



# GCSP

Geneva Centre for  
Security Policy

## ANNUAL REPORT 2022

*Transformative Journeys to Create a Safer World*

LEADERSHIP	CRISIS MANAGEMENT	DIPLOMATIC TRADECRAFT	DEFENCE & DIPLOMACY	GENDER & INCLUSIVE SECURITY
SWISS SECURITY NETWORK	ARMS PROLIFERATION	TERRORISM & PVE	SECURITY & LAW	PEACE OPERATIONS & PEACEBUILDING
TRANSFORMATIVE TECHNOLOGIES	OUTER SPACE SECURITY	NEUROPHILOSOPHY	HUMAN SECURITY	CYBER SECURITY
GLOBAL AND EMERGING RISK	INTEGRATED RISK MANAGEMENT AND CIVIL PROTECTION	STRATEGIC ANTICIPATION		

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PART 1

# Introduction



## Message from the President

Within the short span of a year the world order, built over decades since the end of the Second World War in 1945 and the Cold War in 1991, has been seriously challenged by three major changes: the return of war in Europe; the emergence of a new cold war; and, finally, in relation to these two developments, the resurgence of a non-aligned movement.

These three major changes make international cooperation to resolve today's global challenges – particularly climate change – more difficult. What should we do to deal with the situation we now find ourselves in?

Above all, we should start from the facts, and stop rewriting history to suit ourselves, because there can be no lasting peace based on false propaganda. Then, despite the growing fractures in the world order, we should tirelessly seek convergences that make for commonly agreed and shared solutions.

So let's start with some pertinent facts that are key to understanding one of the major challenges facing us currently – the war in Ukraine. In 2005 President Putin of Russia called the end of the Soviet Union “the greatest geopolitical catastrophe of the 20th century”, implicitly blaming the West for this major event. But let us remember that in 1989 it was President Putin's predecessor, President Gorbachev, facing revolts in East Germany, Poland and Czechoslovakia, who decided to let Eastern European countries peacefully join the West. And it was another of President Putin's predecessors, President Yeltsin, who in 1991 decided to push towards independence the 14 states that, with Russia, had formed the Soviet Union since 1922. A referendum was organised in Ukraine on 1 December 1991 in which 84% of registered voters took part, 92% of whom voted “yes” to independence.

Today, President Putin wants the world to believe that NATO, by expanding against Moscow's will, constitutes a threat to Russia. Let us once again recall the facts: questioned by President Chirac of France on the enlargement of the NATO Alliance, President Yeltsin replied that he saw no problem for his country, provided that the Founding Act was signed beforehand between NATO and

Russia. And, indeed, it was signed at the Élysée Palace on 27 May 1997 by Presidents Clinton and Yeltsin, among others. As a diplomatic adviser to President Chirac at the time, I recall the significance of this event for the heads of state who were present: from that day on they no longer considered themselves to be adversaries, but partners.

What President Putin fears is not NATO, but the European Union, which offered the countries of the former Soviet Union association agreements: if they committed to a certain number of reforms, these countries would receive the financing necessary for their implementation. The Ukrainian president, Viktor Yanukovich, agreed. Then President Putin offered Yanukovich a custom union with Russia, which he agreed to in 2014. The Ukrainian population's revolt against President Yanukovich then forced him to flee to Moscow. President Putin, who feared that democratic contagion would move from Ukraine to Russia, reacted by annexing Crimea and starting the fighting in Ukraine's Donbass region.

One can endlessly debate the long history of the Ukrainian nation and the establishment of the “Rus of Kyiv”, where the Hungarian, Polish and Baltic populations intermingled. Today, one thing is clear in this regard: since the all-out invasion of Ukraine on 24 February 2022 President Putin has been attempting to destroy a country, but has ironically built a nation. He has also achieved another unintended result: whereas three years ago President Macron of France declared that NATO was “brain dead”, today the Alliance has regained its full force and is even expanding to include Finland and Sweden!

The outcome of the war will largely depend on the decisions that the US and Chinese leaders will take, particularly on the issue of weapons deliveries. The fact is

that the war in Ukraine is part of a new cold war. The first one consisted of the United States and its allies opposing a powerful Soviet Union, which had an underdeveloped China on its side. Among other things, this cold war was marked by a three-year hot war on the Korean peninsula that ended in the division of the peninsula into two opposing countries on either side of the 38th parallel.

The new cold war pits the United States against China, which, thanks to the reforms initiated in 1979 by Deng Xiaoping and continued for the next 40 years, has experienced the most extraordinary transformation in the history of humanity. Under the unrestrained leadership of President Xi, China is now openly claiming world leadership. The United States, the dominant power for a century, is unanimous: Republicans and Democrats both reject the idea that their country should share this leadership position, because of the deep ideological differences between the two political systems.

This has led the United States to rapidly adopt decisions limiting transfers of advanced technologies to China and to urge its allies and partners to impose similar limitations on China, under penalty of sanctions. The world's economy, which had been globalised for four decades, must adapt to this new geopolitical context, moving from "just in time" to "just in case". This is not the end of globalisation, but it will have to adapt to the constraints imposed by the geopolitical competition of the 21st century.

Since the end of the 2022 Communist Party Congress, China has gone on the offensive and is scoring points: it has sealed a "boundless friendship" with President Putin's Russia; invited to a summit in Beijing in May the leaders of Central Asian countries that had once depended on Moscow; reconciled Iran and Saudi Arabia; and is hosting world leaders at an impressive rate.

In this new context, many countries most often refuse to take sides, resulting in a new form of non-aligned movement. In particular, many of them refuse to condemn the Russian aggression in Ukraine. This is the result of an evolution that began about twenty years ago, starting with the attack on the United States of 11 September 2001, followed by the war in Iraq in 2003 and the financial crisis of 2007-2009. The latter two events in particular damaged the image and leadership of both the United States and the West. Emerging countries continue to say yes to the modernisation of their economies and yes to globalisation. But now they are saying no to the Westernisation of their societies. President Xi's China and President Putin's Russia are taking advantage of this new context. The European Union, focused on the war in Ukraine and its consequences, is struggling to make its voice heard on global issues and gives the impression that it has lost interest in the situations in Africa and the Middle East.

This deconstructed, fragmented world order makes it increasingly difficult for the international community to reach global solutions on issues such as, for example, climate change. From New York to Geneva and Vienna, negotiations are becoming more and more difficult, and the results are not up to the challenges. And yet inaction is not an option: its consequences will be increasingly irreversible.

In the context that I have briefly outlined above, it is important to stress that institutions like the GCSP have a major role to play in this time of the polarisation and deconstruction of the world order. I want to pay a special tribute to Ambassador Thomas Greminger, its Director, and his entire team for having met the challenges of these difficult times with imagination, determination and an efficiency praised by all. More than ever, the GCSP is asserting itself as an irreplaceable player in proposing effective responses to the key challenges of our time.



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

# Message from the Director

We at the GCSP are driven by our mission to advance peace, security and international cooperation. The year 2022 was transformational both for the world as we know it and for our work.

As the security challenges the world faces have become ever more complex and intertwined, the GCSP has tried to widen its horizons and sharpen its vision. That vision is to be a leading platform in the international security field that enables international actors with diverse perspectives to jointly generate ideas, policy options, and solutions to complex problems through inclusive dialogue, executive education, and the exchange of ideas.

This vision has helped us to see through the fog, stay focused on our mandate and navigate turbulent times while widening our portfolio to adapt to the ever-evolving security challenges the world faces.

This past year was marked by an ongoing full-scale war in the heart of Europe and its dramatic global ripple effects impacting almost all elements of our lives. The Russian invasion of Ukraine not only caused untold numbers of civilian and military casualties for both countries, but sparked skyrocketing inflation and profound global food and energy insecurity crises.

It is critical that we simultaneously focus our efforts on bringing peace back to Europe and other parts of the world, and on creating a world where large-scale wars are considered to be inconceivable.

In 2022 we at the GCSP continued our work on responding to the dynamic security situation we found ourselves in while widening our portfolio. We also used this transformative year to pause, reflect and define our [Medium-Term Strategy \(2023-2027\)](#) in order to remain agile, relevant and anticipatory in all our work. Key objectives in this medium-term strategy are strengthening the GCSP's resources, expertise and profiles to facilitate dialogue, and providing incisive analysis and advice. By focusing on these objectives we aim to enhance the Centre's ability to provide strategic anticipation and risk analysis for policymakers and security leaders. The strategy aims to further enhance the GCSP's capacity to act as a centre of excellence providing state-of-the-art executive education to prepare leaders to shape a changing world. We also seek to strengthen the GCSP community of practice through the [Global Fellowship Initiative](#) and our [GCSP Alumni Community](#).

Allow me to detail further our efforts to navigate turbulent times and expand our portfolio. As official communication channels remained blocked for government officials in many countries, the GCSP continued to provide a safe space for dialogue, education to disseminate the skills and knowledge

leaders need to manage crises, and sound policy advice on how to de-escalate tensions while managing international relations peacefully.

In an age of mistrust, the GCSP provides rare opportunities for military-to-military contacts and for people from different backgrounds to learn together to deal with common challenges. It is well positioned and equipped to train leaders to reshape the international system and scan the horizon to anticipate, explain, and prepare for future risks and challenges.

We are pleased that our **Executive Education** offerings proved to be effective and resilient as the world emerged from a major pandemic. The pandemic caused many challenges for us all, and the GCSP turned them into opportunities to future-proof our approach to education. I am proud of my team for quickly adapting to this new normal by leveraging innovative technology and developing a flexible blended format involving a combination of residential, virtual and hybrid delivery methods.

In light of the war in Ukraine and the changing European and global security landscape, we adapted our [portfolio](#) of offerings both thematically and geographically. True to our principle of inclusiveness, our course participants have been able to learn about and discuss the latest and most pressing issues involved in international security in a uniquely safe environment. This in turn contributed to a constructive dialogue between leaders from both like-minded and non-liked-minded nations, despite the worldwide polarisation that is increasingly becoming a central feature of international relations. In 2022 the GCSP also focused on the rapid development of its highly customised education offerings for partner organisations in Europe, the Middle East and North Africa, sub-Saharan Africa, and Asia. The Centre will continue to focus its efforts for the foreseeable future on increasing its presence and impact in these regions. The GCSP also expanded its **Diplomatic Dialogue** portfolio in response to the war in Ukraine and rising regional actors. Recognising the seismic shifts in the security landscape that were under way, we broadened our [dialogue process offerings](#) to facilitate mutual understanding and open what had become increasingly blocked communication channels between government officials. Our unique position in offering a safe space where both like-minded and non-like-minded people can meet and speak candidly to one another allowed us to convene a wide range of dialogues on challenging topics.





For instance, following the Biden-Putin summit in June 2021, the GCSP initiated with its Russian and US partners a Track-1.5 dialogue process to support these strategic stability talks. Since February 2022 and the start of the Russian-Ukraine war, however, the official strategic stability discussions had been paused. In this climate the GCSP has become a unique platform that still brings together experts and officials from Russia and the United States to discuss nuclear risk reduction, strategic stability and ways to revive the arms control regime. In 2022 the GCSP also launched the confidential Track 1.5/Track 2 dialogue process known as the “High North Talks”. These talks aim to promote dialogue on Arctic-related issues at a time when geopolitical tensions have made official communication and cooperation on such issues challenging. Through this process the GCSP aims to unearth opportunities for renewed collaboration and develop mechanisms for averting confrontation.

We also established our [Research and Policy Advice department](#) to assist the policy- and decision-making processes of states, international organisations, and private sector actors to design effective solutions to critical global challenges. This newly established department offers knowledge and analysis, tailored studies, public discussions and conferences, workshops, and advice for policy- and decision-making. Two projects stand out in response to some of the most pressing issues we currently face: the Geneva Process on AI Principles and the UN New Agenda for Peace.

We at the GCSP recognise that, with the appearance of ChatGPT and other artificial intelligence (AI) models, we have reached a tipping point where AI technology is suddenly becoming more widely available to a broader population. This has enormous implications that raise major and as yet unanswered ethical, operational and legal questions. To better comprehend these implications, the [Geneva Process on AI Principles](#) seeks to enhance our understanding of the use of AI for defence and military purposes. This process focuses on four analytical and policy-related areas relevant to the development, use, and regulation of AI for defence and military purposes from the legal, technical, ethical, and military perspectives. The process consists of research, expert consultations, workshops, and an international network of experts on military uses of AI.

In the run-up to Switzerland’s 2023-2024 membership of the UN Security Council, the GCSP is supporting the country’s mandate under its thematic priority of “building sustainable peace”. In 2022 the Centre paved the way to ensuring that Switzerland fulfils its mandate by offering substantive, relevant and timely input. The GCSP’s Research and Policy Advice department is drafting various policy briefs to advance Swiss priorities at the Security Council and make specific recommendations for Switzerland

to fulfil its new role. These policy briefs are designed to identify the issues at stake in key areas of global governance and guide the implementation of Switzerland’s Security Council mandate by informing the country’s Council-related decision- and policymaking.

What lies ahead for us? As a founding member of the [Geneva Peacebuilding Platform](#), we will collaborate with the Swiss Federal Department of Foreign Affairs to provide substantive and organisational support to Switzerland’s two-year tenure at the UN Security Council.

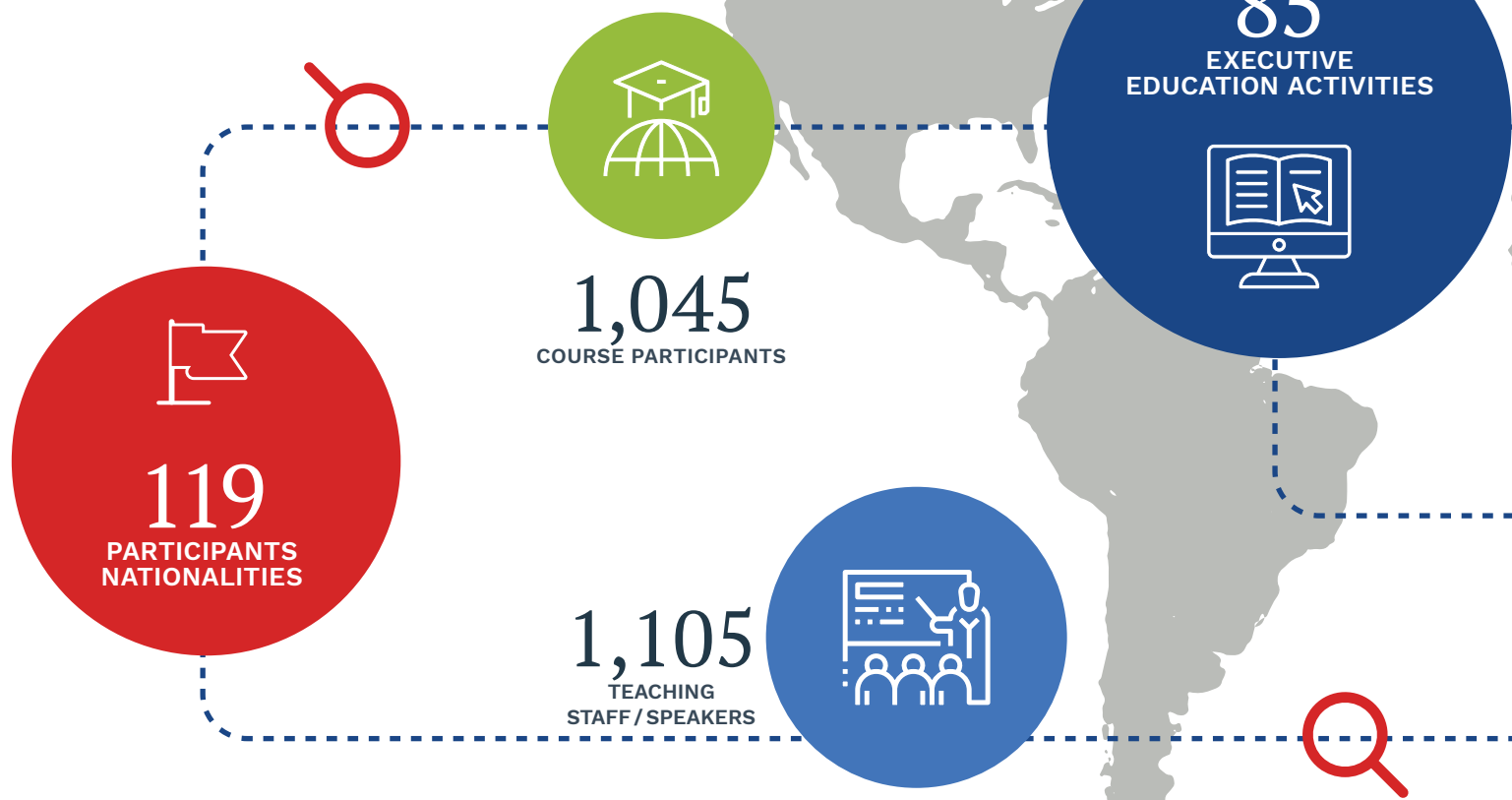
At the GCSP we believe that people make peace and security possible, which is why we are committed to creating a safe space in our work and for each individual at the Centre. What lies ahead for us is therefore also our continued commitment to diversity and inclusion, and to promoting a culture that allows everyone to contribute their perspectives and thrive. As host of the [International Gender Champions Secretariat](#) and an active member of the Gender Champions organisation, we will strive to advance gender equality and break down barriers in our spheres of influence.

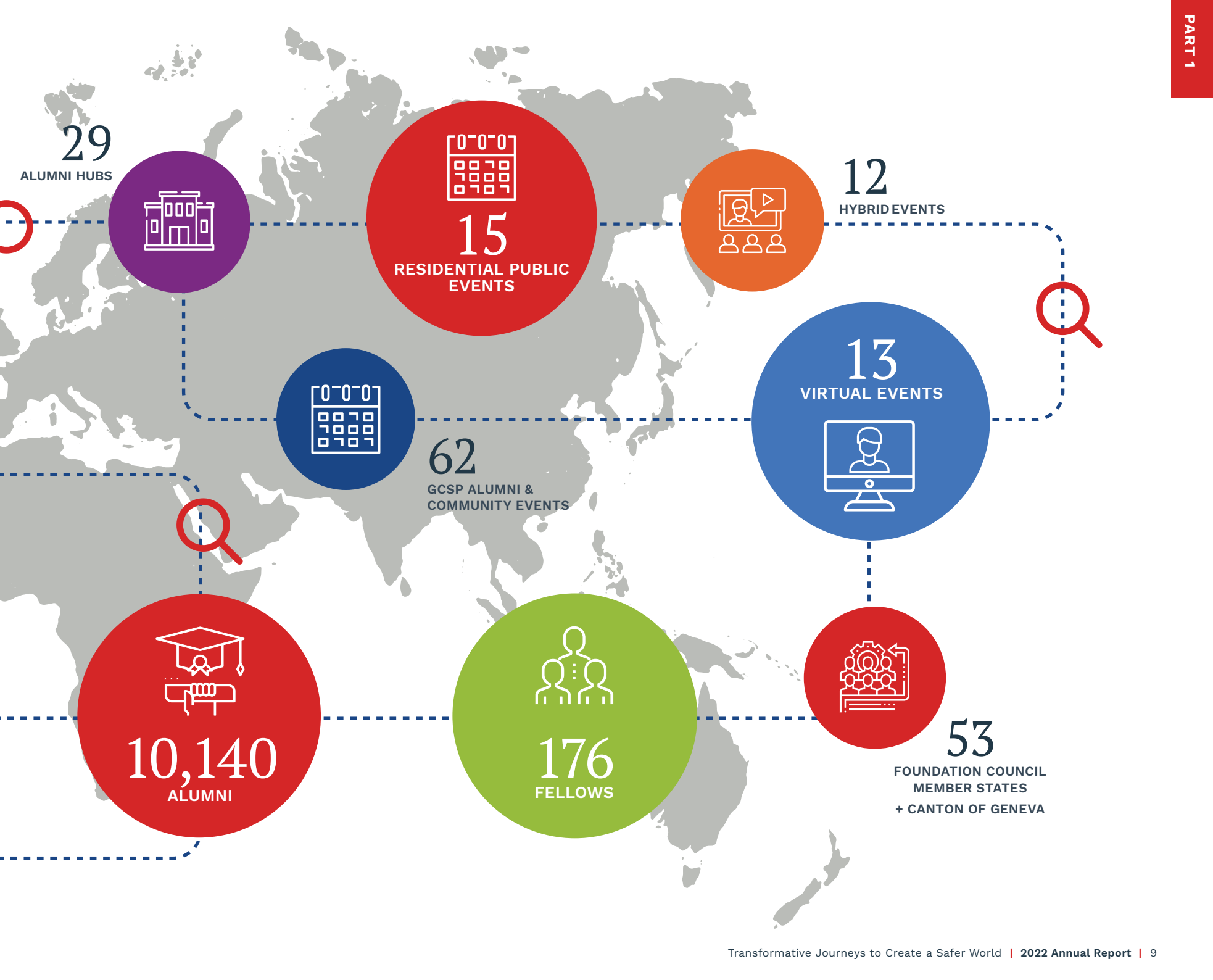
At the heart of all our activities and programmes lies our conviction that it is through inclusiveness, impartiality, and independence that we can continue to fulfil our mandate to create a safer future.



**Ambassador Thomas Greminger**  
GCSP Director

# The GCSP at a glance





29  
ALUMNI HUBS

15  
RESIDENTIAL PUBLIC  
EVENTS

12  
HYBRID EVENTS

13  
VIRTUAL EVENTS

62  
GCSP ALUMNI &  
COMMUNITY EVENTS

53  
FOUNDATION COUNCIL  
MEMBER STATES  
+ CANTON OF GENEVA

10,140  
ALUMNI

176  
FELLOWS

# Impact



## The GCSP arranged the third NATO Partnerships 360 Symposium hosted by Switzerland at the Maison de la Paix in Geneva.

The NATO Partnerships 360 Symposium held from 11 to 13 July 2022 brought together representatives of NATO Allies and Partner countries to stimulate a free exchange of ideas on the future evolution of NATO's partnerships policy. Following the adoption of NATO's new Strategic Concept at the Madrid Summit in June, the symposium provided an excellent early opportunity to discuss the future evolution of cooperation between NATO Allies and Partners. It also engaged the Partner community in the spirit of "one NATO" political and military cooperation. Participants also discussed a range of other topics, including the rules-based international order, human security and leading by example, capacity-building, innovation, and interoperability.

The first edition of the symposium was held in Berlin, Germany, in 2018. The NATO Maritime Interdiction Operational Training Centre in Chania, Greece, hosted the second in 2019. After postponements in 2020 and 2021 due to the COVID-19 pandemic, Switzerland hosted the symposium owing to the country's long-standing commitment to peace, security and dialogue; its involvement in the NATO Partnership for Peace; and the central role of International Geneva in international dialogue and affairs. The Swiss Federal Department of Foreign Affairs (FDFA) entrusted the onsite organisation of the symposium to the GCSP. This was the first time that the symposium was hosted by a NATO Partner nation.

Opened by NATO Deputy Secretary-General Mircea Geoana, and with keynote addresses by Swiss FDFA State Secretary Ms Livia Leu and Deputy Supreme Allied Commander Transformation General Chris Badia, the symposium reflected on how deeper and more concrete cooperation can strengthen Partners and NATO in an increasingly uncertain, complex, and dangerous world.

More than 250 civilian and military representatives from 54 NATO Allied and Partner nations, international and non-governmental organisations, centres of excellence, and NATO military commands came to Geneva.

The level of attendance and interaction clearly demonstrated the attractiveness and relevance of the event as a key venue for open and frank debate on engagement and cooperation between NATO and its partners.



## The GCSP delivered the 2022 Management and Leadership Programme (MALP) for the European Union Monitoring Mission in Georgia (EUMM Georgia).

EUMM Georgia is a European Union (EU) civilian monitoring mission. It was deployed in September 2008 following the EU-mediated Six Point Agreement that ended the August war between Georgia and Russia. The mission has around 200 monitors from various EU member states working on the ground, with headquarters in Tbilisi and field offices in Gori, Mtskheta and Zugdidi.

In July 2022 the GCSP's Geneva Leadership Alliance (GLA) was invited to design and deliver the EUMM Georgia MALP training for the entire mission management and leadership team (40 people) and executive coaching for selected participants. A series of "Discovery" interviews were conducted with several managers at different levels that produced in-depth insight into the programme's desired outcomes and key focus areas.

Our approach combined leadership development with current organisational challenges. EUMM Georgia staff are effective and well trained, but everyone agreed they could be even more effective and efficient. The mission consists of many diverse professionals from various EU member states who lead in different ways according to their personal strengths and limitations. Leading diverse people (professionally, ethnically, culturally) presents multiple challenges.

This diversity, coupled with rotation, turnover, and the previous leader development training given to EUMM staff, presented the GLA team with overlapping and divergent understandings of leadership and diverse expectations of what the MALP should accomplish. Additionally – and unexpectedly – EUMM was tasked with establishing the EU Monitoring Capacity to Armenia, and temporarily deployed monitoring experts along the Armenian side of that country's international border with Azerbaijan. Nonetheless, commitment to and participation in the MALP remained high.

The MALP training and coaching was designed around three core objectives:

1. to build a common management and leadership language that supports diversity using the Direction, Alignment, Commitment (DAC) framework;
2. to understand how leadership norms, beliefs and practices can cultivate (or thwart) the "One Mission" culture; and
3. to apply the fundamentals of boundary spanning, adaptive leading and navigating tensions in order to establish shared norms, beliefs and practices.

The face-to-face training was delivered in Borjomi and Tbilisi and consisted of a two-day immersive programme followed three to four weeks later by a one-day action learning follow-up workshop delivered to three cohorts. Additional training of internal trainers was implemented to ensure continuity. Each day's schedule comprised interactive modules spanning a range of leadership practices, while day 3 was designed around peer-to-peer exchanges in which course participants applied one of the components of the DAC framework back in their teams, focusing on how to maintain momentum.

### Outcomes

Along with developing vital management and leadership skills, participants collectively identified key areas for the mission to address in order to help it run even more effectively in the future. Participants also reported that the opportunity to come together with other mission personnel from across the leadership hierarchy and field offices provided a valuable opportunity to connect, strengthen their bonds, and identity and address interdependencies between functions and field offices quickly and informally. It was also an opportunity to reaffirm the important contribution the mission is making and remain conscious that it will have a legacy impact in Georgia and on mission members' own growth both as individuals and leaders.

## Contributing to Nuclear Risk Reduction

Since the beginning of the war in Ukraine, we have witnessed escalatory nuclear threat rhetoric. This topic was addressed on several occasions during the GCSP dialogue processes, including the Cuban Missile Crisis event between the American and Russian participants. One of the key recommendations to the Russian part was to make a unilateral official statement reconfirming the P-5 statement of 3 January 2022 on preventing nuclear war and avoiding an arms race. In the following month, the Russian Ministry of Foreign Affairs came up with an official declaration stating that the Russian nuclear deterrence policy is based on the principle that nuclear war is unacceptable, cannot be won and should not be fought.



PART 3

# 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 and skills, but also built relations and trust across political divides, and thus the course became a vehicle to build and maintain peace, security, and stability, and foster international cooperation. *The GCSP Way* was born.

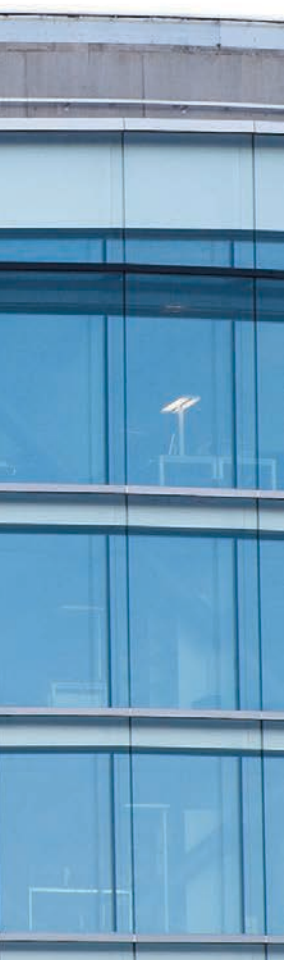
### Creation of an international non-profit foundation

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

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

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

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





## OUR MISSION

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

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

# What we do

## GCSP Community

*International community*

**More than 10,000 individuals on 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.

## Research and Policy Advice

*Input to help get it right*

**Public discussions - workshops - publications - media interviews and specific advice**

We contribute to a better understanding of the complexity of global challenges and enhance responsiveness through the creation and sharing of insights, ideas, and novel approaches.



## 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.

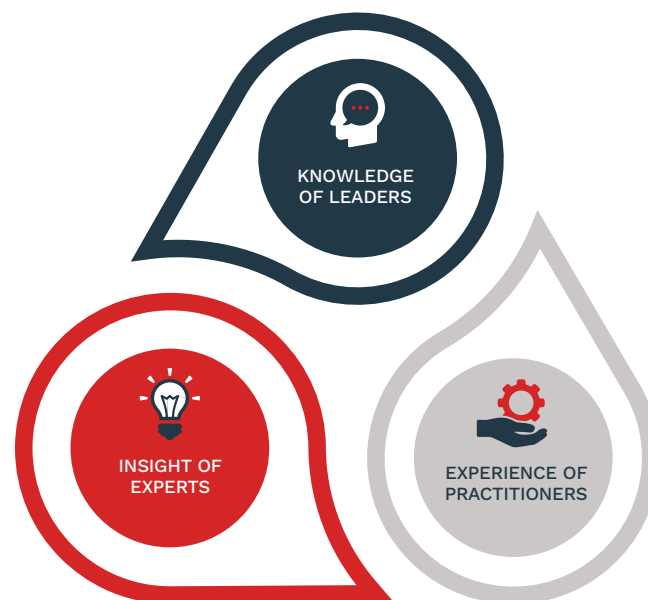
## **Everyone comes to the table with their mutually enriching viewpoints. There is no hidden agenda.**

*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. We call it *The GCSP Way*.

### **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 teaching staff/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:**

- **DISCOVER** Preparation phase
- **CONNECT THE DOTS** Live sessions
- **ACHIEVE IMPACT** 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

## Tech-enabled learning: unlocking the power of technology for impact learning

Technology has revolutionised the way we learn, making learning more accessible, efficient and effective than ever before. It unlocks the potential for impactful learning experiences, promotes lifelong learning, and meets the evolving needs of learners and organisations.

2021 was another year of very exciting innovation at the GCSP, with the COVID-19 pandemic being an accelerator of what we had already been doing up to that point.

As the use of technology in learning at the Centre has evolved, it has transformed our learning into a dynamic, interactive and personalised experience. We bring the power of impactful learning experiences to professionals worldwide, transcending the barriers of location, time zones and hierarchy. We do this through both hardware and software, such as:

- **Learning-management systems:** Our learning-management systems are designed to improve asynchronous learning by offering resources, personalised experiences, self-paced learning, collaboration and tracking capabilities.
- **Video conferencing and webinars:** The GCSP uses video-conferencing tools such as ZOOM to facilitate synchronous live and hybrid learning sessions, meetings, and events.
- **Online collaboration tools:** We use a range of online collaboration tools to engage learners by providing interactive and visually stimulating content that captures their attention and maintains their interest.
- **Multimedia equipment:** Our investment in high-quality multimedia equipment helps to ensure that these technologies work together seamlessly, providing a smooth and uninterrupted learning experience.
- **Studio:** To ensure that we can create high-quality video material efficiently, we have built an in-house production studio and installed self-recording booths.

By embracing tech-enabled learning, learners in the security policy domain can gain a deeper understanding of the complexities of their field, stay up to date with the latest trends and best practices, and develop the skills they need to make a meaningful impact in their communities and organisations.

## We can unravel the link between education and impact in a schematic way through the lenses of a simplified results chain:

- **What we invest:** Thanks to contributions from donors and self-generated income from customised and open-enrolment programmes, the GCSP is able to offer a range of executive education activities.
- **What we do:** We create highly pertinent executive courses that help participants to gain key insights, undertake incisive analysis and build relationships based on trust. Participants hone their skills and enlarge their toolsets in an inclusive yet diverse environment. Our courses prepare them to apply what they learn to their professional contexts.
- **What we achieve (immediate):** Through their participation, a group of carefully selected, highly motivated mid-career leaders acquire new knowledge to inform their decision-making, enlarge their networks to be more influential, shift their mindsets to be able to mobilise forces for change, and build their toolsets to be more effective in their work.
- **What our Alumni Community does (medium term):** After completing their courses at the GCSP, graduates return to their respective organisations and communities to put into practice what they have learnt. They share their new knowledge with their teams and are able to take the lead in developing new projects, policies, initiatives, or strategies inspired by their GCSP experience and supported by the wider GCSP Community.
- **What our Alumni Community achieves (long term):** The projects, policies, initiatives, and strategies implemented by GCSP alumni bear fruit and lead to positive outcomes, contributing to a safer and more sustainable world at the local, regional, and international levels.



# Building the capacity of individuals and organisations





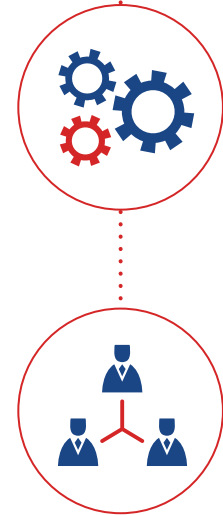
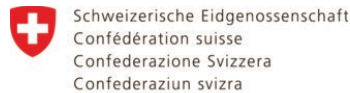
## Customised solutions

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 since the Centre's founding, which we continuously develop to reflect the changing world in which we live.

At the GCSP we are driven by the urge to have a lasting impact and 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 a joint project. We then co-design the interventions. Our courses and customised solutions take place regularly in Geneva, fully virtually or in our partners' locations globally, including in Africa, the Middle East and North Africa, Asia, and Europe.

### Organisations for which we deliver customised solutions include:





## Examples of our high-impact projects include

- a series of **Crisis Management and Leadership** courses for the Swiss Confederation, the European Commission, the World Health Organization and Swiss-based NGOs
- specific requests from various governments to design and deliver **customised courses** for their officials to enhance their crisis management preparedness. This usually includes a state-of-the-art simulation designed for their organisational and geographical contexts.
- 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 agreement with the Organisation for Security and Cooperation in Europe (OSCE) to support its newly formed **Women's Peace Leadership Programme** (following on from our courses on **Leading Mediation** for the Mediterranean and Arab Women Mediators Networks)
- a 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
- a **Female Senior Police Officer Command Development Course** for high-ranking policewomen from a global pool of 140 countries, in cooperation with the UN Police Division
- a three-day **Management and Leadership Programme** for 40 members of the EUUM Georgia mission at various locations in Georgia
- a partnership with the UN Departments of Political and Peacebuilding Affairs and Peace Operations and the Swiss Federal Department for Foreign Affairs to host the **UN Mission Advanced Staff Training Course** for UN mission leaders.



## Our advanced course series

In this time of global polarisation, peace and security challenges have been intensified by a lack of understanding and leadership. Through our advanced course series the GCSP brings together diverse multistakeholder practitioners from across the globe to engage in learning together through comprehensive eight-week to eight-month courses.

In 2022 we educated 65 professionally and regionally diverse participants from 44 countries. In doing so we fulfilled our mandate to educate a new generation of global leaders – providing them with both the knowledge and skills they need to effectively navigate our polycrisis world, and integrating them into a worldwide community of experts and practitioners who can support and assist them in their work.

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 who delivered excellence in learning with a focus on a broad range of state and human security topics.

The 37th edition of the LISC began in October 2022 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, course participants gained insight into strategic threats to peace and stability and assessed the effectiveness of current and future policy responses. This was achieved while enhancing their leadership capacity and networks, with each other and the over 150 multistakeholder experts who addressed the group. The LISC is a dual-track programme forming 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.

### TESTIMONIAL

*“ The LISC is a-must attend course for future leaders in various fields of endeavour as it provides in-depth teaching and learning on international security, strategic leadership and a multi-dimensional approach to problem solving. My GCSP experience was unique and fun-filled within a professional, analytical and multicultural environment. I would readily recommend this course as it prepares individuals for the future.”*

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Naval Captain Veronica Adzo Arhin, Gender Policy Advisor, Ghana Armed Forces, LISC 2021-2022



In harnessing the latest insights in adult education, all three courses include blended elements to support participant learning. In 2022 the LISC returned to an in-presence (face-to-face) learning model in Geneva, but included online tools to enhance the learning experience. Both the ESC and NISC now blend virtual and in-presence modules throughout their eight-week duration. Using this approach enables the GCSP to take into account the growing need for flexibility and inclusivity, and to address growing environmental concerns by reducing our carbon footprint. New emphasis was placed on enhancing participants' digital skillsets, which will increasingly be key to their professional agility.



The 26th edition of the 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, the regional security architecture (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 and 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 16 countries, and 57 experts from a multitude of sectors and regions.

### TESTIMONIAL

*“ The ESC exceeded my expectations (which were already high) in many regards – especially in the depth of information supplied and the access to the facilitators for feedback on work in progress. All that in a very benevolent and delightful environment. The assignments were well-designed and engaging. Overall, the ESC is full of interesting topics and has the right blend of theoretical and practical knowledge. Not only was I able to improve my knowledge overall, but I was also able to make friends with an incredible group of professionals from different countries.”*

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ESC Participant

The 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. The 2022 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 20 participants from 20 countries who engaged with 60 experts from a variety of professional domains and from 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.*”

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Selin Özaydin, Diplomat, Turkey



# Preparing leaders to shape a changing world





# Leadership

The multiple crises of 2022 reflect the need for a more courageous, collaborative and inclusive leadership.

Global warming, the emergence of new conflicts, and the unbridled development of new technologies are all interconnected challenges and opportunities that today's leaders must work with. The most appropriate responses to these challenges are not obvious, because they differ according to the context in which a particular crisis occurs, but any response will gain in effectiveness and legitimacy if it is based firmly on authentic leadership, a shared moral compass, and the ability to manage tensions that arise across and within groups.

Our mission in 2022 was to offer neutral, immersive, and transformational opportunities for leaders of today and tomorrow to develop capabilities for achieving systemic change. We continued to emphasise the need for lifelong learning, learning from one's peers and one's own experiences, and learning to evolve one's own perceptions and practices. These shifts in perspective allow course participants to better engage in dialogue, embrace and implement innovation, develop their talents, and make an impact in their organisations and professions.

The Leadership Cluster adopted an inclusive, multidirectional approach across four pillars of activity:

1

## Future-proofing Leadership:

A portfolio of courses, workshops, and customised activities that develop the leadership capabilities of current and future peace and security sector professionals

2

## Geneva Leadership Alliance:

A high-calibre network of associates and partner organisations with which we collaborate to increase our reach and impact

3

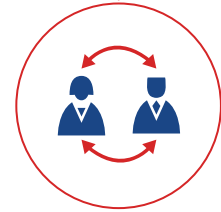
## Political Leadership Initiative:

A Geneva-based platform founded together with several strategic partners to advance the understanding, practice and standards of political leadership

4

## Rethinking Leadership:

An approach to identify, create, and disseminate insight that informs the understanding and practice of leadership in the context of international peace and security



### Impactful activities in 2022 include:

- **Emerging Leaders Programme:** Created in partnership with Movetia, this one-week immersive residential course provided concrete keys to leadership for young leaders, preparing them to become actors of change, and to increase their professional and personal impact. With over 400 applications, the programme revealed the high motivation and interest in leadership of the 18-30 age group.
- **WHO-GOARN Inclusive Leadership:** With the Inclusive Security Cluster we ran a series of virtual workshops on *Inclusive Leadership* for our long-term partner, the Global Outbreak Alert and Response Network (GOARN), with a focus on *purpose* (to identify a vision and expectations for the future), *positions* (to discuss leadership and how it affects members of the community), *power* (to understand power dynamics, surface tensions and gender dimensions), and *agency* (to understand how individual capabilities impact response team dynamics).
- **EUMM Georgia:** We were invited by the mission to design and deliver a three-day Management and Leadership Programme for 40 people at various locations in Georgia.

Geneva  
Leadership  
Alliance



### TESTIMONIAL

“The #LIMPACT journey could be one of the crucial steps to finding your path in this world, seeing the difference you can make and understanding how to go about making a change. Together with highly-skilled facilitators, a warm, diverse and fascinating group of participants, and enough input to get inspired in countless ways, #LIMPACT is a fantastic experience I can wholeheartedly recommend. If you’re wondering about whether you should go for it or not: Just do it!”

LIMPACT Emerging Leaders 2022 participant

## Crisis Management

The Crisis Management Cluster continued to expand its scope and scale of crisis management offerings, in particular presenting customised courses notably for governments and multilateral organisations. In 2022 post-COVID-19 learning started and multiple agencies were in the process or recalibrating their internal preparedness and external networking. The year also saw the first publication of a new international standard on strategic crisis management, ISO 22361:2022. Our adoption of this standard, coupled with the enhanced use of the GCSP’s state-of-the-art crisis simulation platform, demonstrated the way in which the Centre’s Crisis Management Cluster continues to lead the way in contemporary crisis management themes.

The principal tenets of preparedness, communication, leadership, and awareness to enhance crisis management capability remain relevant, but COVID-19 has shown that more focus is required 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 has often been shown to be overestimated. In this respect, the GCSP continues to develop its approach to enhancing leadership and decision-making skills using adult learning and behavioural development methods adapted to the specific context of crisis management, where decisions often need to be taken instantly even when the crisis management responder is faced with incomplete or ambiguous information.

During 2022 the Crisis Management Cluster delivered training to 620 participants through 16 courses of various types and numbers, 80% of which were requested by organisations, in a combination of virtual and face-to-face learning environments. The most significant of these engagements are listed below:



- The GCSP was awarded a long-term framework contract for the delivery of *advanced crisis management training* for European Commission officials through the European Institute of Public Administration and in close collaboration with the Directorates-General of the European Commission.
- The GCSP's Crisis Management staff have been requested to assist in the design and delivery of a *training course for Swiss military officials* involving a series of large-scale exercises using the simulation platform.
- During August the GCSP designed and delivered a five-day custom-designed *Crisis Management Course* for 24 Ministry of Foreign Affairs officials from the Kingdom of Saudi Arabia.
- The *Fifth International Risk and Crisis Management Course* held in Schwarzenburg, Switzerland, for the first time involved a major collaboration with NATO Brussels staff and field officers.
- Members of the GCSP's Crisis Management staff were requested to participate in several *working groups* across the European Commission and European Council, notably on food security and communications during crises.

## TESTIMONIALS

“The simulation put us in the middle of a situation and allowed for a proper reflection on several of the issues which had been touched upon during the previous days. It also offered a very welcome occasion to test our flexibility with regard to teamwork and seeing things from the perspective of an institution which was not ours. The simulation platform was certainly helpful in providing all the necessary inputs.”

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Critical Incident Management Course, 2022

“This course touched upon many different and for crisis management highly relevant topics, with two very experienced and patient trainers who gave a lot of extremely valuable room for exchange.”

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International Risk and Crisis Management Course, Schwarzenburg, 2022

“I thought the course was structured in a very educational and productive way. Further, being away from our day to day and having meals and excursions together with international colleagues provided an excellent opportunity to learn from the other participants outside of the classroom as well as during the classes. Probably one of the most productive as well as enjoyable courses I have taken thus far in my career.”

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International Risk and Crisis Management Course, Schwarzenburg, 2022

“Well designed and run training.”

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European Commission Working Group participant, 2022

## 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 2022, the following courses were delivered:

- The fifth GCSP course on **Diplomatic Tradecraft for Non-Diplomats** was delivered in May to nine participants.
- The Swiss **Diplomatic Trainee Course/International Geneva: Managing 21st Century Peace and Security Challenges** was co-organised in May with the Swiss Federal Department of Foreign Affairs for 12 diplomats from Switzerland and Liechtenstein.
- The 11th **Advanced Course for Political Advisors in EU Missions and Operations** (Module 2: **Skills Enhancement for Political Advisors, or POLADS**) was co-organised in June with the European Security and Defence College and delivered onsite in Geneva to 16 participants.
- The GCSP **Course for Political Advisors** and the course on **Skills Enhancement for Political Advisors (POLADS)** were delivered virtually in September and October.

## 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, mainly from the military domain and from many states or organisations to network, share a common language, and exchange experiences. In a time of increasing tension when states are limiting their own training activities, GCSP D&D courses contribute to preventive diplomacy, help to create and develop transparent communication channels, and provide practical problem-solving 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.

In 2022 the GCSP organised and presented the following courses in the D&D domain:

### Defence Attachés Courses

Three regional orientation courses for defence officials (in Switzerland, Jordan and Sri Lanka) were presented. These courses are part of a broad cooperation between the GCSP and the Swiss Department of Defence. Thanks to a strong results-based management, the courses show an effective continental impact, as measured through the Global Peace Index (GPI):

Continents	Average GPI	Participants
Asia	4.4	30
Europe	2.8	33
Africa	3.9	5
Americas	2.4	8
Oceania	0.8	0

This table is a comparison between the Average GPI (Global Peace Index 2021) and the number of participants we had from that continent. (The GPI has a value from 1-5 where 1 is best and 5 is worst). As our courses intend to contribute to peace and stability, this table shows that we are training the right people.

In 2023, two more courses will be conducted in Africa, to rebalance our offering according to the GPI.



Two pictures of the Defence Attaché Course held in Colombo, Sri Lanka

### German Armed Forces Courses

In 2022 two courses were presented for the Command and Staff College in Hamburg (the *General Staff Course* and *Personnel in Senior International Assignments Course*) and two courses for other military delegations (*Political Education Course*). On average, 19 participants received further training on the special features of international organisations and the political processes in Geneva, and on selected individual topics relating to the security challenges of the 21st century. The training courses were supported by visits to some of these international organisations and discussions with some of their members.

### Annual Senior Officer's Seminar (ASOS)

After a series of cancellations in 2020 and 2021, the 13th ASOS round took place in 2022. Over three days 18 participants from 16 countries discussed the meaning and consequences of the *Transformation of Geopolitics in the 21st Century* with experts from various key fields. The result of the evaluation of the course completed by the participants was over 4.6 (out of 5 possible points). Above all, the participants said they appreciated the international exchange and the variety of the selected subtopics.

For all the courses mentioned, course participants said they valued their experience of gaining greater insight into international issues and meeting a variety of actors, both of which enriched their regular experiences. The D&D courses' outcome was the increased participation of military personnel, selected diplomats, and senior defence officials in effective preventive defence and diplomacy activities, while also developing both their skills and their formal and informal networks.

## TESTIMONIALS

*“ This course has extremely improved my knowledge/skills. It has added value to my capacity for the performance of my current and future responsibilities as far as diplomatic duties are concerned.”*

*“ I was able to meet new interesting people and we shared our experience about various topics. I appreciate the opportunity to be able to see how the official reception at the embassy looks like, how the [defence attaché] (DA) tour is organised and reported back to the ambassador. I really did enjoy these practical events and I am thankful for the very warm and friendly atmosphere of the entire course.”*

*“ Practical tools presented during the course can be employed immediately in my job as DA.”*

*“ I gained significant knowledge particularly in diplomacy and the role of a DA. The interaction with other course participants and the GCSP staff will improve my working environment as a DA.”*

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Defence Attachés Course participants, 2022

## Gender and Inclusive Security

Even before the COVID-19 pandemic it had become clear that conflict and insecurity are growing with increasing economic development. This seeming paradox can be clearly understood when one considers the issues of equity and inclusion: although we have greater global wealth, inequality is growing. As our interdependence with one another and our planet increases, our collective future depends on our collective well-being. Yet increasing crises and conflicts are *exacerbating inequities and vulnerabilities and creating further insecurity.*

During 2022 we sought to raise awareness of the challenges the world faces and possible solutions. We collaborated with the Geneva Leadership Alliance for a Leadership Spotlight session on *“Power, Equity and Inclusion”* in June and published the In Focus blog *“Tackling the Development and Security Paradox through Equity and Inclusion”* to highlight some of our key insights. We delivered both open-enrolment and customised *courses* and *workshops* on inclusive leadership throughout the year.

Participants particularly valued our *“polarities”* approach to leadership as a powerful mindset and tool to address the increasing tensions that we see geopolitically, economically and socially. Used skilfully in analysis and dialogue, this approach can help to generate more inclusive and sustainable outcomes.

## TESTIMONIALS

*“ It was a very positive experience. We were given a lot of info and some very interesting tools that we can try to use on a daily basis.”*

*“ Very engaged and authentic leadership with lots of ideas and examples taken from real life. An absolute must for all our workers. Even more so for managers!”*

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Leverage Diversity to Increase Performance Course participants, 2022



We also offered our well-established course *Inspiring Women Leaders* to women from across security sector organisations globally, through virtual learning journeys in March and October. We were able to support more women leaders from conflict-affected and fragile regions to join us through the provision of scholarships thanks to a grant from the US Mission in Geneva. We continued to build on relationships with women mediators and joined the OSCE launch of a Women Mediators Network in the region, agreeing to deliver leadership modules to support the network in 2023.

### TESTIMONIAL

“ This has been an amazing course, it has taught us to understand where we are, and given us tools and techniques to work on where we intend to be. The lessons we learned would be with us for a lifetime. The facilitators are caring and understanding instructors that are easily able to relate with their target audience. Thank you.”

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Inspiring Women Leaders Course participant, 2022

The Cluster continued to lead the management of the *International Gender Champions Secretariat*, which closed the year with 312 leaders across six multilateral hubs, all committed to overcoming gendered barriers through personal commitments, including a *Panel Parity Pledge* and a *Gender-based Violence Pledge*. During 2022 the first Impact Group aimed at accelerating gender equality to better mitigate and adapt to climate change was launched in New York. The seeds for further groups were laid in Geneva and Nairobi





## Swiss Security Network

Following on from the *Swiss Security Policy Report 2010*, the Swiss Security Network (SSN) brings together all existing security instruments available to the Swiss Confederation, cantons and municipalities. The objective of the SSN is to develop collaboration among all state and private actors active in the service of public security, to encourage the effective interaction of all the resources of security policy in order to improve the capacities of the global system, and to prevent and – as far as possible – control current and future threats and dangers.

In this context, the GCSP's Swiss Security Network Cluster offers various executive education courses organised on behalf of or in partnership with the Delegate of the Confederation and the Cantons to the SSN, the Armed Forces College, the Military Academy at the Swiss Federal Institute of Technology ETH in Zurich, the Joint Operations Command, or other partners from the Swiss public or private security sector.

In 2022 the GCSP organised and presented the following courses in the SSN domain:

### SSN Senior Executives Course

In partnership with the Delegate to the SSN and the Swiss Police Institute, in August-September 2022 the GCSP delivered a three-week course for senior executives tasked with contributing to Switzerland's security, whether from the public or the private sector (notably those in charge of critical infrastructures). It offered the participants a unique opportunity for personal development, especially in terms of networking. After three consecutive weeks in different cities (Berne, Zurich and Geneva), it concluded with the award of 29 certificates.

### Swiss Professional Officers Training Courses (SPOT 1 and SPOT 2)

The courses were organised for the Swiss Military Academy in March (SPOT 1) and June (SPOT 2), both in Geneva. They allowed the transfer of knowledge and the broadening of the conceptual understanding of international security issues with special reference to global and regional security. Participants learned about, discussed and examined current security issues.

### Strategic Planning and Analysis Seminars (SPAS)

The 29th and 30th SPAS took place in Geneva on 13-15 June and 23-25 November 2022, respectively. The courses 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. Background information provided by subject matter experts and guest speakers covered current topics, typically of a geopolitical and transnational nature, and allowed participants to become familiar with possibly lesser-known subjects or to deepen their existing knowledge and expertise



PART 6

# 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

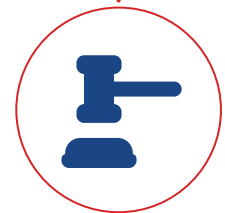
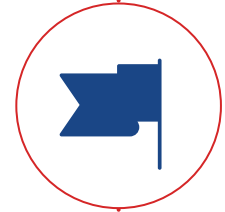
The first was entitled *Building Capacity for Effective Implementation of the Arms Trade Treaty (ATT)*. In 2022 the third edition of the course was delivered virtually in English to 34 participants from 20 countries.

With this course, the total number of officials trained on ATT-related issues since 2014 reached 590. This is a significant contribution to international efforts to promote a responsible arms trade and prevent the illicit trafficking of 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 our courses.

The second course, entitled *Building Capacities on Arms Control in the Middle East and North Africa (MENA) Region*, aims to build capacities in the region. This course was held first online in July for 39 participants, and then in hybrid format from Jordan in November for 28 participants. The latter course was organised 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 *“Nuclear Weapons and Democracy”*, *“Launch of the Nuclear Weapons Ban Monitor 2021”* (in partnership with Norwegian People’s Aid), *“Kazakhstan’s Initiative of an International Agency for Biological Safety”*, and *“The War in Ukraine: Repercussions in the World and in the Middle East”*. It was also involved in a restricted dialogue event on *“Military Drones in Africa”* in partnership with PAX. It once again partnered with the Inter-Parliamentary Union and Parliamentarians for Nuclear Non-proliferation and Disarmament for the *Parliamentarian 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 and interviews, it helped to shed light on topics related to the War in Ukraine such as: *“The War in Ukraine and Nuclear Weapons: What Should We Fear?”*, *“Nuclear Threats: What Should You Know?”* and other *media interviews*. This has contributed to the global visibility of the GCSP as a contributor to international peace and security efforts.



## Terrorism and Preventing Violent Extremism (PVE)

The state of global security and governance has reached a crisis in human history. Multiple factors are feeding this crisis, including the new geopolitics, climate change, new technologies, the persistent weakness of states, and the growing criminal markets and number of criminal actors worldwide.

All these factors are enabling violent non-state actors to thrive. These groups also benefit from the violence affecting conflict-affected regions and post-conflict areas. The Sahel region in sub-Saharan Africa has now become the new epicentre of terrorism, accounting for over 60% of all deaths from terrorism globally.

Terrorism thrives where people are faced with intolerable human insecurity. Notably, of the 830 million people facing food insecurity globally, 58% live in the 20 countries most affected by terrorism.

In 2022 the deadliest terrorist group continued to be the Islamic State group and its affiliates. Other types of extremism are growing, including racially or ethnically motivated, anti-government, and sexually orientated misogynistic extremism. Their staying power is partly due to their ability to embrace new technologies in cooperation with criminal actors.

Organised crime continues to be a threat to international peace and security. It fuels and benefits from conflict, undermines development, captures governance systems, and profits from exploiting humanity and plundering the planet. Despite the wide-ranging impact of organised crime, it is still insufficiently analysed and understood.

Both terrorists and criminals are harnessing the latest technologies available on the open market, including artificial intelligence, gaming platforms and drones. Military operations have done little to stop the spread of terrorism and criminal activities worldwide and have in multiple cases accelerated their success and reach.

How does the GCSP work with its partners on countering and preventing violent extremism and organised crime?

In 2022 the Terrorism and PVE Cluster focused on supporting security actors and policymakers and the private sector to develop capacities to counter terrorism, violent extremism and crime in three domains: training, research and policy advice. In its work in these three areas the GCSP and the Cluster are especially interested in helping countries that lack capacity

and resources to find effective and timely responses to suppress global organised crime and prevent the spread of extremism that leads to terrorism. Initiatives in 2022 included the following.

### Policy advice

In 2022 the GCSP and the Cluster:

- hosted the Geneva Security Debate on *“Multilateralism and Countering Terrorism in Heavily Impacted States”* in December
- co-hosted with the Global Community Engagement and Resilience Fund the Geneva Security Debate on *“The Future Caliphate”* in November
- contributed to the 2022 Munich Security Conference event on *“Talking to Terrorists”* in cooperation with the International Crisis Group in February
- contributed to the Global Terrorism Conference in Herzliya, Israel, with a presentation on *“Trends in Right Wing Terrorism”* in September
- contributed to a UN Office of Counter-Terrorism Expert Panel Event on *“Safeguarding the Metaverse: Countering Terrorism and Preventing Violent Extremism in Digital Space”* in Mumbai and New Delhi, India, in October
- contributed to a Special Meeting of the Counter-Terrorism Committee on *“Countering the Use of New and Emerging Technologies for Terrorist Purposes”* in September
- continued its role in *policy guidance* as a member of the UN Security Council Counter-Terrorism Committee Executive Directorate Global Research Network
- continued to offer *advice on transnational organised crime* as a Global Expert of the Global Initiative of Transnational Organised Crime, which meets annually and biannually to strengthen the global responses to the threats emanating from global transnational crime
- continued to offer *advice on PVE-related matters* both as a Steering Committee member and as a member of the RESOLVE Network Research Advisory Council.



### Academic research

The Cluster contributed the following publications:

- Christina Schori Liang, “The Technology of Terror: From Dynamite to the Metaverse”, in Institute for Economics and Peace (IEP), *Global Terrorism Index 2022: Measuring the Impact of Terrorism*, March (this led to the GCSP co-hosting with the IEP the virtual event “*Global Terrorism Index 2022: Current and Future Trends*” on 12 April 2022)
- Christina Schori Liang, “Growing Nexus of Terrorism and Organized Crime”, in A.J. Masys (ed.), *Handbook of Security Science*, Springer Verlag, 2022
- Christina Schori Liang, “Technology and Terror: The New Arsenal of Anarchy”, in A.J. Masys (ed.), *Handbook of Security Science*, Springer Verlag, 2022
- Christina Schori Liang, “Far-right Contagion: The Global Challenge of Transnational Extremist Networks”, in A.J. Masys (ed.), *Handbook of Security Science*, Springer Verlag, 2022.

### Training

The Cluster presented:

- a course to enhance PVE capacity on *Designing National Action Plans on Preventing Violent Extremism*
- in cooperation with the Global Initiative Against Transnational Organised Crime, a course on *Organised Crime and Security Policy: Understanding the Threat to Design Better Responses* to equip participants with the skill set and analytical tools to better understand organised crime, its impact and how to address its role more effectively, especially when crafting security policy
- **advanced courses:** The GCSP mainstreamed terrorism and organised crime in its long courses during the year – the eight-month *Leadership in International Security Course*, the two-month *European Security Course* and the two-month *New Issues in Security Course*. The Cluster contributed with an **exercise** on how to design a national action plan on preventing violent extremism.

## Security and Law

Security affairs are increasingly confronted with legal challenges. Today, experts, practitioners and stakeholders have a growing need for guidance on questions of international law that play a decisive role in the design, adoption, and implementation of security policies. The GCSP's Security and Law Cluster helps them to navigate such legal complexities and master both the constraints imposed 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 2022 the course *Weapons Law and the Legal Review of Weapons* was successfully offered to 19 participants from 16 countries. This course 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 solution-oriented policy analysis. A tailor-made *negotiation course* was also successfully delivered for the Swiss Federal Department of Defence, Civil Protection and Sport.

The contemporary dynamics of global politics and continuous technological developments require the rethinking of traditional legal solutions. Mindful of this new challenge, our executive education courses, 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.

To this end, several publications were produced in 2022 to encourage new thinking and share knowledge. A chapter in the tailored study entitled *The Russia-Ukraine War's Implications for Global Security: A First Multi-issue Analysis* provided an analysis of the *"Implications for International Security Law"*. This chapter explores the mitigating impact of the international community's reaction, firstly on Russia's violation of the prohibition on the use of force, and secondly on its violations of international humanitarian law.

Ralph Mamiya and Tobias Vestner's article "Revisiting the Law on UN Peace Operations' Support to Partner Forces" (published in the *Journal of Conflict and Security Law*) reviews the legal status of UN peace operations and their activities in non-international armed conflicts. Following a conference at the University of Pennsylvania's Center for National Security, Ethics and the Rule of Law, Tobias Vestner's article "Treaty Law to Signal to Outsiders: The Case of the Treaty on the Prohibition of Nuclear Weapons" (published in the *Washington International Law Journal*) demonstrates that assessments of political effects of international treaties need to consider their formality and legal consequences to a greater extent.

Moreover, the GCSP partnered with the Articles of War platform of US Military Academy West Point's Lieber Institute to publish a *series of blog articles* offering several analyses on the nexus between international law and the responsible development, deployment, and use of artificial intelligence (AI) for defence and military purposes. These articles represent the outcomes of the *Geneva Process on AI Principles*, which the GCSP launched in 2022.



# Peace Operations and Peacebuilding

In 2022 the world saw an ever-growing number of unprecedented political, security, economic, environmental and health challenges. Full-scale interstate war erupted with the Russian invasion of Ukraine. A range of threats to international peace and security are aggravating the situation, from the impact of the climate crisis and the COVID-19 pandemic to the spread of protracted violent conflict, transnational organised crime, and dark technologies. While action to promote peace and sustainable development is urgently required, the international community is increasingly fragmented, polarised, and often in conflict. To meet the challenges of today and tomorrow the nurturing, inspiring, enabling, and empowering of organisations and individuals committed to making a positive difference for a more peaceful world are as important as ever.

In 2022 the GCSP continued its work on peace operations, peacebuilding, and strengthening leadership for peace in general and women's leadership in particular through: (1) capacity-building and executive education; (2) policy advice and policy-applicable research; and (3) inclusive dialogues and discussions. As Switzerland prepared to join the UN Security Council as a Non-Permanent Member in January 2023, the GCSP launched an initiative for the period 2022-2024 to strengthen its programme on peace operations and peacebuilding, augmenting its work in all domains.

In addition to running the normal peace operations and peacebuilding programme, during 2022 the GCSP aligned its peace operations and peacebuilding content and activities to feed into the larger UN-led effort related to Our Common Agenda, the New Agenda for Peace, and initiatives in support of Switzerland's UN Security Council tenure. To this end, the GCSP organised a new course and a series of panel discussions and conversations in cooperation with new and long-term partners. Examples include the **UN Mission Advanced Staff Training** held in cooperation with the Swiss Federal Department for Foreign Affairs and the UN Departments for Political and Peacebuilding Affairs and Peace Operations; and a **briefing on Our Common Agenda** in cooperation with the UN University Centre for Policy Research and the Geneva Peacebuilding Platform. A third example is the GCSP-organised the High-Level Panel on **"Making Peace Possible: What's New on the New Agenda for Peace?"** that opened Geneva Peace Week 2022.

The **Strengthening Peace Operations and Peacebuilding Initiative 2022-2024** was launched with a field mission to Mogadishu, Nairobi, Bujumbura, and Yaoundé. The aim was to engage with key stakeholders and interlocutors, peacebuilding and peace operations contributing countries, organisations,



and GCSP alumni in order to further develop the understanding of the evolving nature of conflict and what current international, national, and local efforts to prevent, manage, and resolve conflict can tell us about future needs and requirements. The mission also explored possible areas of cooperation and collaboration in the period 2023-2024.

In 2022, while serving on the International Leadership Association Board of Directors, the GCSP Head of Peace Operations and Peacebuilding pioneered a **Women Leaders for Peace Fellowship Initiative** for 11 outstanding women leaders in the peace and security domain. Another example of supporting women's leadership in peace processes was the co-hosting of a **consultation** with the Afghan Women Leaders Forum in cooperation with the Crisis Management Initiative and Geneva Peacebuilding Platform, supported by the European Union and the Folke Bernadotte Academy.

# Rethinking geopolitics and global futures





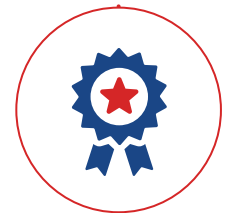
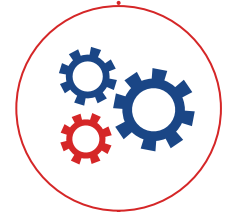
## Transformative Technologies

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 a wide range of fields.

The Transformative Technologies Cluster focuses on AI and a suite of disruptive technologies. AI is the science of engineering intelligent machines. The banking, warfare, aviation and health-care sectors 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 in which nations fight wars, while forcing us to reconsider existing legal provisions on warfare and humanitarian rules.

An underlying aim of 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 20 October 2022, provided participants with a comprehensive and analytical overview of the impact of transformative technologies across several domains, including their ethical and security implications. It examined the short- and long-term ramifications of these technologies in today's interconnected world. In addition, the course furthered participants' understanding of how transformative technologies will impact the future of warfare.



## The Future of Outer Space Security

Today's fast-moving and interconnected world would not be possible without 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 of humankind. This involves proactively dealing with issues such as space debris and the weaponisation of space. At the same time, this must be reconciled with the reality that the security of a state's outer space interests is vital to its national interests. In recent years space weaponisation has escalated and caused tensions to flare between some countries. This is particularly worrisome for nations like the United States, which relies heavily on space for military operations and thus has 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, the weaponisation of space, international law and governance, and the role of international organisations such as the UN and regional bodies.

Professor Nayef Al-Rodhan was invited twice to speak at the UN on space-related issues:

- On 4 August 2022 he spoke on **“Outer Space Governance and Sustainability”** as part of the UN Secretary-General's mandate on Our Common Agenda and Summit of the Future.
- On 27 October 2022 he spoke on **“Geopolitics, Governance, Security and Sustainability in Outer Space”** at a joint ad hoc meeting of the First Committee (Disarmament and International Security) and Fourth Committee (Special Political and Decolonisation) at the UN Headquarters in New York.

Our annual course on ***The Future of Outer Space Security***, which took place on 19 October 2022, 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 outer space security, and empowered practitioners to devise innovative and lasting solutions to pressing challenges in this important field.

## Neurophilosophy

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

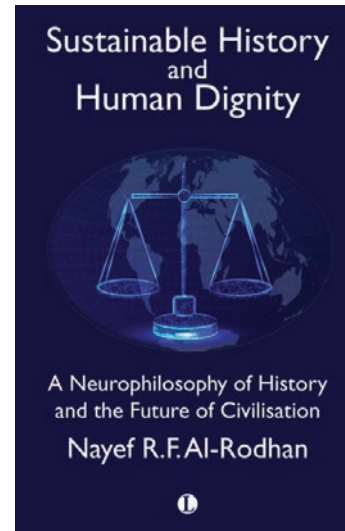
The Neurophilosophy Cluster aims to integrate the findings of neuroscience into the larger debate on international relations theory, global security and policy analysis. While human nature has been central to political theory, the understanding of what drives humans and states has been more speculative 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 explain political transitions, revolutions, and 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 21 October 2022, 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 in the Neurophilosophy Cluster:

The first was entitled ***Sustainable History and Human Dignity: A Neurophilosophy of History and the Future of Civilisation***. This is what the publisher, The Lutterworth Press, says about the book:

*“Professor Nayef Al-Rodhan shows that it is the human quest for sustainable governance, balancing the ever-present tension between nine human dignity needs and three human nature attributes (emotionality, amorality & egoism), that has and will most profoundly shape the course of history. ... If humanity as a whole is to flourish, all of these diverse geo-cultural domains must succeed. Only thus can lasting peace and prosperity be achieved for all, especially in the face of ‘Civilisational Frontier Risks’ and highly disruptive technologies in the twenty-first century.”*



The second book was entitled ***21st-Century Statecraft: Reconciling Power, Justice and Meta-Geopolitical Interests***. This is what the publisher, The Lutterworth Press, says about the book:

*“Professor Nayef Al-Rodhan proposes five innovative statecraft concepts. ... He shows how, in an interdependent and interconnected world, traditional thinking must move beyond zero-sum games and focus on ‘multi-sum and symbiotic realist’ interstate relations. This requires a new paradigm of global security premised on five dimensions of security, and a new concept of power, ‘just power’, which highlights the centrality of justice to state interests.”*



For a full list of Prof. Al-Rodhan’s publications, please visit [www.sustainablehistory.com](http://www.sustainablehistory.com)

Prof. Nayef Al-Rodhan is honoured to have been appointed a Fellow of the Royal Society of Arts, London, United Kingdom.

## 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 2022 GCSP Prize for Innovation in Global Security was awarded to *Off-Ramps: Averting Nuclear Use in Crisis and War*, a project aimed at developing an authoritative, practical toolkit and framework to assist policy practitioners in planning “nuclear off-ramps” to avert the use of nuclear weapons during a time of tensions or conflict. The further development of this policy resource will give humankind a vital lifeline that it can use to smoothly move a conflict situation into a position of greater safety during critical phases and, in doing so, curtail the potentially disastrous need for leaders to consider the actual use of nuclear weapons. No tool like this currently exists, although the need to pioneer its creation holds promise for achieving a significant global impact.



The GCSP Prize for Transformative Futures in Peace and Security

Under the leadership of Ambassador Thomas Greminger, Director of the GCSP, the *Prize for Transformative Futures in Peace and Security* was initiated in 2022 by Prof. Nayef Al-Rodhan, Head of the Geopolitics and Global Futures Programme, and Ms Anne-Caroline Pissis Martel, Head of the Global Fellowship Initiative and Creative Spark. It seeks to reward ground-breaking concepts that offer exceptional promise in addressing peace and security challenges. The inaugural edition of the prize will be awarded in 2023. The prize for the winning application is a certificate of excellence and a fully funded two-month incubation programme in the GCSP’s Creative Spark in Geneva worth CHF 15,000.



Prize for Transformative  
Futures in Peace and Security



# Anticipating emerging challenges



## Human Security

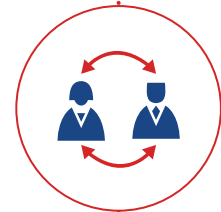
In 2022 the Human Security Cluster provided content and tools to over a thousand professionals through in-person and online courses and webinars. Our primary goal was to widen the horizons of security professionals by providing insights into the concept of human security and how it can be incorporated into comprehensive security policy- and decision-making.

We focused on three topics. Firstly, in the aftermath of COVID-19 and in response to the global challenge of pandemics, we ran online courses on *Global Health Security*. The courses offered in English and French reached a large public and allowed the exchange of practices in dealing with health security challenges.

Secondly, around the topic of the environment and security the cluster offered two courses: the second edition of the *Climate Security Futures Course*, applying strategic foresight tools to climate security challenges, and the fourth edition of the *Environment and Security Course*. These online courses brought together a truly international audience sharing best practices in addressing climate change, environmental degradation and environmental peacebuilding.

Thirdly, we offered our first online course on *Movement of People and Security*. We examined the impact of the nexus of migration, asylum seekers, and IDP flows on security and discussed practical solutions. In the spirit of regional capacity-building, we offered a customised course on *Migration in the Western Balkans*.

Finally, our offerings included contributions to the three advanced GCSP courses, namely the *LISC*, *ESC* and *NISC*, and assisted the three groups of participants to connect the dots between traditional and emerging human security challenges and discuss possible solutions.



In addition to executive courses, the Cluster reached out to a wider public by contributing to **public events** organised by well-known organisations working on peace and security. We had the honour of contributing to the launch of the UN Development Programme report on **Human Security in the Anthropocene**. We teamed up with the Stockholm International Peace Research Institute and Geneva Peacebuilding Platform, and with the support of the Swiss Mission we held the Geneva launch of the **Environment of Peace Report**. We hosted the launch of adelphi’s **Climate, Peace and Security Assessment: Mali** report. We accompanied the Institute for Economy and Peace in its Europe launch of the **2022 Ecological Threat Report**. And realising the need to bridge the gap between local, regional, and global solutions, we co-organised a workshop on **“Catalysing Human Security and Climate Resilience with Farmer-Managed Natural Regeneration (FMNR)”**. In this gathering, the International Geneva actors discussed FMNR as a way for local communities to restore land and decrease the risk of conflict in the countries of sub-Saharan Africa.

**TESTIMONIAL**

“ I have attended several virtual courses since the outbreak of COVID-19, but this training on addressing challenges in Global Health Security was impactful despite having been done virtually. Your team taught us how to prepare for the next health security challenges. The skills I acquired from the training have improved my roles and responsibility in my organization. I must thank my co-participants (subject matter experts) during the training. Their experiences and contributions were useful, especially during the breakout sessions.”

Ms Ifeyinwa Juliana Okolie, Health Data Officer  
Office of the National Security Advisor, Nigeria





# Cyber Security

2022 was the year in which COVID-19 pandemic restrictions were lifted. However, just as societies were looking forward to a post-COVID era, war broke out in Europe. On 22 February 2022 Russian tanks entered the disputed areas of eastern Ukraine, followed by a full-scale invasion of Ukraine on 24 February. On that day the OSCE Parliamentary Assembly condemned “in the strongest terms the advancement of Russian military in the territory of Ukraine. This constitutes an armed aggression in clear and gross violation of the most basic norms of international law as well as OSCE principles and commitments”.

Pre-22 February 2022 Ukrainian government agencies and critical national infrastructure were facing cyber attacks. However, Ukraine was not alone in its cyber defence and, backed by other governments and private sector actors, it was able to defend its critical infrastructure. For example, according to the *Financial Times*, a “team of American soldiers and civilians found and cleaned up one particularly pernicious type of malware, which cyber security experts dub ‘wiperware’ – disabling entire computer networks simply by deleting crucial files on command”. The “wiperware” was designed to destroy Ukraine’s railways systems. Increased global interconnectedness caused additional risks to arise. For example, the satellite company Viasat was hit by a cyber attack, and the secondary/tertiary effects of this attack paralysed about 5,800 wind turbines in Germany.

2022 began with a new Head for the GCSP Cyber Security Cluster and a review of Cluster activities. The Cluster also took part in the planning, preparation, and execution of the *Cyber 9/12 Strategy Challenge* under the direction of the previous Head. Next, the GCSP flagship course in *Cyber Security* was updated. Finally, the Cluster participated in and contributed to *GCSP Crisis Management and Peacekeeping Operations courses*, important *panels, workshops*, and other *networking activities*.

## Engagement

The Cyber Security Cluster continued to undertake activities related to executive education, dialogue and policy analysis. The Cluster participated in the “*GCSP Alumni Insight Event on Disinformation*”. In addition, the Cluster participated in *panels at the Nordic IT Security Conference*, Stockholm; the *Bundeswehr Cyber Innovation Hub*, Berlin; and the *4th Cyber Power Symposium on Hybrid Conflict and Warfare*, Hybrid CoE, Helsinki.

## Education

The GCSP continued with its executive education offerings through virtual learning journeys. The four-week course on *Cyber Security in the Context of International Security* was an interactive digital course that had been redesigned and based on deterrence theory, intelligence theory, and a young/underdeveloped theory in cyberspace operations, and followed a systemic-holistic approach. The delivery format was based on the three distinct learning phases of “Discover”, “Connect the Dots” and “Achieve Impact”.

In partnership with the Atlantic Council, the Cluster planned, organised and hosted the *Cyber 9/12 Strategy Challenge*, welcoming a record-breaking 30 teams. Team Havel’s Velvet Underground from Jagiellonian University Krakow, Poland, won the 2022 edition.

## Dialogue

The Head of the Cyber Security Cluster participated in the *Sino-European Cyber Security Dialogue* as a subject matter expert on cyber security.

## Policy analysis

The Cyber Security Cluster provided policy analysis input in the form of a chapter entitled “Implications for Disinformation and Cyber Warfare” in the GCSP publication *The Russia-Ukraine War’s Implications for Global Security: A First Multi-issue Analysis*.

## Global and Emerging Risk

The Russian invasion of Ukraine on 24 February 2022 acted as a strong catalyst for the activities of the Global and Emerging Risk Cluster (GERC) in 2022. In addition, 2022 saw continuous developments in emerging technologies with specific security implications, some of which have been witnessed in the war in Ukraine. The GERC is a thought leader on risks at the nexus of geopolitics and emerging and disruptive technologies. It focuses on four key activities:

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

In 2022 the GERC and its expertise was in strong demand by the media, and more than 200 *interviews* were given to worldwide media such as NZZ, *Le Figaro*, *Le Parisien*, *La Liberté*, *Pravda*, *Foreign Policy*, Deutsche Welle, *Tribune de Genève*, AFP, Al Jazeera, *Global Times*, RTS, TV5 Europe, Channel 4 and France 24, to name a few, and also contributed six *analyses* of the war for the Swiss newspaper *Le Temps*. Some of these interventions attracted more than 8,000 views on social media.

Because policymakers are in need of understanding in these times of geopolitical transformations, the GERC contributed to a *study on the impact of megatrends* for the Canton of Geneva, which was then endorsed by the Geneva government, and another *analysis* about the likelihood of a massive cyberattack against Swiss critical infrastructure by 2035 commissioned by the Swiss Federal Chancellery. The head of the GERC also participated in the *Ukraine task force* of the Canton of Geneva to provide analysis of the developments in the war and their potential impacts on the canton. Similar *analyses* were provided for the private sector.

In 2022 the GERC's work continued to strengthen its expertise on the topic of the security implications of emerging technologies. It offered a new edition of its course on *Frontier Risks and Their Geopolitical Implications*. The GERC organised a *public discussion* and workshop on lethal autonomous weapons for the Geneva Science and Diplomacy Anticipator (GESDA) Science and Diplomacy Week. The workshop was the rated best by the participants. The Head of the GERC spoke in the *panel* on the digitalisation of conflict at

the GESDA Annual Summit. He also *briefed* the strategic committee of the Swiss National Science Foundation on emerging technologies and China, and *moderated* several panels in the framework of the Trust Valley initiative, supported notably by the cantons of Geneva and Vaud and the EPFL. Finally, he continued his role of *member* of the Geneva University Commission on Ethical Research.

The GERC runs the *Polymath Initiative*, which aims to reduce gaps in understanding and communication between the scientific community and the policymaking world. Two *webinars* were organised and four *papers* were published, of which one about synthetic biology by Polymath Fellow Kevin Esvelt was discussed by the New Scientist. Overall, Polymath Initiative activities reached more than 50,000 people.

The GERC also contributed to more than 50 *presentations and panels* on subjects ranging from geopolitical developments to the weaponisation of AI to various audiences, including at the UN, EU, US European Command, Avenir Suisse and Swiss Tourism. Overall, through its presentations, the GERC reached a varied audience composed of policymakers, businesspeople, scientists and international civil servants of more than 2,000 people. The GERC also organised a workshop on *"Swarming and the Future of Warfare"* in the framework of the Emerging Security Challenges Working Group of the NATO Partnership for Peace Consortium at the National Defense University in Washington, DC.

# Integrated Risk Management and Civil Protection

A concept for a new course on *Integrated Risk Management (IRM) and Critical Infrastructure Protection (CIP)* was successfully developed and delivered. The new course was held on 27-28 September, with an introductory kick-off on 22 September and follow-on webinar on 6 October. The title was *GCSP Course on IRM and CIP*. The key topics of the course were as follows:

- IRM: The Case of Switzerland
- IRM: Country Experiences
- The Changing Risk Landscape: Current Situation, Future Trends, and the Systematic Management of Uncertainty
- CIP: Foundations (illustrated through the case of Switzerland and experiences from other countries)
- Organisation for Economic Cooperation and Development (OECD) Critical Infrastructure Resilience Indicators
- Global Interdependencies – Local Dependencies: New Risks for Supply Chains, Logistics and Infrastructure Operations.

The course format was as follows:

- Introduction to IRM and CIP
- Experience-sharing group discussions
- Expert panel exchanges
- Closing remarks.

The course presenters were as follows:

- Course director: Benno Bühlmann, Head of Integrated Risk Management and Civil Protection, GCSP
- Course moderator and presenter: Dr Stefan Brem, CRO and Head of Risk Analysis and Research, Federal Office for Civil Protection
- Course moderator and presenter: Dr Beat Habegger, Associate Fellow, GCSP.

The guest presenters were:

- Ms Anni Kurunsaari, Civil Emergency Preparedness Unit, Ministry of the Interior, Finland
- Ms Beata Janowczyk, Head of Risk Assessment and Emergency Planning Unit, Government Centre for Security, Poland
- Mr Jon Fixdal, Ministry of Justice and Public Security, Norway
- Ms Susanne Krings, Civil Emergency Preparedness Unit, Federal Office of Civil Protection and Disaster Assistance, Germany
- Ms Sabrina Geissler, Directorate for State Security and Intelligence, Austria
- Mr Jeff Schlenz, Haut-Commissariat à la protection nationale, Luxembourg
- Mr Nestor Alfonso Santamaria, Policy Advice and Research, OECD.

Eleven participants attended this course.

In the context of the issue of crisis management in Switzerland, several *articles* were published in the Swiss newspaper Neue Zürcher Zeitung. The key topics were:

- Integrated risk management and civil protection
- Risk circle
- Danger spectrum of Switzerland
- Risk diagram of Switzerland
- Top ten risk scenarios in Switzerland
- Risk trends
- Critical infrastructure protection
- Resilience
- Crisis management
- Risk dialogue.

## Case n° 2 – Blackout

*Automotive Bridge*

Headquarters: State of Michigan USA  
Number of locations: 9 facilities in 9 countries in North and South America, Europe and Asia  
Area served: 100 countries  
Production: 1.5 million units and 1.5 million components  
Chassis, suspension, steering and drivetrain systems  
Number of employees: 10,000  
Revenue: 1.5 billion USD

1. You are the CEO of Automotive Bridge. How do you plan to manage the blackout?

2. How do you plan to manage the blackout?

Product	Region	Facility	Capacity	Status	Notes
Chassis	North America	Michigan	100,000	Operational	
		Canada	50,000	Operational	
		USA	50,000	Operational	
Suspension	Europe	Germany	100,000	Operational	
		France	50,000	Operational	
		UK	50,000	Operational	
Steering	Asia	Japan	100,000	Operational	
		China	50,000	Operational	
		India	50,000	Operational	



# Strategic Anticipation

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

- a **mindset** that the future is not merely a continuation of the present and that fundamental change is possible;
- a focus on the **enabling factors** in one's own setting to integrate more long-term thinking – from the link between decision-making and foresight to the importance of communication; and
- a **strategic foresight process** to systematically expand one's understanding of how different future scenarios may unfold and design inputs to act on these findings today.

This forms a comprehensive and realistic approach to considering the future in policymaking settings relevant for international security policy practitioners and other stakeholders.

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

In 2022 the Strategic Anticipation Cluster focused on helping governments, international organisations, humanitarian organisations, and individuals (from both the public and private sectors) to develop capacities to design and implement forward-thinking and resilient outlooks and strategies. Initiatives in 2022 included:

- **Projects on strategic foresight:** The GCSP supported governments and organisations in 2022 to build a more forward-thinking culture with strategic foresight and co-created foresight outputs that leveraged the Centre's expertise on emerging issues.
- **Customised courses to enhance capacity on strategic foresight:** In 2022 the GCSP offered tailored courses upon request to enhance capacity on strategic foresight. 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 on the issue of strategic foresight. **Biannual events** in 2022 provided an opportunity for these individuals to broaden their networks, exchange information on their foresight activities, and keep updated in the field, while online contacts ensured useful ongoing exchanges in the periods between these virtual events.

### ■ Open-enrolment courses:

- the ninth edition of the **Course on Strategic Foresight: Tools and Techniques for Planning in Uncertain Times:** This three-and-a-half-week course provided participants with conceptual knowledge on strategic foresight, the skills to design purpose-driven processes and use a range of methods, and techniques on how to integrate foresight into their own institutions (including case studies).
- the second edition of the **Course on Climate and Security Futures:** In partnership with the Human Security Cluster, this two half-day course sought to enhance participants' understanding of the security implications of climate change and how strategic foresight can be used to help them identify weak signals and prepare for possible scenarios.

- **Advanced courses:** The GCSP mainstreamed strategic foresight in its long courses during the year – the eight-month **Leadership in International Security Course**, the two-month **European Security Course** and the two-month **New Issues in Security Course** – with one- or one-and-a-half-day **strategic foresight simulations** and in-depth **multiweek projects**. Participants could directly apply their knowledge with such an approach and left the course equipped to take their futures-oriented mindset and foresight skills back to their institutions in countries around the world.

## FOCUS: Peace and Security 2025: Disrupted Visions and Resilient Approaches

This 2022 publication by GCSP experts and associates looked ahead at the international security environment in 2025. This was the second and final part of the series, the first part of which appeared in 2021. In Part I the authors were asked to determine a vision for global regions (West Africa and the Sahel, the European Union, Eastern Europe, the Middle East with a focus on Iran and the Gulf, South Asia, Latin America, and the Caribbean) and realistically and concretely assess how we can achieve this vision. Part II presents suggestions from the authors on how professionals in the peace and security domain can collaborate to respond as effectively as possible to the challenges of the next few years through a focus on three sub-themes – reimagining leadership, cultivating unprecedented coalitions, and breaking down silos limiting the way in which peace and security are governed.

The key takeaway from this foresight analysis is that it is possible for peace and security actors to enhance their ability to deal with change and explore policy options now with the long term in mind that prepare us to cope with the challenges we may face in 2025 and beyond.

# Fostering dialogue





## Diplomatic dialogue

“The GCSP facilitates diplomatic dialogue in order to assist policymakers to find solutions to common problems, reduce tensions, and manage international relations peacefully.”

In addition to its world-renowned executive education programme, the GCSP also actively facilitated diplomatic dialogue in 2022. Drawing on our in-house expertise and global networks, we facilitated inclusive, discreet dialogue to support Track 1 actors and processes, and to inform Track 2 actors (“decision shapers”) with a view to generating creative and policy-oriented approaches to addressing security challenges, defusing tensions, and building trust and confidence.

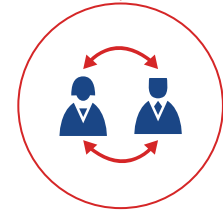
In total, 424 people participated in GCSP diplomatic dialogue events, workshops and processes, 24% of whom were women. These participants comprised 50 nationalities.

By facilitating dialogue, the GCSP helps to reconcile opposites, break down barriers, challenge assumptions, and encourage creativity in tackling international challenges. Our impartial approach to dialogue, combined with our location in the heart of the “international peace capital”, Geneva, make us a sought-after venue for private diplomacy.

We are a neutral third party with no stake in any particular outcome – except enhanced security. As such, we can convene non-likeminded states (and associated interlocutors) who would otherwise be unwilling or unable to engage directly and constructively at the official level. Below are a few examples of our dialogues processes in 2022.

In 2022, the GCSP launched a new dialogue series entitled *The Bridge States* that aims to explore and better understand how certain states that are neither in NATO/the EU nor fully aligned with other big powers, have managed to – for better or worse – position themselves on the West-East continuum. The GCSP’s dialogue activities help these states to learn from one another and to consider policy options that will help them to navigate geopolitical tensions better.

Since Russia’s full-scale attack on Ukraine in February 2022, the GCSP has been *advising the Inter-Parliamentary Union* (specifically its Task Force on the Peaceful Resolution of the War in Ukraine) on creative ideas and strategy for the management and eventual resolution of the war in Ukraine.



Throughout the year, the GCSP has held regular *dialogue* with Chinese and other North-East Asian think tanks, officials and institutions. The engagement with Chinese partners has aimed to exchange respective views of current global issues (including the Ukraine war, and Sino-US relations) with a view to improving understanding of both perspectives.

In October 2022 the GCSP held the annual *OSCE Focus Conference*, co-organised with Switzerland's Federal Department of Foreign Affairs. This off-the-record meeting took place at a crucial time for the OSCE and European security. Amid the war in Europe, the sessions addressed what role the OSCE can play in reducing tensions and rebuilding security in Europe and whether there is still a chance for cooperative security. This Track 1.5 dialogue brought together ten OSCE Permanent Representatives and over 20 OSCE experts.

In autumn 2022 the GCSP held a Geneva Security Debate on *“Sixty Years after the Cuban Missile Crisis: Lessons for the 21st Century”*. In light of the current war at the heart of Europe and the elevated risk of nuclear weapons use, this event presented a timely opportunity to reflect on the lessons learned from the Cuban missile crisis to prevent an escalation. The GCSP gathered US and Russian nuclear subject matter experts to analyse the factors that made it possible to avert a nuclear war in October 1962. In this context the experts also discussed the similarities and differences between the Cuban missile crisis and today's security challenges. With this in mind, the debate sought to draw lessons on the current crisis in US-Russian relations.

In 2022 the GCSP, in partnership with the Global Initiative against Transnational Organised Crime, launched an *Illicit Economy Dialogue* Platform focusing on the recent political and security upheavals in Afghanistan and their impact on the country's political economy, primarily on the narcotics trade. This dialogue brings to the table specialists from academia, think tanks, political and diplomatic circles, and experts on narcotics from regional countries and international organisations. The objective of the dialogue is to establish a shared understanding on how the reliance of the de facto Taliban government on the illicit narcotics trade impacts development and governance in the country, as well as on the effects of the spillover of the drug situation at the regional and international levels. Moreover, it aims to identify concrete policy options to tackle security and economic problems related to international drug trafficking, which will be presented to international bilateral and multilateral actors, and potentially to the de facto Taliban authorities.

## The GCSP launched the High North Talks to encourage stakeholders to discuss Arctic-related issues.

The Arctic is becoming a new theatre for great power politics. The recent increase in geopolitical tensions coupled with the lack of an adequate forum for addressing the interconnected issues in play vis-à-vis the Arctic inspired the GCSP to launch a discreet new dialogue process.

The *High North Talks (HNT)* forum aims at developing creative ideas for mitigating the consequences of the breakdown of official dialogue on the Arctic after the outbreak of the Russia-Ukraine war. These consequences are many, and in the prevailing atmosphere of zero-sum geopolitics, Arctic governance is on a lose-lose trajectory, with mutually harmful consequences. The lack of constructive dialogue only accelerates this trend.

The HNT forum is one of the few remaining venues where representatives from the countries most invested in the Arctic can meet in a safe and discreet environment to discuss the future of this region. Core themes of the dialogue – which are interlinked – include Arctic governance, scientific cooperation, the environment and security.

To strengthen the HNT as a Geneva-based hub or “centre of excellence” on the Arctic, the GCSP also integrated the *GlobalArctic* initiative into its structures in November 2022, bringing to the Centre leading international expertise on the Arctic. The aim was for the GCSP to secure direct access to the best thinking on the Arctic from both operational/policy-focused and academic perspectives.

The GCSP is well placed to host these discreet talks thanks to its in-house expertise, dialogue and mediation experience, extensive networks of stakeholders and experts, and optimal positioning in International Geneva.

globalarctic





# The GCSP Alumni and Community



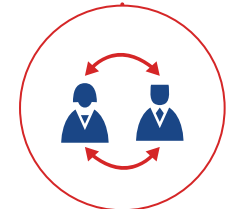
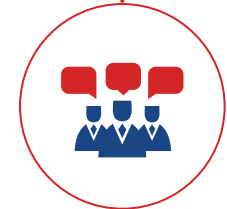
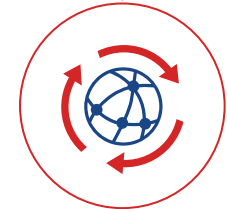
## Supporting, facilitating and engaging a professional network in international security policy

The GCSP Alumni and Community Engagement Office develops and nurtures a global network composed of alumni, former fellows, regular guest speakers, former faculty and staff. Through the exchange of ideas and expertise and the application of collective wisdom, we support this community, its respective organisations, our partners and our donors.

Today, a tightly knit network of professionals is an asset for each individual community member. A major part of our community members are GCSP Alumni. We reached the milestone of our 10,000th Community member in 2022.

A new and exclusive event series was introduced in autumn exclusively for our community members, the *Alumni Regional Security Conversations*, with timely insights from our experts working with conflicts and security challenges, and with the objective of furthering dialogue and exchange within geographic regions.

On the digital front, the *MyGCSP platform* has been improved with new functionalities permitting closed and secure conversation groups, a new directory, and an events calendar. It is now not only accessible for GCSP Alumni, but the wider GCSP Community also has access to some of the menu offerings.

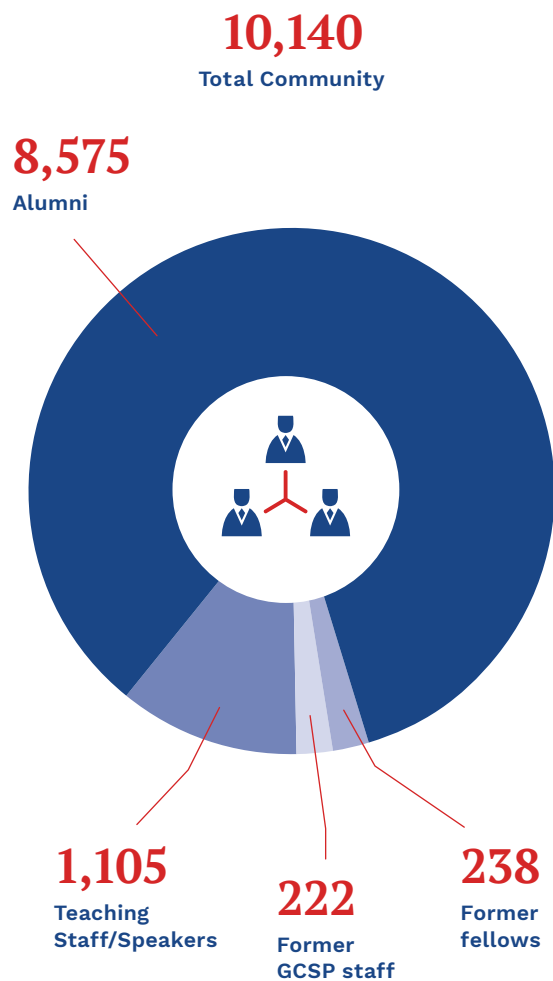


### TESTIMONIAL

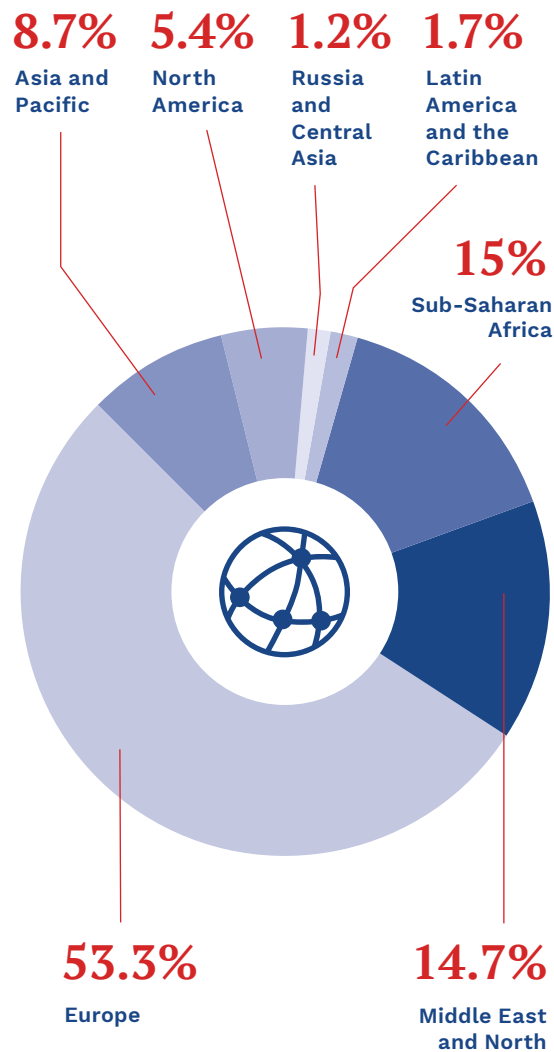
“The GCSP Community has been very useful during my recent postings. It opens new doors to immerse in new regional contexts. It’s an amazing two-way road to exchanging different points of views on security issues. This community provides access to feedback and insights from any global region with GCSP Alumni members based around the globe! This community is an invaluable asset. It also helps to mature better thinking, resulting in better decisions!”

Colonel (retd), Brazilian Army, Alumnus 2022

## GCSP Alumni and Community in numbers

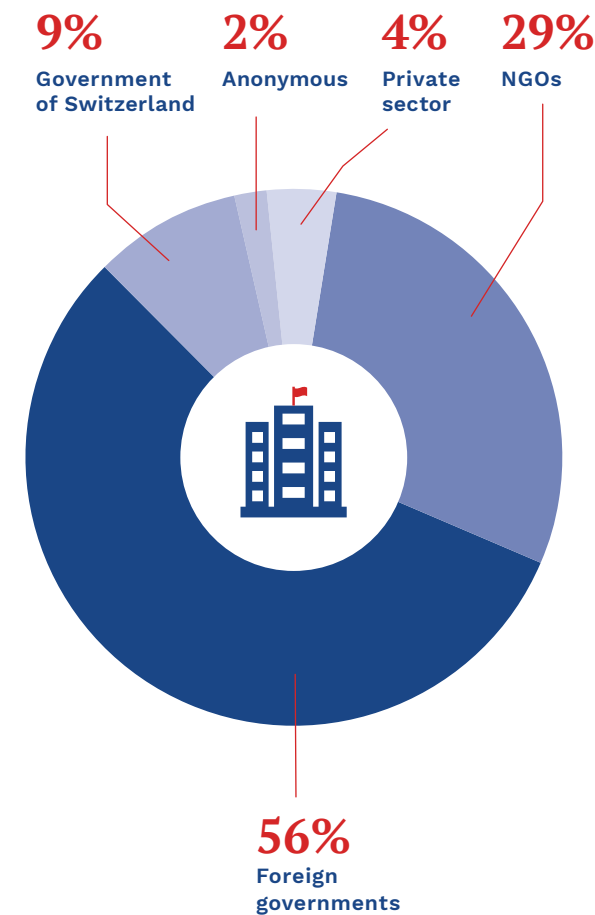


## Alumni by region



## Alumni by sector of activity

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



# Enabling contributions and connections

## Our engagement domains



### EVENTS

- **62** events organised in 2022:
  - **42** in person
  - **19** virtual
  - **1** hybrid
- Networking events **45**
- Thematic events **17**



### KNOWLEDGE AND EXPERTISE

- In addition to our regular guest speakers, we involve our GCSP Alumni Community of experts in the Centre's courses and events.
- **156** alumni guest speakers in GCSP courses and events
  - Content by alumni: **14** videos and Alumni Notes



### DIGITAL ENGAGEMENT

- **2** platforms for dialogue are available for our Alumni and Community on Facebook and LinkedIn
- **6** communities of practice are operating (Inspiring Women Leaders, Lead and Influence with Impact, Defence Attachés, Arms Control and Disarmament, Cyber Security, Strategic Foresight)
- **MyGCSP** is the exclusive digital platform for our community. It has been upgraded with a redesigned **directory**, a new **events calendar** and a secure **chatter function**.
  - **3,076** Alumni users
  - **3,219** Alumni and Community logins last year



### REGIONAL REPRESENTATION

- **29** Alumni and Community Hubs
- **40** Alumni and Community Hub Leaders

# Our regional presence in 2022

A presence in 2022 in 47 countries with GCSP Alumni Community Hubs and events organised locally



**35** GANN events organised  
 6 Roundtable discussions in Mogadishu, Nairobi, Bujumbura, Yaoundé, London, and New York on the future of peacebuilding and peace operations

**29** GCSP Alumni and Community Hubs  
 New hubs were opened in Albania, Brazil, Central Asia and Afghanistan, Japan, South-East Asia, and Tunisia

The Community Engagement Office stimulates cooperation across communities in the different regions of the world through joint networking and thematic events. The GCSP Community is a capacity-builder for the Centre, and we create opportunities for our members to be able to contribute with their knowledge and expertise from their own work and experience.

**Alumni Insights** events were introduced in 2021 and were pursued during the first six months of 2022.

Topics discussed:

- February: “Unrest in Kazakhstan: Implications on National and International Security”
- March: “Participation of Women in Peace Processes: How Can Progress Be Accelerated?”
- April: “Protecting the Protectors: Challenges and Security of NGO Personnel in Conflict Zones”
- May: “A World in Turbulence: What Future for UN Peace Operations?”
- June: “Disinformation in Time of Crisis: How Should Governments and Civil Society React?”



Interview with Ecaterina Cojuhari, journalist and GCSP Alumna on her book “Building Peace: Moldova-Switzerland”

## TESTIMONIAL

“Following my graduation at the GCSP, more than a decade ago, I proudly became a member of the GCSP Community. I am thankful that the GCSP faculty and staff remained entirely open and committed to this engaging and collaborative networking hub through which I was able to further develop my academic, professional, and personal capacity. As a member of this global family, I constantly get enriching international exposure which expands my horizons and inspires me to move towards future career achievements with confidence and success.”

Senior Investigator, Ministry of the Interior, Republic of Serbia  
Alumnus 2011

During the second half of the year the Alumni Insights evolved into the event series entitled **Alumni Regional Security Conversations**. These conversations are organised in collaboration with our Alumni and Community Hubs and expose local and regional security threats.

- September: “Maritime Disputes in the East China Sea”
- November: “Is the Future of Western Balkans at Stake?”

The signature event for our GCSP Community members is the **Global Alumni Networking Night (GANN)**, which highlights the unique contribution of Switzerland to the training of decision-makers in international peace and security. In 2022 this uniquely synchronised event took place in **35 destinations** around the world.

[Watch the introductory video](#)

# The Global Fellowship Initiative and the Creative Spark



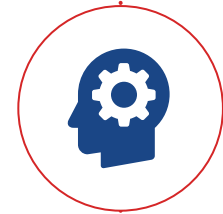
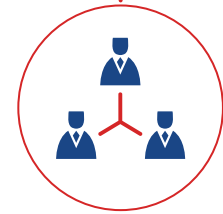




In 2022 the GCSP *Global Fellowship Initiative (GFI)* numbered some 176 fellows from all over the globe. With the aim of building on an ever-growing community of people, ideas, and innovative approaches to peace and security, the GFI has consolidated the interaction between its in-residence and digital fellowship offering and further developed a number of partnerships with public, private, and academic institutions, such as Trust Valley, Georgetown University, and the Primat Foundation.

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

The **GCSP Creative Spark** is the realisation of the Centre's mission to promote peace and security through applied research, transforming innovative ideas into reality. In 2022 the GCSP continued to support selected innovative project ideas and helped their leaders to crystallise and develop solutions that are aligned with and amplify the Centre's values and mission.



Over the course of 2022 the Creative Spark incubated the following promising projects:

- Conflict Analysis Network (CAN):** The Conflict Analysis Network is committed to improving the contextual understanding of conflict environments in order to drive better decision-making from the strategic to project levels through policy, advocacy, collaboration and capacity strengthening for better responses. The goals of CAN are two-fold: (1) to improve the quality of conflict analysis across the national, regional and international levels; and (2) to place conflict analysis at the centre of decision-making processes and forums. In 2022 CAN continued to develop its activities with the support of the Creative Spark’s network.
- Equity4Humanity (E4H):** Equity4Humanity provides an integrated systems approach to ecosystem regeneration that captures and creates additional value and distributes it fairly and equitably. In 2022, with the aim of building a strong and global membership association, E4H continued with the Creative Spark’s support to refine its scope and develop strategic partnerships.

**TESTIMONIAL**

*“ My experience at GCSP as an Executive-in-Residence proved vital as a means to reflect on my career to date, conceptualize strategy for my institution, and prepare for my future in organizational leadership. The program presented countless opportunities to engage with leading thinkers and practitioners on global peace and security. It also provided a space for me to concretize ideas in both formal and informal formats on the changing nature of international peace mediation. I continue to benefit from the accessibility of the professional staff at GCSP and would highly recommend the program for any individual ready to transition in their career or as a means to rethink pressing issues of global concern. More personally, the availability of peer-to-peer leaders was an exceptional resource in preparing my transition from high-level peace mediation into humanitarian diplomacy at an international organization.”*

**Itonde A. Kakoma, IFRC Permanent Representative to the African Union & International Organizations**

**The GFI at a glance in 2022**



**110**

Associate Fellows



**4**

Government Fellows



**43**

Executives-in-Residence



**3**

Doctoral Fellows



**16**

Young Leaders in Foreign and Security Policy



**176**

TOTAL

- **IDE4 – Collaboration Spotting:** IDE4 is a not-for-profit organisation providing transparent and trusted ways to reduce data-related challenges and collaboration barriers. It is at the service of those who desire to resolve issues on their own, and provides collective benefits in situations where the optimal means of dealing with a particular issue require collaboration by developing, disseminating, and maximising the benefits of a revolutionary data visualisation and analysis technology developed at CERN. In 2022 IDE4 established the bases necessary for it to be launched as an association in early 2023.

2022 also saw the further development of ideas such as the new *Prize for Transformative Futures in Peace and Security* (in collaboration with the Geopolitics and Global Futures Programme), which seeks to reward groundbreaking concepts that offer exceptional promise in addressing peace and security challenges. It will be awarded for the first time in 2023.

Both the GFI and the Creative Spark support and extend the GCSP's commitment to 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.

## TESTIMONIALS

“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.”

Ambassador Yvette Stevens, GCSP Executive-in-Residence

“During my ninety days or so at the GCSP, I could meet with and talk to former diplomats, politicians, scholars, and journalists with whom I exchanged information and perceptions on current world affairs, as well as the role of Switzerland in the current Ukrainian-Russian conflict.”

Dr Oreste Foppiani, GCSP Executive-in-Residence



# Research and policy advice





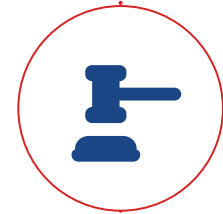
Today's complex security challenges require careful analysis and smart ideas if they are to be overcome. In 2022 the *Research and Policy Advice* department was created at the GCSP with the goal of assisting states', international organisations', and firms' security-related analysis, policymaking, and decision-making. Our interdisciplinary approach, in-house expertise and networks enable us to offer expert impartial policy advice. This helps those we advise to make sense of and adapt to a complex, interconnected, and rapidly changing world while developing new insights, creative solutions, and novel approaches. The GCSP's research and policy advice is offered in various forms.

#### **Knowledge and analysis for understanding new trends and issues**

To respond to the growing need for research and policy advice in the field of global security, GCSP offers six publication series. In 2022 the Centre strengthened its **publications series** with the launch of two new ones:

- **Policy Briefs**, which analyse current security issues, deduce policy implications and propose policy recommendations. These publications aim to directly inform and influence the policy- and decision-making of states, international organisations, and private firms.
- The **In Focus** series comprises short pieces providing a quick, in-depth analysis of an international security-related issue, often from a critical perspective. The aim is to reach stakeholders in the international community and provoke reflection, debate and ultimately policy deliberations in a timely manner.

These two new series complement the already established *Geneva Papers*, *Strategic Security Analyses*, *Tailored Studies* and *Alumni Notes*. All these series are relevant and timely according to current global security situations, and are designed to help their readership understand the increasingly complex issues affecting global security. GCSP experts also regularly contribute to **external publications** in academic and policy-oriented journals.



## Studies exploring questions according to specific needs

Based on its broad spectrum of expertise, the GCSP can be responsive to pressing global challenges and provide for expertise, analysis and advice on security policy that is of particular relevance to core partners.

A few months after the outbreak of the war between Russia and Ukraine, the GCSP provided the Swiss Federal Department of Foreign Affairs with a *tailored study* entitled *The Russia-Ukraine War's Implications for Global Security: A First Multi-issue Analysis*, which offers a broad thematic coverage of the implications of the war for key aspects of global security (geopolitics, outer space, international security law, the future of warfare, organised crime, arms control, sanctions, cyber-related issues, narratives and discourse, and diplomacy and dialogue).

In 2022 the GCSP continued to promote the *Polymath Initiative*, which seeks to address the “siloes thinking” that can lead to policy and governance failures when anticipating the consequences of emerging technologies for societies. Thanks to the support of the Didier & Martine Primat Foundation, three professionals, each specialising in an emerging technology (artificial intelligence, synthetic biology and neuroscience) pursued their fellowship programme at the GCSP and contributed to numerous GCSP publications.

## Publications in 2022 by theme

(themes in alphabetical order)

### Arms Control

**January 2022: Blockchain Technology: An Innovative Policy Tool for Enhancing Conventional Arms Control and Verification** by Nicolò Miotto – Strategic Security Analyses

**January 2022: Mine Action as a Confidence- and Security-building Measure in the OSCE Region** by Claudia Ditel – Strategic Security Analyses

**November 2022: New Existential Risks to Human Civilization: Interface Between Artificial Intelligence, Nuclear and Biological** by Thomas Greminger, Alexandra Matas, Sundeep Waslekar and Ilmas Futehally – External Publications

### Gender and Inclusive Security

**December 2022: Tackling the Development and Security Paradox through Equity and Inclusion** by Fleur Heyworth – In Focus

### Geopolitics and Global Order

**July 2022: Reforming the Global Security Architecture** by Thomas Greminger, François-Xavier Priollaud and Sundeep Waslekar – In Focus

**August 2022: The Russia-Ukraine War's Implications for Global Security: A First Multi-issue Analysis** by several GCSP experts – Tailored Studies

**September 2022: 21st-Century Statecraft: Reconciling Power, Justice and Meta-Geopolitical Interests** by Nayef Al-Rodhan – External Publications

**September 2022: NATO's Defence and Security Sector Reform Challenges in Ukraine** by Eden Cole – External Publications

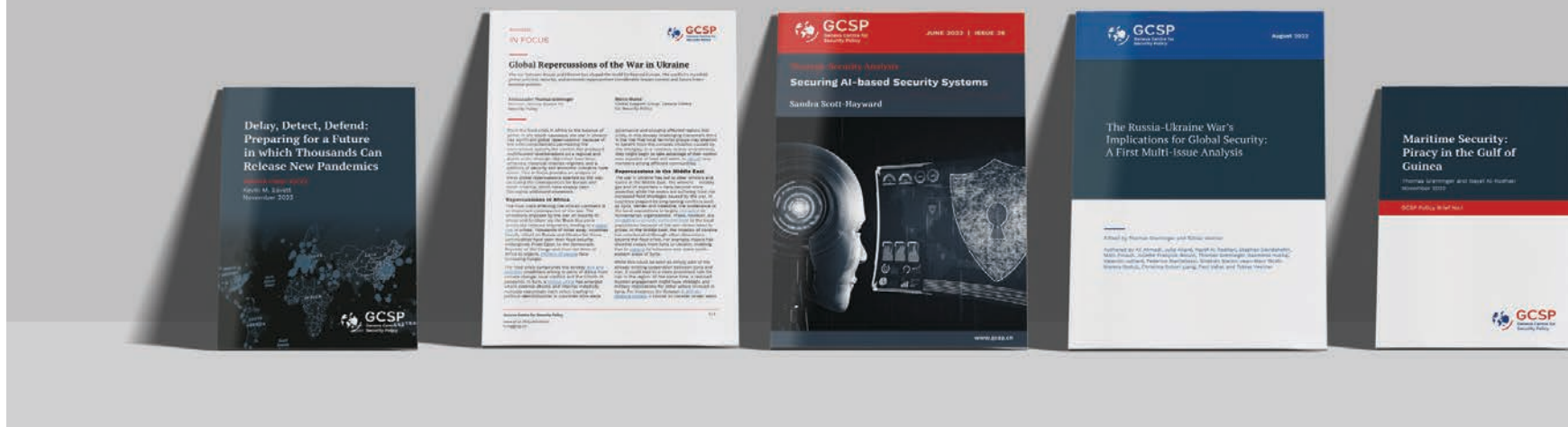
**November 2022: Backfire: How Sanctions Reshape the World against U.S. Interests** by Ali Ahmadi – External Publications

**November 2022: The Impact of the Russia-Ukraine War on the Global Sanctions Landscape** by Ali Ahmadi – Strategic Security Analyses

**December 2022: Global Repercussions of the War in Ukraine** by Thomas Greminger and Marco Mussa – In Focus

**December 2022: Maritime Security: Piracy in the Gulf of Guinea** by Thomas Greminger and Nayef Al-Rodhan – Policy Brief

**December 2022: Can Smaller States Still Play Bridging Roles in European Security?** by Yauheni Preiherman – In Focus



## New Technologies and Emerging Risks

- January 2022: Commitment to Control Weaponised Artificial Intelligence: A Step Forward for the OSCE and European Security** by Anna Nadibaidze – Strategic Security Analyses
- March 2022: Our Digital Future: The Security Implications of Metaverses** by Jean-Marc Rickli and Federico Mantellassi – Strategic Security Analyses
- June 2022: Securing AI-based Security Systems** by Sandra Scott-Hayward – Strategic Security Analyses
- October 2022: The Future of Peace and War: Warfare at the Technological Edge** by Thomas Greisinger, Tobias Vestner, Nayef Al-Rodhan and Jean-Marc Rickli – External Publications
- November 2022: Delay, Detect, Defend: Preparing for a Future in Which Thousands Can Release New Pandemics** by Kevin M. Esvelt – Geneva Papers
- November 2022: How a Deliberate Pandemic Could Crush Societies and What to Do about It** by Kevin M. Esvelt – External Publications

## Peace Operations and Peacebuilding

- July 2022: A Shrinking Humanitarian Space: Peacekeeping Stabilization Projects and Violence in Mali** by Melanie Sauter – External Publications
- December 2022: Humanitarian-Peacekeeping Tensions in UN Missions in Africa** by Melanie Sauter – In Focus

## Security and Law

- June 2022: Treaty Law to Signal to Outsiders: The Case of the Treaty on the Prohibition of Nuclear Weapons** by Tobias Vestner – External Publications
- August 2022: Revisiting the Law on UN Peace Operations' Support to Partner Forces** by Ralph Mamiya and Tobias Vestner – External Publications
- September 2022: International Law and Policy on the Protection of Civilians** by Stuart Casey-Maslen and Tobias Vestner – External Publications

## Strategic Foresight

- February 2022: Securing the Future: The Use of Strategic Foresight in the Security Sector** by Beat Habegger – Strategic Security Analyses
- July 2022: Peace and Security 2025: Disrupted Visions and Resilient Approaches** by several GCSP experts – Tailored Studies

## Terrorism and Preventing of Violent Extremism

- March 2022: The Technology of Terror: From Dynamite to the Metaverse** by Christina Schori Liang – External Publications



### Public discussions and conferences to share new thinking

In 2022 the GCSP launched its new platform entitled the **Geneva Security Debates**. They consist of monthly public discussions on current security challenges and offer the possibility of uniting the world's leading thinkers and practitioners for interactive discussions. The Geneva Security Debates inform policymakers in Geneva of new insights, and inspire joint reflection and networking. In 2022 eight Geneva Security Debates took place with worldwide experts and leaders to share new thinking on today's complex security challenges.

- June 2022: *"The Art of Diplomacy"* in cooperation with the Munich Security Conference.
- July 2022: Book launch of *The Art of Cooperative Security*.
- September 2022: *"Impact of the War in Ukraine Multilateralism and World Order"* in partnership with the Konrad Adenauer Stiftung.
- October 2022: *"Reinvigorating the Protection of Civilians"* focusing on a new book on *International Law and Policy on the Protection of Civilians*.
- October 2022: *"Sixty Years after the Cuban Missile Crisis: Lessons for the 21st Century"* in collaboration with the James Martin Center for Nonproliferation Studies (CNS) and PIR Center.
- November 2022: *"A Crisis in Peacekeeping? What Room for Peace Operations in the New Agenda for Peace?"*
- November 2022: *"The Future of the Caliphate?"* in cooperation with the Global Community Engagement and Resilience Fund (GCERF).
- December 2022: *"Multilateralism and Countering Terrorism in Heavily Impacted States"*.



## Workshops to jointly develop new insights

The GCSP develops evidence-based policy to make sense of modern security affairs and new challenges to international peace and security. This calls for new conceptualisations of and approaches to security. The GCSP does this by focusing on future-oriented security policy, emerging and disruptive technologies, and avenues for new cooperation for peace and security, among other themes.

In 2022 the GCSP launched the *Geneva Process on AI Principles*, which aims to increase understanding of the emerging principles on the use of AI for defence and military purposes. The process addresses four analytical and policy-related perspectives (legal, technical, ethical, and military) relevant to the development, use, and regulation of AI for defence and military purposes. The process consists of research, expert consultations, a series of workshops, and the creation of an international network of experts on military AI. Two workshops were held last year:

- 13-14 June 2022: workshop on the *“Legal Implications of the Ethical Principles on Military AI”*
- 29-30 November 2022: workshop on the *“Technical Challenges of the Ethical Principles on Military AI”*.

As an outcome, GCSP partnered with Articles of War to publish a series of *blog articles* offering several analyses on the nexus between international law and the responsible development, deployment, and use of AI for defence and military purposes.

## Tailored advice for policy- and decision-making

We aim to develop analytical products and strengthen partnerships with governments (starting with members of the Foundation Council), regional and international organisations, think tanks, NGOs, academic institutions, and the private sector. Products of this kind will help these actors to better understand the international peace and security environment and be better positioned and equipped to effectively anticipate and respond to the challenges and opportunities ahead.

The research project *Trends and Implications of Military Robotics* clarifies the different definitions of and trends in military robotics and explores the most important developments of military robotics at the global and European level. By analysing several European countries, the study then compares Switzerland with its peers in terms of institutional structures and research and development (R&D) capacities. These findings are then compiled to better understand the implications in terms of the R&D and deployment of military robotic systems for the Swiss Armed Forces.

The project *Outlook and Opportunities in the MENA Region* assesses current and future challenges facing the Middle East and North Africa (MENA) region and potential developments, with the aim of developing policy options and recommendations for the next Swiss MENA Strategy.

# Expanding the GCSP's reach



In 2022 the GCSP expanded its online footprint by focusing on key areas of development: brand refinement, content curation, data-driven decision-making, and streamlined digitised innovation.

## Brand refinement

The GCSP has continued with its brand refinement project. New templates were implemented and a unified voice was initiated for our diverse product lines to reinforce a more cohesive visual brand image. The brand refinement journey began last year and our goal of a sharper GCSP image is moving steadily closer.

## Data-driven decision-making

Using predictive intelligence to better understand users' 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 leadership with the data needed to inform their decision-making. In 2022 more than 200,000 people visited our website.



# Streamlined digitised innovation

In 2022 the GCSP published 1,610 social media posts and gained 8,962 new followers across six social media channels, which resulted in a global reach of 2.8 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.

Total followers:



## Podcast 2022

### February

**22 February | Facing a Global Leadership Crisis – Insights from GCSP –**

Thomas Greminger and Peter Cunningham

<https://www.gcsp.ch/digital-hub/facing-global-leadership-crisis-insights-gcsp>

**25 February | Neutralité Suisse et crise de l'Ukraine –** Jean-Marc Rickli dans Radio TSFJazz

<https://www.gcsp.ch/digital-hub/neutralite-suisse-et-crise-de-lukraine-dr-jean-marc-rickli-dans-radio-tsfbjazz>

**28 February | Ambassador Greminger interviewed on Trade for Peace Podcast**

<https://www.gcsp.ch/digital-hub/ambassador-greminger-interviewed-trade-peace-podcast>

### March

**1 March | Rôle de la diplomatie internationale et actions militaires dans la crise en Ukraine – France Info –** Jean-Marc Rickli

<https://www.gcsp.ch/digital-hub/role-de-la-diplomatie-internationale-et-actions-militaires-dans-la-crise-en-ukraine>

**2 March |** Thomas Greminger, GCSP Director – Interview McKay  
<https://www.gcsp.ch/digital-hub/thomas-greminger-gcsp-director-interview-mckay>

## Trending Articles 2021

### January

**12 January | Launch of an Immersion Program and Open Forum in International Geneva for Current and Future Leaders in Science and Diplomacy**

<https://www.gcsp.ch/global-insights/launch-immersion-program-and-open-forum-international-geneva-current-and-future>

**12 January | Top 9 Speeches of 2021**

<https://www.gcsp.ch/global-insights/top-9-speeches-2021>

**13 January | NATO's China Problem: “Out-of-area” or “Not in My Area”?** –

Ricardo Borges de Castro and Iana Maisuradze

<https://www.gcsp.ch/global-insights/natos-china-problem-out-area-or-not-my-area>

**24 January | Learning, Unlearning and Relearning in the Time of COVID**

– Siobhán Martin

<https://www.gcsp.ch/global-insights/learning-unlearning-and-relearning-time-covid>

**24 January | 10 Tips for Lifelong Learning**

<https://www.gcsp.ch/global-insights/learning-unlearning-and-relearning-time-covid>

### February

**15 February | Speech: Presentation to the Munich Security Conference**

<https://www.gcsp.ch/global-insights/speech-presentation-munich-security-conference>

**23 February | Ambassador Greminger Travels to USA to Reactivate Partnership**

<https://www.gcsp.ch/global-insights/ambassador-greminger-travels-usa-reactivate-partnerships>

**25 February | GCSP Security Policy Experts Weigh in on the Russia Ukraine War**

<https://www.gcsp.ch/global-insights/gcsp-security-policy-experts-weigh-russia-ukraine-war>

## March

### 1 March | Speech: The Role of the OSCE

<https://www.gcsp.ch/global-insights/speech-role-osce>

### 8 March | How Kurdish Women Are Transforming and Democratising the Middle East – Shilan Fuad Hussain

<https://www.gcsp.ch/global-insights/how-kurdish-women-are-transforming-and-democratising-middle-east>

### 8 March | Speech: Expo Dubai

<https://www.gcsp.ch/global-insights/speech-expo-dubai>

### 21 March | GCSP Interacts with Partners on Water Security

<https://www.gcsp.ch/global-insights/gcsp-interacts-partners-water-security>

### 23 March | Women #BreakTheBias at the GCSP

<https://www.gcsp.ch/global-insights/women-breakthebias-gcsp>

### 23 March | Kooperative Sicherheit und der Beitrag der OSZE oder wie kommen wir aus der tiefsten Krise der europäischen Sicherheit?

<https://www.gcsp.ch/global-insights/kooperative-sicherheit-und-der-beitrag-der-osze-oder-wie-kommen-wir-aus-der>

### 24 March | Speech: Remarks on Neutrality

<https://www.gcsp.ch/global-insights/speech-remarks-neutrality>

### 28 March | In Ukraine, There Are No Quick Fixes – John Erath

<https://www.gcsp.ch/global-insights/ukraine-there-are-no-quick-fixes>

### 31 March | L'interview de l'ambassadeur Thomas Greminger pour la Genève Internationale

<https://www.gcsp.ch/global-insights/linterview-de-lambassadeur-thomas-greminger-pour-la-geneve-internationale>

## April

### 4 April | In Focus: The Challenges of Artificial Intelligence – Federico Mantellassi

<https://www.gcsp.ch/global-insights/focus-challenges-artificial-intelligence>

### 8 April | Virtual Seminar on Ukraine with the China Institutes of Contemporary International Relations

<https://www.gcsp.ch/global-insights/virtual-seminar-ukraine-china-institutes-contemporary-international-relations>

### 11 April | In Focus: The Challenges of Neurotechnology – Federico Mantellassi

<https://www.gcsp.ch/global-insights/focus-challenges-neurotechnology>

### 12 April | Speech: Global Terrorism Index 2022: Current and Future Terrorist Threats

<https://www.gcsp.ch/global-insights/speech-global-terrorism-index-2022-current-and-future-terrorist-threats>

### 18 April | In Focus: The Challenges of Synthetic Biology – Federico

Mantellassi  
<https://www.gcsp.ch/global-insights/focus-challenges-synthetic-biology>

### 19 April | L'indignation des Ukrainiens peut être un avantage militaire

<https://www.gcsp.ch/global-insights/lindignation-des-ukrainiens-peut-etre-un-avantage-militaire>

### 19 April | «Ich habe zwölf Jahre lang versucht, genau diesen Krieg zu verhindern»

<https://www.gcsp.ch/global-insights/ich-habe-zwölf-jahre-lang-versucht-genau-diesen-krieg-zu-verhindern>

### 20 April | La prise de Marioupol devient pressante pour Vladimir – Jean-Marc Rickli

<https://www.gcsp.ch/global-insights/la-prise-de-marioupol-devient-pressante-pour-vladimir-poutine>

### 21 April | Nuclear Threats: What Should You Know? – Maya Plentz

<https://www.gcsp.ch/global-insights/la-prise-de-marioupol-devient-pressante-pour-vladimir-poutine>

### 22 April | Can the TPNW Serve Ukraine? – Tobias Vestner and Juliette

François-Blouin  
<https://www.gcsp.ch/global-insights/can-tpnw-serve-ukraine>

### 22 April | Team Havel's Velvet Underground from Jagiellonian University Krakow Wins the 8th European Cyber 9/12 Strategy Challenge

<https://www.gcsp.ch/global-insights/team-havels-velvet-underground-jagiellonian-university-krakow-wins-8th-european>

### 28 April | Stopper les Russes ou les repousser hors d'Ukraine? – Jean-Marc Rickli

<https://www.gcsp.ch/global-insights/stopper-les-russes-ou-les-repousser-hors-dukaine>

## May

### 12 May | Tales from GCSP Alumni

<https://www.gcsp.ch/global-insights/tales-gcsp-alumni>

### 12 May | Announcing the Result of a GCSP Foundation Council's Vote

<https://www.gcsp.ch/global-insights/announcing-result-gcsp-foundation-councils-vote>

### 16 May | Avec cette guerre d'attrition, le temps joue en faveur des Ukrainiens

– Jean-Marc Rickli  
<https://www.gcsp.ch/global-insights/avec-cette-guerre-dattrition-le-temps-joue-en-faveur-des-ukrainiens>

**27 May | Invasion russe de l'Ukraine: des victoires tactiques mais un désastre stratégique** – Jean-Marc Rickli  
<https://www.gcsp.ch/global-insights/invasion-russe-de-lukraine-des-victoires-tactiques-mais-un-desastre-strategique>

## June

**8 June | The War in Ukraine and Nuclear Weapons: What Should We Fear?**  
 – Marc Finaud and Marie-Pia Norlain  
<https://www.gcsp.ch/global-insights/war-ukraine-and-nuclear-weapons-what-should-we-fear>

**14 June | Speech: Tidewater Dinner**  
<https://www.gcsp.ch/global-insights/speech-tidewater-dinner>

**21 June | GCSP Annual Report 2021**  
<https://www.gcsp.ch/global-insights/gcsp-annual-report-2021>

## July

**1 July | Sino-European Expert Working Group on the Application of International Law in Cyberspace**  
<https://www.gcsp.ch/global-insights/sino-european-expert-working-group-application-international-law-cyberspace-0>

**11 July | L'armée ukrainienne essaie de gagner du temps** – Jean-Marc Rickli  
<https://www.gcsp.ch/global-insights/larmee-ukrainienne-essaie-de-gagner-du-temps>

## October

**11 October | Speech: Normandy Initiative on Global Security and Catastrophic Risk**  
<https://www.gcsp.ch/global-insights/speech-normandy-initiative-global-security-and-catastrophic-risk>

## November

**1 November | Ecriture diplomatique** – Jean-David Levitte  
<https://www.gcsp.ch/global-insights/ecriture-diplomatique>

**10 November | Roundtable with US Think Tankers on the Global Implications of the War on Ukraine**  
<https://www.gcsp.ch/global-insights/roundtable-us-think-tankers-global-implications-war-ukraine>

**21 November | GlobalArctic Officially Joins the GCSP**  
<https://www.gcsp.ch/global-insights/globalarctic-officially-joins-gcsp>

**23 November | Thailand Becomes the 53rd Member to Join the Geneva Centre for Security Policy's Foundation Council**  
<https://www.gcsp.ch/global-insights/thailand-becomes-53rd-member-join-geneva-centre-security-policys-foundation-council>

**24 November | Three Ground-breaking Security Projects with Exceptional Promise Are Honoured with the 2022 GCSP Prize for Innovation in Global Security**  
<https://www.gcsp.ch/global-insights/three-ground-breaking-security-projects-exceptional-promise-are-honoured-2022-gcsp>

## December

**2 December | Speech: Sixty Years after the Cuban Missile Crisis: Lessons for the 21st Century**  
<https://www.gcsp.ch/global-insights/speech-sixty-years-after-cuban-missile-crisis-lessons-21st-century>

**13 December | Panel on the Nuclear Factor in Crisis Management: How to Reduce Risks?**  
<https://www.gcsp.ch/global-insights/panel-nuclear-factor-crisis-management-how-reduce-risks>

**27 December | Top 10 Content of 2022**  
<https://www.gcsp.ch/global-insights/top-10-content-2022>

## Video 2022

### February

**21 February | Webinar “Exploring Human Nature, Power and Policy”** – Alexandra Matas, Thomas Greminger, Nayef Al-Rodhan, Nicholas Niggli and Paul Vallet  
<https://www.gcsp.ch/digital-hub/webinar-exploring-human-nature-power-and-policy>

### June

**17 June | Preventing the Misuses of Emerging Technologies: What Governance Systems to Put in Place?** – Jean-Marc Rickli, Ricardo Chavarriaga, Sandra Scott-Hayward and Kevin Esvelt  
<https://www.gcsp.ch/digital-hub/preventing-misuses-emerging-technologies-what-governance-systems-put-place>

## July

**1 July | Managing 21st Century Peace and Security Challenges** – Fellows for Hope

<https://www.gcsp.ch/digital-hub/managing-21st-century-peace-and-security-challenges>

**6 July | The Art of Diplomacy** – A Geneva Security Debate – Wolfgang Ischinger and Thomas Greminger

<https://www.gcsp.ch/digital-hub/art-diplomacy-geneva-security-debate>

## September

**12 September | Impact of the War in Ukraine on Multilateralism and the World Order** – A Geneva Security Debate – Christina Schori Liang, Norbert Lammert, Christoph Heusgen and Thomas Greminger

<https://www.gcsp.ch/digital-hub/impact-war-ukraine-multilateralism-and-world-order-geneva-security-debate>

## October

**20 October | Reinvigorating the Protection of Civilians** – A Geneva Security Debate – Tobias Vestner, Thomas Greminger and Oksana Kikot

<https://www.gcsp.ch/digital-hub/reinvigorating-protection-civilians-geneva-security-debate>

**25 October | Sixty Years after the Cuban Missile Crisis: Lessons for the 21st Century** – A Geneva Security Debate – Thomas Greminger, Vladimir Orlov, William C. Potter, Sarah Bidggod, Elena Chernenko and Christina Schori Liang

<https://www.gcsp.ch/digital-hub/sixty-years-after-cuban-missile-crisis-lessons-21st-century-geneva-security-debate>

## November

**2 November | #LIMPACTYOUTH: Lead and Influence with Impact**

<https://www.gcsp.ch/digital-hub/limpactyouth-lead-and-influence-impact>

**2 November | Environment of Peace: Security in a New Era of Risk** – Jürg Lauber, Jörg Balsige, Sonia Peña Moreno, Claire McAllister and Anna Brach

<https://www.gcsp.ch/digital-hub/environment-peace-security-new-era-risk>

**11 November | A Crisis in Peacekeeping: What Room for Peace Operations in the New Agenda for Peace?** – Annika Hilding Norberg, Ian Martin, Leila Zerrougui, Jürg Lauber, Dennis Gyllensporre and Jibecke Joensson

<https://www.gcsp.ch/digital-hub/crisis-peacekeeping-what-room-peace-operations-new-agenda-peace>

**17 November | GCSP GANN 2022 Keynote Speech: The Global Repercussions of the War in Ukraine** – Thomas Greminger and Isabelle Gillet

<https://www.gcsp.ch/digital-hub/gcsp-gann-2022-keynote-speech-global-repercussions-war-ukraine>

**22 November | Ecological Threat Report 2022** – Building Resilience: Climate, Ecology and Conflict – Andrew Harper, Serge Stroobants, Mónica Ferro and Anna Brach

<https://www.gcsp.ch/digital-hub/ecological-threat-report-2022-building-resilience-climate-ecology-and-conflict>

## December

**16 December | The Future of the Caliphate?** – A Geneva Security Debate – Christina Schori Liang, Moctar Kané, Mamane Tassiou Amadou, Youssouf Ouattara, Yetunde Adegoke and Lilla Schumicky-Logan

<https://www.gcsp.ch/digital-hub/future-caliphate-geneva-security-debate>

# 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 2023	Actual 2022	Budget 2022	Actual 2021
<b>Expenses</b>				
Project related expenditure	7,403,320	5,781,657	6,360,110	4,787,401
Representation expenses	60,000	68,590	45,000	26,976
Administrative expenses	9,897,670	9,212,793	9,305,272	8,420,531
Depreciation and amortisation	-	49,557	-	44,663
Financial result	17,000	46,026	19,000	36,821
<b>Total expenses</b>	<b>17,377,990</b>	<b>15,161,623</b>	<b>15,729,382</b>	<b>13,316,392</b>
<b>Income</b>				
Contributions received	15,400,100	14,529,001	14,827,770	13,345,761
Other income	332,900	524,244	306,700	451,927
Change in fund capital	1,646,000	113,408	596,000	-327,997
<b>Total Income</b>	<b>17,379,000</b>	<b>15,166,653</b>	<b>15,730,470</b>	<b>13,469,692</b>
<b>Surplus for the year</b>	<b>1,010</b>	<b>5,030</b>	<b>1,088</b>	<b>153,300</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 31.12.2022 (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 Amanda Gorley**  
Permanent Representative of Australia to the United Nations and other International Organisations in Geneva



**Austria (1995)**  
**Lieutenant General Mag. Erich Csitkovits**  
 Commandant, National Defence Academy of Austria



**Azerbaijan (2002)**  
**Ambassador Galib Israfilov**  
 Permanent Representative of Azerbaijan to the United Nations Office and other International Organisations in Geneva



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



**Belgium (2002)**  
**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)**  
**TBC**  
 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 Erik Brøgger Rasmussen**  
 Permanent Representative of Denmark to the United Nations and other International Organisations in Geneva



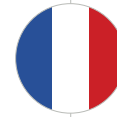
**Egypt (2010)**  
**Ambassador Ahmed Ihab Abdelahad Gamaleldin**  
 Permanent Representative of the Arab Republic of Egypt to the United Nations and other International Organisations in Geneva



**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 Camille Petit**  
 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)**  
**Brig. Gen. Maik Keller**  
 Chief of Security, Directorate-General for Security and Defence Policy, Federal Ministry of Defence



**Hungary (1995)**  
**Mr Peter Siklósi**  
 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 Noel White**

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



**Italy (1997)**

**Ambassador Leonardo Bencini**

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 Yerlan Alimbayev**

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



**Kyrgyz Republic (2003)**

**Ambassador Omar Sultanov**

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



**Latvia (2001)**

**Ms Ginta Brumane-Gromula**

Director, Defence Policy Department, Ministry of Defence of Latvia



**Lithuania (2001)**

**Ambassador Darius Staniulis**

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 Davaasuren Gerelmaa**

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



**Montenegro (2007)**

**Ambassador Slavica Milačić**

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



**Morocco (2009)**

**Ambassador Omar Zniber**

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



**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**

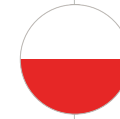
Permanent Representative of the Islamic Republic of Pakistan to the United Nations Office at Geneva



**Philippines (2012)**

**Ambassador Evan P. Garcia**

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



**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 Razvan Victor Rusu**

Permanent Representative of Romania 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 in Geneva



**Spain (2002)**  
**Ambassador Aurora Díaz-Rato Revuelta**  
 Permanent Representative of Spain to the United Nations Office and other International Organisations in 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 of 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)



**Thailand (2022)**  
**TBC**



**Türkiye (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 Gabe Chinchilla**  
 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 2022

## Associate Fellows

1. **AAmb. 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. **Lieut. Gen. (ret'd) Dominique Andrey**, former Military Advisor to the Swiss Ministry of Defence
6. **Mr Jose Victor Angelo**, Board Member of PeaceNexus and former Special Representative of the 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 at the Department of Politics, University of Antwerp, and Professor at the School of Political and Social Sciences, Université Catholique de Louvain, Belgium; Visiting Professor, University of Kent at Brussels
9. **Prof. Joseph Bahout**, Director, Issam Fares Institute for Public Policy and International Affairs, American University of Beirut
10. **Amb. Andrey G. Baklanov**, Head of the International Affairs Department of the Federation Council of the Russian Federal Assembly; Professor, Faculty of World Economy and International Affairs, School of International Regional Studies, HSE University
11. **Dr Paul Barnes**, Head, Risk and Resilience, Australian Strategic Policy Institute
12. **Mr Ben Baseley-Walker**, Partner, ANDART GLOBAL
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14. **Lieut. Gen. (ret'd) André Blattmann**, former Chief of the Swiss Armed Forces
15. **Amb. Barbara K. Bodine**, Director of the Institute for the Study of Diplomacy at the 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 cyber security strategy and technology policy
20. **Mr Oli Brown**, Associate Fellow, Chatham House; Senior Advisor, TrustWorks Global; Trustee, Conflict and Environment Observatory
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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 Organisation
24. **Mr Aapo Cederberg**, CEO and Co-founder of Cyberwatch Finland
25. **Amb. Oleksandr Chalyi**, former First Deputy Minister, Ministry of Foreign Affairs, Ukraine
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28. **Dr Selmo Cikotic**, former Minister of Defence of Bosnia and Herzegovina; Country Manager, Centre for the Development of Relations with Bosnia and Herzegovina
29. **Dr Caty Clément**, academic, consultant, practitioner
30. **Mr Xavier Colin**, former Editorial Producer and Presenter, Geopolitics Magazine, RTS and TV5Monde

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33. **Mr Nicholas Davis**, Head of Society and Innovation and member of the Executive Committee at the World Economic Forum
34. **Gen. Yves De Kermabon**, Special Advisor to NATO; Vice President, Mars Analogies
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48. **Dr Laura Hammond**, Head of Department and Senior Lecturer, Department of Development Studies, School of Oriental and African Studies, London
49. **Prof. David Heymann**, Head and Senior Fellow, Centre on Global Health Security, Chatham House; Chairman, Public Health England
50. **Ms Natascha Hryckow**, former Coordinator, United Nations Panel of Experts on Somalia
51. **Amb. Wolfgang Ischinger**, Chairman, Munich Security Conference
52. **Mr Perrti Jalasvirta**, CEO of Jalasvirta Group
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54. **Ms Angela Kane**, former High Representative for Disarmament Affairs, United Nations Office for Disarmament Affairs; Senior Fellow, Vienna Centre for Non-Proliferation and Disarmament
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56. **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
57. **Prof. Catherine Kelleher**, College Park Professor, School of Public Policy, University of Maryland
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62. **Mr Antoine Laham**, Senior Political Officer, Office of the Joint Special Representative for the UN and League of Arab States for Syria
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- 64. Dr Robert Litwak**, Vice President for Scholars, Director of International Security Studies, Woodrow Wilson International Center for Scholars
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- 66. 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
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- 68. Dr Alvaro Mendez**, Co-director, Global South Unit, London School of Economics and Political Science (LSE); Senior Associate Fellow, LSE IDEAS
- 69. Ms Monica Mendez Caballero**, Gender, Peace and Security Policy Advisor; Foresight Practitioner, GCSP and member of the OECD Government Foresight Community, the WIIS (Women in International Security) Next Generation Fellows, and Amassuru: Women in Security and Defense in Latin America and the Caribbean
- 70. Mr Theodore Murphy**, Director for Special Assignments, Berghof Foundation, Berlin, Germany
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- 72. 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
- 73. Ms S. Michele Nix**, former Senior Strategist and Chief Communications Officer, Ridge Global
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- 76. Prof. Dr Etienne Piguet**, Professor of the Geography of Mobilities, University of Neuchâtel
- 77. Prof. Paul R. Pillar**, former CIA Senior Analyst and Manager; Non-resident Senior Fellow, Center for Security Studies, Georgetown University
- 78. Mr Dave Piscitello**, Vice President Security and ICT Coordination, ICANN
- 79. Dr Gilles Pומרol**, former Acting Chief, International Health Regulations Secretariat and Global Functions, World Health Organisation
- 80. Amb. Michael Reiterer**, Distinguished Professor at the Centre for Security, Diplomacy and Strategy of the Brussels School of Governance
- 81. 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
- 82. Prof. Adam Daniel Rotfeld**, former Minister of Foreign Affairs of Poland
- 83. Prof. René Schwok**, Director, Global Studies Institute, University of Geneva
- 84. Mr Tim Sebastian**, Host of DW's flagship interview programme Conflict Zone and original presenter of the BBC's HARDtalk programme
- 85. 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
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- 87. Dr Waheguru Pal Singh Sidhu**, Non-resident Senior Fellow, Brookings India
- 88. Prof. Timothy Sisk**, Professor and Associate Dean for Research, Josef Korbel School of International Studies, University of Denver
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- 90. Mr Scott Spence**, Expert to the Security Council Committee established pursuant to UN Security Council Resolution 1540 (2004)
- 91. Prof. Gareth Stansfield**, Professor of Middle East Politics and the Al-Qasimi Chair of Arab Gulf Studies, University of Exeter
- 92. Adm.-USN (ret'd) James Stavridis**, Dean, Fletcher School of Law and Diplomacy, Tufts University; former Supreme Allied Commander, NATO
- 93. Mr Matthias Stiefel**, Founder and Vice Chairman, Interpeace; Managing Director, Stiefel, Irvin and Associates SA and Andorinha Lda
- 94. Dr Andreea Stoian Karadeli**, independent expert on counter-terrorism and national security
- 95. Col. (GS, ret'd) Johan Swennen**, former Deputy Commander, Military Intelligence and Security Service, Belgian Armed Forces
- 96. Amb. Fred Tanner**, Visiting Professor at the Graduate Institute, Geneva; former Senior Advisor to the OSCE Secretary-General and former Director, GCSP

97. **Mr Jean-Pierre Therre**, Executive Vice President, Head of Technology Risk and Corporate Continuity Management, Pictet Group
98. **Dr Dmitri V. Trenin**, Director, Moscow Center, Carnegie Endowment for International Peace
99. **Dr Paul Vallet**, Lecturer and Researcher in European, American and Russian History
100. **Amb. D.B. Venkatesh Varma**, former Ambassador of India to the Russian Federation
101. **Dr Alexandre Vautravers**, Security Expert, Global Studies Institute, University of Geneva; Editor-in-Chief, Revue Militaire Suisse
102. **Mr Alexander Verbeek**, Founder, Institute for Planetary Security
103. **Dr Konrade von Bremen MD**, CEO of SWAN Isotopen AG
104. **Amb. Franz von Daeniken**, former State Secretary and Political Director in the Swiss Foreign Ministry
105. **Mr Karim Wasfi**, Founder of Peace through Art and former Chief Conductor and Director of the Iraqi National Symphony Orchestra
106. **Prof. Dr Andreas Wenger**, Professor, International and Swiss Security Policy and Director, Centre for Security Studies, ETH Zurich
107. **Dr Carsten Wieland**, Political Advisor and former Senior Expert for Intra-Syrian Talks in the Office of the Special Envoy for Syria, UN Office in Geneva
108. **Ms Mona Yacoubian**, Senior Advisor on Syria, the Middle East and North Africa, United States Institute of Peace
109. **Mr Vicente Paolo Yu**, independent consultant, Senior Legal Adviser with the Third World Network, Visiting Research Fellow at the UN Research Institute for Social Development

## Government Fellows

1. **Capt. James E. Fanell**, former Director of Intelligence and Information Operations for the US Pacific Fleet, US Navy
2. **Ms Anna Nikitin**, Researcher, Finnish Defence Forces
3. **Mr Reza Pourmand-Tehrani**, former Deputy Permanent Representative of the Islamic Republic of Iran to the Organization for the Prohibition of Chemical Weapons
4. **Mr Stéphane Rey**, member of the UN Secretary-General's Peacebuilding Fund Advisory Group and former Head of the Human Security Division (Peace and Human Rights Division), Swiss Federal Department of Foreign Affairs, Bern

## Executives-in-Residence

1. **Mr Ali Ahmadi**, External Research Fellow at Vocal Europe
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3. **H.E. Abdisaid Muse Ali**, former Minister of Foreign Affairs, Somalia
4. **Mr Didier Allaz**, former Director, Convention Bureau, Geneva Tourism and Conventions Foundation
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6. **Mr Jorge Cachinero**, former Director of Global Advocacy, World Road Transport Organisation
7. **Mr Pablo E. Carrillo**, former Chief of Staff to Senator John McCain
8. **Mr Ricardo Andres Chavarriaga Lozano**, scientist, 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 and translator for the Austrian Criminal Police Department and for 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. **Mr John Erath**, former Deputy Senior Director for European Affairs at the US National Security Council
13. **Dr Kevin Esvelt**, Polymath Fellow, Leader, Sculpting Evolution Group; Assistant Professor, Massachusetts Institute of Technology Media Lab
14. **Assoc. Prof. Oreste Foppiani**, Visiting Fellow and Associate Professor of International History and Politics at the European University Institute's Robert Schuman Centre for Advanced Studies
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16. **Dr Beat Habegger**, independent advisor; former Head Political Risk Management and Deputy Head Sustainability Risk Management of Swiss Re Ltd.
17. **Mr Abdul Hamid Ibrahimi**, former Capacity Support Manager/Acting Head of the Explosive Ordnance Risk Education Department; Directorate of Mine Action Coordination and the United Nations led-Mine Action Coordination Centre for Afghanistan
18. **Mr Wali Jabarkhil**, former Director General of Logistics and Support of the Afghan Security Forces in the Ministry of the Interior of the Government of Afghanistan
19. **Prof. William Jannace**, Adjunct Professor, Fordham School of Law and Metropolitan College; expert witness and consultant, Bates Group
20. **Mr Itonde Kakoma**, Director for Global Strategy, Crisis Management Initiative, Head of Delegation and Permanent Representative to the African Union, International Federation of Red Cross and Red Crescent Societies
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25. **Ms Misha Nagelmackers-Voinov**, former member of the leadership of BCGE
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27. **Mr Issaka Ouedraogo-Iseli**, Intelligence Analyst and former Deputy Team Leader Africa Desk, Federal Department of Defence, Federal Intelligence Service, Strategic Analysis Division, Bern
28. **Mr Grégoire Patte**, former Mission Planning Officer, Strategic Planning Unit, United Nations Multidimensional Integrated Stabilization Mission in Mali
29. **Mr Salvatore Pedulla**, Head of the Civil Society Support Room in the Office of the UN Special Envoy for Syria at the United Nations
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35. **Dr Sandra Scott Hayward**, Polymath Fellow, Senior Lecturer, School of Electronics, Electrical Engineering and Computer Science, Queen's University Belfast
36. **Mr Marc-André Siegrist**, Economic Development Officer, Department of Economic Development, State and Canton of Geneva
37. **Mr Laurent Sierro**, journalist, ATS
38. **Dr Dmitry Skorobutov**, political journalist and advisor
39. **Mr Michael Stavneak**, Director, Women Rehabilitation Organization, Iraq
40. **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

41. **Dr Djacoba Liva Tehindrazanarivelo**, former Minister of Foreign Affairs, Republic of Madagascar, and International Law Professor and Researcher
42. **Mr Ye Minn Thein**, former Minister Counsellor of Myanmar to the United Nations in New York
43. **Prof. Valentin YAKUSHIK**, former Professor, Department of International Relations and Social Sciences, National University of Life and Environmental Sciences of Ukraine

### Doctoral Fellows

1. **Dr Katayoun Formica Hosseinnejad**, Senior Researcher, Bulan Institute for Peace Innovations, Geneva
2. **Ms Melanie Sauter**, PhD researcher, European University Institute, Florence
3. **Mr Brian Hyouk Son**, PhD candidate in Development Studies at the University of Cambridge; Senior Policy Officer, Department of Health, Australia

### Young Leaders in Foreign and Security Policy

1. **Mr Hafez Abuadwan**, candidate, Master's in Development Studies, IHEID
2. **Ms Armine Arzumanyan**, candidate, International Master's in Security, Intelligence and Strategic Studies, University of Glasgow
3. **Ms Francesca Buratti**, China Subject Matter Expert, Strategic Foresight Branch, NATO Headquarters Supreme Allied Commander Transformation Norfolk, USA
4. **Ms Clara Cotillas Torres**, candidate, International Master's in Security, Intelligence and Strategic Studies, University of Glasgow
5. **Ms Ana Julia Dantas**, candidate, International Master's in Security, Intelligence and Strategic Studies, University of Glasgow
6. **Mr Vaibhav Dewan**, candidate, International Master's 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 Fatema Jafari**, Rotary Peace Fellow and MA candidate in Peace and Development, Bradford University
9. **Ms Mia Therese Jamili**, Public-Private Partnerships Strategist, Programme

Oversight Lead, and Communications Manager

10. **Ms Elene Janadze**, graduate, International Master's in Security, Intelligence and Strategic Studies, Glasgow University
11. **Ms Jelena Jevtic**, candidate, International Master's in Security, Intelligence and Strategic Studies, University of Glasgow
12. **Mr Fredrik Nilsson**, MA candidate in Diplomacy and International Relations, Seton Hall University
13. **Mr Huseyn Panahov**, MA candidate in Communication, Culture and Technology, Georgetown University
14. **Ms Nadira Mukhamejan**, candidate, International Master's in Security, Intelligence and Strategic Studies, University of Glasgow
15. **Ms Adiba Qasim**, Middle East freelance journalist and human rights advocate
16. **Ms Rishma Vora**, BS candidate in Foreign Service, Georgetown University





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