretary-arms-control-and-international-security-affairs-us-department-state>

**14 October | The Link between Health and Security as Scientific Aggression Forms New Battlefield** – Sanjay Pooran

<https://www.gcsp.ch/global-insights/link-between-health-and-security-scientific-aggression-forms-new-battlefield>

**18 October | Training in Switzerland Strengthens International Peace Missions**

<https://www.gcsp.ch/global-insights/training-switzerland-strengthens-international-peace-missions>

**21 October | Global Leaders Gather at International Leadership Association Conference in Geneva, Switzerland and Online**

<https://www.gcsp.ch/global-insights/global-leaders-gather-international-leadership-association-conference-geneva>

## November

**2 November | The Women, Peace and Security Index 2021: Highlights & Policy Recommendations**

<https://www.gcsp.ch/global-insights/women-peace-and-security-index-2021-highlights-policy-recommendations>

**19 November | The GCSP and the Sejong Institute in Seoul Meet to Discuss the Peace Process on the Korean Peninsula**

<https://www.gcsp.ch/global-insights/gcsp-and-sejong-institute-seoul-meet-discuss-peace-process-korean-peninsula>

**24 November | 2021 GCSP Prize Recognises Three Innovative Security Initiatives with Outstanding Potential**

<https://www.gcsp.ch/global-insights/2021-gcsp-prize-recognises-three-innovative-security-initiatives-outstanding>

**25 November | Ambassador Greninger Makes Pledge as an International Gender Champion**

<https://www.gcsp.ch/global-insights/ambassador-greninger-makes-pledge-international-gender-champion>

## December

**17 December | Webinar: The Good, the Bad and the Ugly: Opportunities and Risks of Emerging Technologies**

<https://www.gcsp.ch/global-insights/webinar-good-bad-and-ugly-opportunities-and-risks-emerging-technologies>

**19 December | Top 5 Articles of 2021**

<https://www.gcsp.ch/global-insights/top-5-articles-2021>

**23 December | Top 5 Podcasts of 2021**

<https://www.gcsp.ch/global-insights/top-5-podcasts-2021>

**27 December | Top 5 Publications of 2021**

<https://www.gcsp.ch/global-insights/top-5-publications-2021>

**29 December | Top 5 Videos of 2021**

<https://www.gcsp.ch/global-insights/top-5-videos-2021>

## The GCSP in the Maison de la Paix

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

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

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



# Financial report



## Income statement summary

Stated in CHF

	Budget 2022	Actual 2021	Budget 2021	Actual 2020
<b>Expenses</b>				
Project related expenditure	6,405,110	4,791,085	6,131,140	3,959,773
Fundraising and general advertising activities	–	26,976	–	21,919
Administrative expenses	9,305,272	8,453,654	8,954,636	8,685,445
Financial result	19,000	33,117	11,000	30,932
<b>Total expenses</b>	<b>15,729,382</b>	<b>13,304,832</b>	<b>15,096,776</b>	<b>12,698,069</b>
<b>Income</b>				
Contributions	14,827,770	13,348,441	14,567,110	13,097,519
Other income	306,700	451,927	331,845	440,815
Change in fund capital	596,000	-334,380	199,000	-838,967
<b>Total Income</b>	<b>15,730,470</b>	<b>13,465,988</b>	<b>15,097,955</b>	<b>12,699,367</b>
<b>Surplus for the year</b>	<b>1,088</b>	<b>161,156</b>	<b>1,179</b>	<b>1,298</b>

# Annexes



# Foundation council members

The GCSP is an international foundation supported by the Swiss government with 53 member states plus the Canton of Geneva.

## Chairman

### Ambassador Jean-David Levitte

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

## Bureau of the Council

### Ambassador Jean-David Levitte

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

### Ambassador Simon Geissbühler

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

### Ambassador Felix Baumann

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

### Ambassador Yann Hwang

Permanent Representative of France to the Conference on Disarmament, Geneva

### Dr Philippe Roch

Independent Consultant, Geneva

## Members of the Council as of 31.12.2021 (date of membership)



### Albania (2002)

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



### Armenia (2002)

**Ambassador Andranik Hovhannisyan**  
Permanent Representative of the Republic of Armenia to the United Nations and other International Organisations in Geneva



### Australia (2015)

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



**Austria (1995)**  
**Lieutenant General Mag. Erich Csitkovit**  
 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 Yury Ambrazevich**  
 Permanent Representative of the Republic of Belarus to the United Nations Office and other International Organisations in Geneva



**Belgium (2002)**  
**Air Force Colonel Filip Borremans**  
 Director-General, Royal Higher Institute for Defence, Brussels



**Bosnia and Herzegovina (2005)**  
**Ambassador Nermina Kapetanovic**  
 Permanent Representative of Bosnia and Herzegovina to the United Nations Office and other International Organisations in Geneva



**Bulgaria (2002)**  
**Ambassador Yuri Borissov Sterk**  
 Permanent Representative of the Republic of Bulgaria to the United Nations Office and other International Organisations in Geneva



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



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



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



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



**Egypt (2010)**  
**Ambassador Ahmed Ihab Abdelahad Gamaleldin**  
 Permanent Representative of the Arab Republic of Egypt to the United Nations and other International Organisations in Geneva



**Estonia (1998)**  
**Ambassador Katrin Saarsalu-Layachi**  
 Permanent Representative of Estonia to the United Nations and other International Organisations in Geneva



**Finland (1995)**  
**Ambassador Kirsti Kauppi**  
 Permanent Representative of Finland to the United Nations Office and other International Organisations in Geneva



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



**Georgia (2004)**  
**Ambassador Alexander Maisuradze**  
 Permanent Representative of Georgia to the United Nations Office and other International Organisations in Geneva



**Germany (1995)**  
**Mr Dominik Mutter**  
 Deputy Head, Directorate-General for Security and Defence Policy, Federal Ministry of Defence



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



**India (2011)**  
**Ambassador Venkatesh Varma**  
 Permanent Representative of India to the Conference on Disarmament, Geneva



**Ireland (2009)**  
**Ambassador Michael Gaffey**  
 Permanent Representative of Ireland to the United Nations Office and other International Organisations in Geneva



**Italy (1997)**  
**Ambassador Gian Lorenzo Cornado**  
 Permanent Representative of Italy to the Conference on Disarmament, Geneva



**Japan (2017)**  
**Ambassador Ichiro Ogasawara**  
 Permanent Representative of Japan to the Conference on Disarmament, Geneva



**Kazakhstan (2013)**  
**Ambassador Zhanar Aitzhanova**  
 Permanent Representative of the Republic of Kazakhstan to the United Nations Office and other International Organisations in Geneva



**Kyrgyz Republic (2003)**  
**Ambassador Daniyar Mukashev**  
 Permanent Representative of the Kyrgyz Republic to the United Nations Office and other International Organisations in Geneva



**Latvia (2001)**  
**Ms Ginta Brumane-Gromula**  
 Director, Defense Policy Department, Ministry of Defence of Latvia



**Lithuania (2001)**  
**Ambassador Andrius Krivas**  
 Permanent Representative of Lithuania to the United Nations Office and other International Organisations in Geneva



**North Macedonia (2003)**  
**Ambassador Teuta Agai-Demjaha**  
 Ambassador Extraordinary and Plenipotentiary of North Macedonia to the United Nations Office and other International Organisations in Geneva



**Mongolia (2014)**  
**Ambassador Purevsuren Lundeg**  
 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



**Netherlands (2008)**  
**Ambassador Paul Bekkers**  
 Permanent Representative of the Netherlands to the Conference on Disarmament, Disarmament Ambassador at Large, Geneva



**Norway (2006)**  
**Ambassador Tine Mørch Smith**  
 Permanent Representative of Norway to the United Nations Office and other International Organisations in Geneva



**Pakistan (2016)**  
**Ambassador Khalil-ur-Rahman Hashmi**  
 Permanent Representative of the Islamic Republic of Pakistan to the United Nations Office at Geneva



**Philippines (2012)**  
**Ambassador Ma. Angelina M. Sta. Catalina**  
 Director, Foreign Service Institute, Department of Foreign Affairs, Manila



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



**Portugal (2009)**  
**Ambassador Rui Macieira**  
 Permanent Representative of Portugal to the United Nations Office and other International Organisations in Geneva



**Romania (2001)**  
**Ambassador Adrian Cosmin Vierita**  
 Permanent Representative of Romania to the United Nations Office and other International Organisations in Geneva


**Russian Federation (1995)**
**Ambassador Gennady Gatilov**

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


**Senegal (2015)**
**Ambassador Coly Seck**

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


**Serbia (2002)**
**Ambassador Dejan Zlatanovic**

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


**Singapore (2020)**
**Ambassador Umej Singh Bhatia**

Permanent Representative of the Republic 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 at Geneva


**Spain (2002)**
**Ambassador Aurora Díaz-Rato Revuelta**

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


**Sri Lanka (2016)**
**H.E. Mr C.A. Chandraprema**

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


**Sweden (1995)**
**Mr Johan Lagerlöf**

Deputy Director-General, Ministry of Defence, Stockholm


**Switzerland (1995)**
**Ambassador Simon Geissbühler**

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

**Dr Robert Diethelm**

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

**Ambassador Felix Baumann**

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

**Ambassador Nadine Olivieri Lozano**

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

**Ambassador Dr Theodor H. Winkler**

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


**Turkey (2000)**
**Ambassador Sadik Arslan**

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


**Ukraine (1995)**
**Ambassador Yevheniia Filipenko**

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


**United Kingdom (1997)**
**Ambassador Simon Manley**

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


**United States of America (1996)**
**Colonel John Roddy**

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


**Canton of Geneva (1995)**
**Dr Jean F. Freymond**

Director, Geneva Dialogues, Geneva

**Dr Philippe Roch**

Independent Consultant, Geneva



# Global fellows in 2021

## Associate Fellows

1. **Amb. Dr Sameh Aboul-Enein**, Deputy Foreign Minister and Director of the Egyptian Diplomatic Academy
2. **Dr Khalid Al Khalifa**, Founder and Executive Chairman of the Board of Trustees of the University College of Bahrain
3. **Ms Honey Al-Sayed**, Creative Consultant, Producer, Coach and Award-winning National Radio Host in Syria
4. **Dr Jon Alterman**, Senior Vice-President, Center for Strategic and International Studies
5. **Lt Gen. (ret.) Dominique Andrey**, former Military Advisor to the Swiss Ministry of Defence
6. **Mr Jose Victor Angelo**, Board Member of PeaceNexus; former Special Representative of the United Nations Secretary-General for Peacekeeping Operations
7. **Mr Nick Ashton-Hart**, Geneva Representative, Digital Trade Network
8. **Prof. Dr Elena Atanassova-Cornelis**, Senior Lecturer in the International Relations of East Asia, Department of Politics, University of Antwerp; Professor at the School of Political and Social Sciences, Université Catholique de Louvain, Belgium
9. **Prof. Joseph Bahout**, Director, Issam Fares Institute for Public Policy and International Affairs, American University of Beirut
10. **Amb. Andrey G. Baklanov**, Advisor, Russian Federation Council, and Associate Professor at HSE
11. **Dr Paul Barnes**, Head, Risk and Resilience, Australian Strategic Policy Institute
12. **Mr Ben Baseley-Walker**, Partner, ANDART GLOBAL
13. **Mr Karim Emile Bitar**, Senior Research Fellow, Institute for International and Strategic Relations and Associate Professor of International Relations, Saint Joseph University, Beirut
14. **Lt Gen. (ret.) André Blattmann**, former Chief of the Swiss Armed Forces
15. **Amb. Barbara K. Bodine**, Director of the Institute for the Study of Diplomacy, Walsh School of Foreign Service, Georgetown University
16. **Dr William Boothby**, former Air Commodore (1 star); Deputy Director, Legal Services, Royal Air Force, UK
17. **Dr Ricardo Borges de Castro**, Associate Director and Head of Europe in the World Programme, European Policy Centre
18. **Amb. Jean-Marc Boulgaris**, former Deputy State Secretary of Switzerland
19. **Mr Aaron Boyd**, Expert in Cybersecurity Strategy and Technology Policy
20. **Mr Oli Brown**, Associate Fellow, Chatham House; Senior Advisor, TrustWorks Global; Trustee, Conflict and Environment Observatory
21. **Ms Gunilla Carlsson**, former Minister of International Development Cooperation of Sweden; member of the UN Secretary-General's High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, Stockholm
22. **Dr Stuart Casey-Maslen**, Honorary Professor, University of Pretoria
23. **Dr Jorge Castilla-Echenique**, Senior Advisor for Health Emergency Response and Acting Head of the WHO Surge and Crisis Response Unit, World Health Organization
24. **Mr Aapo Cederberg**, CEO and Co-founder of Cyberwatch Finland
25. **Prof. Shahram Chubin**, Non-resident Senior Associate, Nuclear Policy Program, Carnegie Endowment for International Peace
26. **Dr Selmo Cikotic**, former Minister of Defence of Bosnia and Herzegovina; Country Manager, Centre for the Development of Relations with Bosnia and Herzegovina
27. **Dr Caty Clément**, Academic, Consultant, Practitioner
28. **Dr James Cockayne**, Head of Office for the United Nations University, New York
29. **Mr Xavier Colin**, former Editorial Producer and Presenter, Geopolitis Magazine, RTS and TV5Monde
30. **Prof. Victoria Curzon-Prize**, Professor Emerita, University of Geneva; former Professor of Economics and Director, European Institute, University of Geneva
31. **Mr Miguel Ángel Moratinos Cuyaubé**, former Spanish Minister of Foreign Affairs and Cooperation; former EU Special Representative for the Middle East Peace Process

32. **Mr Nicholas Davis**, Head of Society and Innovation; Member of the Executive Committee of the World Economic Forum
33. **Gen. Yves De Kermabon**, Special Advisor to NATO; Vice-President, Mars Analogies
34. **Gen. Patrick De Rousiers**, former Chair, European Union Military Committee
35. **Ms Elisabeth Decrey Warner**, Founder and Honorary President of the NGO Geneva Call
36. **Mr Stephen Del Rosso**, Program Director, International Peace and Security, Carnegie Corporation of New York
37. **Ms Janine Di Giovanni**, Senior Fellow, Jackson Institute of Global Affairs, Yale University
38. **Mr Alan Doss**, Executive Director, Kofi Annan Foundation
39. **Dr Zaid Eyadet**, Advisor, Emirates Policy Center
40. **Prof. William A. Fischer**, Professor of Innovation, IMD
41. **Dr Peter Foot**, Emeritus Professor of Defence Studies, Canadian Forces College and Royal Military College, Canada; former GCSP Academic Dean
42. **Ms Miriam Fugfugosh**, Associate, Geneva Leadership Alliance
43. **Dr Thomas Gauthier**, Professor of Strategy, Emylon Business School
44. **Prof. Solange Ghernaouti**, Director, Swiss Cybersecurity Advisory and Research Group, University of Lausanne
45. **Lt Gen. (ret.) Dennis Gyllensporre**, former Force Commander, United Nations Multidimensional Integrated Stabilization Mission in Mali
46. **Dr Laura Hammond**, Head of Department and Senior Lecturer, Department of Development Studies, School of Oriental and African Studies, University of London
47. **Prof. David Heymann**, Head and Senior Fellow, Centre on Global Health Security, Chatham House; Chair, Public Health England
48. **Amb. Wolfgang Ischinger**, Chair, Munich Security Conference
49. **Mr Persti Jalasvirta**, CEO of the Jalasvirta Group
50. **Dr Karl-Heinz Kamp**, President, German Federal Academy for Security Policy
51. **Ms Angela Kane**, former High Representative for Disarmament Affairs, United Nations Office for Disarmament Affairs; Senior Fellow, Vienna Centre for Non-Proliferation and Disarmament
52. **Prof. Mukesh Kapila CBE**, Professor of Global Health and Humanitarian Affairs, University of Manchester
53. **Prof. Juliette Kayyem**, former Assistant Secretary, Intergovernmental Affairs, US Department of Homeland Security; Founder, Kayyem Solutions LLC; Belfer Lecturer in International Security, Harvard Kennedy School
54. **Prof. Catherine Kelleher**, College Park Professor, School of Public Policy, University of Maryland
55. **Dr Ahmad Samih Khalidi**, Senior Associate Member, St Antony's College, Oxford
56. **Dr Lydia Khalil**, Director, Arcana Partners; Non-resident Fellow, Lowy Institute for International Policy
57. **Prof. George Kohrieser**, Professor of Leadership and Organizational Behaviour, IMD
58. **Dr Khalid Koser**, Founder and Executive Director, Global Community Engagement and Resilience Fund
59. **Mr Antoine Laham**, Senior Political Officer, Office of the Joint Special Representative for the UN and League of Arab States for Syria
60. **Ms Reta Jo Lewis**, Director of Congressional Affairs and Senior Fellow, German Marshall Fund of the United States
61. **Prof. Anatol Lieven**, Professor, Georgetown University, Doha, Qatar; Visiting Professor, War Studies Department, King's College London; Senior Fellow, New America Foundation
62. **Dr Robert Litwak**, Vice-President for Scholars, Director of International Security Studies, Woodrow Wilson International Center for Scholars
63. **Ms Siobhan M. MacDermott**, Global Cybersecurity Public Policy Executive, Bank of America
64. **Dr Rama Mani**, Convenor, Enacting Global Transformation, Centre for International Studies, University of Oxford; Founder, Theatre of Transformation Academy; Co-founder, Home for Humanity; Founding Councillor, World Future Council
65. **Ms Souad Mekhennet**, Correspondent, Washington Post
66. **Dr Alvaro Mendez**, Co-director of the Global South Unit, London School of Economics and Political Science (LSE); Senior Associate Fellow, LSE IDEAS
67. **Mr Theodore Murphy**, Director for Special Assignments, Berghof Foundation, Berlin, Germany

- 68. Amb. Chitra Narayanan**, former Ambassador of India to Switzerland, Liechtenstein and the Holy See
- 69. Prof. Vitaly Naumkin**, Director, Institute of Oriental Studies, Russian Academy of Sciences; Professor and Chair, Department of Regional Studies, Faculty of World Politics, Moscow State University
- 70. Ms S. Michele Nix**, former Senior Strategist and Chief Communications Officer, Ridge Global
- 71. Mr James Nixey**, Head, Russia and Eurasia Programme, Chatham House
- 72. Dr 'Funmi Olonisakin**, Founding Director, African Leadership Centre, King's College London
- 73. Prof. Dr Etienne Piguet**, Professor of the Geography of Mobilities, University of Neuchâtel
- 74. Prof. Paul R. Pillar**, former CIA Senior Analyst and Manager; Non-resident Senior Fellow, Center for Security Studies, Georgetown University
- 75. Mr Dave Piscitello**, Vice-President Security and ICT Coordination, ICANN
- 76. Dr Gilles Pומרol**, former Acting Chief, International Health Regulations Secretariat and Global Functions, World Health Organization
- 77. Amb. Michael Reiterer**, Distinguished Professor at the Centre for Security, Diplomacy and Strategy, Brussels School of Governance
- 78. Prof. Robert I. Rotberg**, former Director, Program on Intrastate Conflict and Conflict Resolution, Belfer Center for Science and International Affairs, Kennedy School of Government, Harvard University
- 79. Prof. Adam Daniel Rotfeld**, former Minister of Foreign Affairs of Poland
- 80. Prof. René Schwok**, Director, Global Studies Institute, University of Geneva
- 81. Mr Tim Sebastian**, Host of DW's flagship interview programme Conflict Zone; original presenter of the BBC's HARDtalk programme
- 82. Dr Jamie Shea**, Professor at the Strategy and Security Institute, University of Exeter, UK; member of the Group of Strategic Advisors of the NATO Special Operations Forces Command, NATO SHAPE
- 83. Gen. Sir Alexander Richard David Shirreff**, former Deputy Supreme Allied Commander Europe
- 84. Dr Waheguru Pal Singh Sidhu**, Non-resident Senior Fellow, Brookings India
- 85. Prof. Timothy Sisk**, Professor and Associate Dean for Research, Josef Korbel School of International Studies, University of Denver
- 86. Amb. Ali Asghar Soltanieh**, Multilateral Diplomat on International Security and Disarmament; Nuclear Scientist
- 87. Mr Scott Spence**, Expert, UN Security Council Committee Established Pursuant to UN Security Council Resolution 1540 (2004)
- 88. Prof. Gareth Stansfield**, Professor of Middle East Politics and Al-Qasimi Chair of Arab Gulf Studies, University of Exeter
- 89. Adm.-USN (ret.) James Stavridis**, Dean, Fletcher School of Law and Diplomacy, Tufts University; former Supreme Allied Commander at NATO
- 90. Mr Matthias Stiefel**, Founder and Vice Chairman, Interpeace; Managing Director, Stiefel, Irvin and Associates SA and Andorinha Lda
- 91. Dr Andreea Stoian Karadeli**, Independent Expert on Counter-terrorism and National Security
- 92. Col. (GS, ret.) Johan Swennen**, former Deputy Commander, Military Intelligence and Security Service, Belgian Armed Forces
- 93. Amb. Fred Tanner**, Senior Advisor to the OSCE Secretary General; former Director, GCSP
- 94. Mr Jean-Pierre Therre**, Executive Vice-President, Head of Technology Risk and Corporate Continuity Management, Pictet Group
- 95. Dr Dmitri V. Trenin**, Director, Moscow Center, Carnegie Endowment for International Peace
- 96. Dr Paul Vallet**, Lecturer and Researcher in European, American and Russian History
- 97. Amb. D.B. Venkatesh Varma**, former Ambassador of India to the Russian Federation
- 98. Dr Alexandre Vautravers**, Security Expert, Global Studies Institute, University of Geneva; Editor-in-Chief, Revue Militaire Suisse
- 99. Mr Alexander Verbeek**, Founder, Institute for Planetary Security
- 100. Dr Konrade von Bremen**, CEO of SWAN Isotopen AG
- 101. Amb. Franz von Daeniken**, former State Secretary and Political Director in the Swiss Foreign Ministry
- 102. Mr Karim Wasfi**, Founder of Peace through Art; former Chief Conductor and Director of the Iraqi National Symphony Orchestra

- 103. Prof. Dr Andreas Wenger**, Professor, International and Swiss Security Policy and Director, Centre for Security Studies, ETH Zurich
- 104. Dr Carsten Wieland**, Political Advisor and former Senior Expert for Intra-Syrian Talks in the Office of the Special Envoy for Syria, United Nations Office at Geneva
- 105. Ms Mona Yacoubian**, Senior Advisor, Syria, Middle East and North Africa, United States Institute of Peace
- 106. Mr Vicente Paolo Yu**, Independent Consultant; Senior Legal Advisor at the Third World Network; Visiting Research Fellow at the UN Research Institute for Social Development

## Government Fellows

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2. **Mr Gunnar Berkemeier**, former First Secretary, Permanent Mission of Germany to the United Nations, New York
3. **Capt. James E. Fanell**, former Director of Intelligence and Information Operations, US Pacific Fleet, US Navy
4. **Ms Maricela Muñoz**, former Minister Counsellor, Permanent Mission of Costa Rica to the United Nations in Geneva
5. **Mr Justice Ntwali**, Senior Officer, Central Africa Department, Ministry of Foreign Affairs and International Cooperation of the Republic of Rwanda
6. **Rear Adm. (ret.) Jagath Ranasinghe**, former Chief of Staff, Sri Lankan Navy
7. **Mr Stéphane Rey**, member of the UN Secretary-General's Peacebuilding Fund Advisory Group; former Head of the Human Security Division (Peace and Human Rights Division), Swiss Federal Department of Foreign Affairs, Bern
8. **Mr Moulaye Traore**, Head of the Bilateral Cooperation Section, European Union Department, Ministry of Foreign Affairs of the Republic of Mali
9. **Dr Bernhard Wigger**, Project Leader of the Swiss Security Network Exercise 2019, Federal Department of Defence, Civil Protection and Sport

## Executives-in-Residence

1. **Ms Waad Al Jarf**, former Program Coordinator in Syria, Action Against Hunger International
2. **Mr Didier Allaz**, former Director, Convention Bureau, Geneva Tourism and Conventions Foundation
3. **Dr Orianne Aymard**, Research Associate, Center for South Asian Studies, Montreal, Canada
4. **Mr Vincent Bernard**, former Editor-in-Chief, International Review of the Red Cross, Geneva; former Head of the Law and Policy Forum, ICRC, Geneva
5. **Dr Elise Boz-Acquin**, PhD researcher in Public Law
6. **Mr Jorge Cachinero**, former Director of Global Advocacy, World Road Transport Organisation
7. **Mr Pablo E. Carrillo**, former Chief of Staff for Senator John McCain
8. **Dr Ricardo Andres Chavarriaga Lozano**, Defitech Foundation Chair in Brain-Machine Interface, École Polytechnique Fédérale de Lausanne
9. **Mr Eden Cole**, Co-founder and Director, Raidillon Associates
10. **Ms Rasha Corti**, Federally Licensed Guide of Austria; translator for the Austrian Criminal Police Department and the asylum process at the Austrian Interior Ministry
11. **Mr Eric Dagadu**, former Advisor, GIZ Programme Support to the Kofi Annan International Peacekeeping Training Centre, Accra, Ghana
12. **Dr Joanna Demopoulou**, Scientific Advisor and Lead Researcher, International UNWatch UK; Scientific Consultant/Advisor, Educator/Trainer, Alpha Plan SA (Greece)
13. **Mr Faruk Deniz**, former First Secretary, Permanent Delegation of Turkey to the European Union
14. **Mr John Erath**, former Deputy Senior Director for European Affairs, US National Security Council
15. **Dr Kevin Esvelt**, Polymath Fellow, Leader, Sculpting Evolution Group; Assistant Professor, Massachusetts Institute of Technology Media Lab
16. **Mr Simone Fortin**, Head of Cyber Security, MSC Cruises
17. **Mr Gilles Fuchs**, Global Leadership Fellow, World Economic Forum
18. **Ms Celine Giuliani**, former Strategic Planning Team Leader – Human Rights in Peace Operations (Field Operations Division), United Nations Office of the High Commissioner for Human Rights, New York
19. **Mr Daniel Glaus**, Reporter, 10vor10, SRF
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21. **Mr Bruno Jochum**, former General Director, Médecins Sans Frontières Switzerland
22. **Ms Nirmala Junko**, CEO, Events and Media, Ecess Ltd., Tokyo
23. **Mr Itonde Kakoma**, Director for Global Strategy, Crisis Management Initiative
24. **Mr Adam Koniuszewski**, Fellow of the Canadian Order of Chartered Professional Accountants (Quebec); Associate Fellow of the World Academy of Arts and Science; Chartered Financial Analyst
25. **Ms Lisa Larson**, Freelance Coach and Facilitator
26. **Mr Richard Lennane**, former Executive Director, Geneva Disarmament Platform
27. **Ms Janet Lim**, former Assistant High Commissioner (Operations), UNHCR
28. **Mr Ralph Mamiya**, Independent Consultant; former Team Leader of the Protection of Civilians Team in the United Nations Department of Peacekeeping Operations and Department of Field Support
29. **Ms Misha Nagelmackers-Voinov**, former Member of the Leadership of BCGE
30. **Mr Nicholas Niggli**, Deputy Secretary General, Republic and State of Geneva, Department of Economic Development
31. **Mr Lennart Nikolei**, Reporting Officer, European Union Capacity Building Mission in Mali
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33. **Ms Céline Perren**, Independent Consultant on Legal Risk Management
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35. **Ms Johanna Ralston**, CEO, World Obesity Federation
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37. **Dr Guy Rhodes**, former Chief Technical Advisor and Director of Operations, GICHD
38. **Mr Kenneth R. Rosen**, Author, Correspondent and Senior Editor, Newsweek
39. **Dr Gervais Rufyikiri**, former Vice-President of Burundi
40. **Mr Bo Schack**, Independent Senior Consultant on the protection of civilians in conflict-affected and fragile areas; former Director of Operations, UNRWA Gaza
41. **Dr Sandra Scott Hayward**, Polymath Fellow, Senior Lecturer, School of Electronics, Electrical Engineering and Computer Science, Queen's University Belfast
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43. **Mr Marc-André Siegrist**, Economic Development Officer, Department of Economic Development, State and Canton of Geneva
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45. **Dr Dmitry Skorobutov**, Political Journalist and Advisor
46. **Amb. Yvette Stevens**, former Ambassador and Permanent Representative to the WTO; Permanent Mission of the Republic of Sierra Leone to the United Nations Office at Geneva
47. **Ms Katherine Urbáez**, former Minister Counsellor, Dominican Republic Embassy to the Swiss Confederation, Bern
48. **Amb. Elayne Whyte Gomez**, former Ambassador and Permanent Representative of Costa Rica to the United Nations in Geneva
49. **Ms Anja Wyden Guelpa**, former Chancellor of State, Republic and Canton of Geneva

## Doctoral Fellows

1. **Mr Dimitrios Dardanis**, Application Developer, CERN
2. **Dr Katayoun Formica Hosseinnejad**, Senior Researcher, Bulan Institute for Peace Innovations, Geneva
3. **Dr Shilan Fuad Hussain**, Researcher and Analyst in Sociocultural Studies; Middle East Studies Expert
4. **Ms Zara Jarvinen**, Independent Expert; PhD candidate in Politics
5. **Ms Aimee Lace**, PhD candidate, Columbia University
6. **Mr Emerant Yves Omgba Akoudou**, PhD candidate in International Public Law, University of Marmara (Istanbul); PhD candidate in Private Law, Criminal Law and Criminal Sciences, University of Yaoundé
7. **Mr Ümit Seven**, PhD candidate, Middle East Technical University

## Young Leaders in Foreign and Security Policy

1. **Mr Hafez Abuadwan**, Development Studies Master's candidate, IHEID
2. **Ms Kristina Angelevska**, Programme Assistant, Macedonian-American Alumni Association
3. **Ms Alexandra Borgeaud Dit Avocat**, former Coordination and Sustaining Peace Associate, UN Resident Coordinator Office in Tunisia
4. **Mr Marvin Cheong**, Intelligence Analyst, Singapore Police Force
5. **Ms Rhodia Yolla Maria Eid**, BS candidate in Foreign Service, Georgetown University
6. **Mr Mukesh Ghimire**, MA candidate in Security, Intelligence and Strategic Studies, University of Glasgow
7. **Mr Antoine Got**, Staff Officer, Baltic Sea Region, Comprehensive Crisis and Operations Management Centre, NATO SHAPE
8. **Ms Belinda Hlatshwayo**, Women, Peace and Security Coordinator, United Nations Development Programme, Bangkok, Thailand
9. **Ms Ugo Igariwei Iduma**, MA graduate in Security, Intelligence and Strategic Studies, University of Glasgow

10. **Ms Jelena Jevtic**, MA candidate in Security, Intelligence and Strategic Studies, University of Glasgow
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13. **Colleen McGrath**, MA candidate in Diplomacy and International Relations, Seton Hall University
14. **Ms Fabiana Natale**, MA candidate in Security, Intelligence and Strategic Studies, University of Glasgow
15. **Mr Ethan Pate**, MA graduate in Security, Intelligence and Strategic Studies, University of Glasgow
16. **Mr Joao Alexandre Paulo Morais**, Senior Security Analyst, Presidential Security Office of Angola
17. **Ms Adiba Qasim**, Middle East Freelance Journalist and Human Rights Advocate
18. **Ms Thalia Safar**, MA candidate in Conflict Resolution, Georgetown University
19. **Mr Joachim Sarfati**, MA candidate in Security, Intelligence and Strategic Studies, University of Glasgow
20. **Ms Federica Tronci**, Gender Consultant with the Mediterranean Women Mediators Network/Women in International Security, Italy
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22. **Mr Younes Zangjibadi**, Co-founder and Executive Vice-President, Institute for Peace and Diplomacy



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