

Changing the world one class at a time

Annual report 2015

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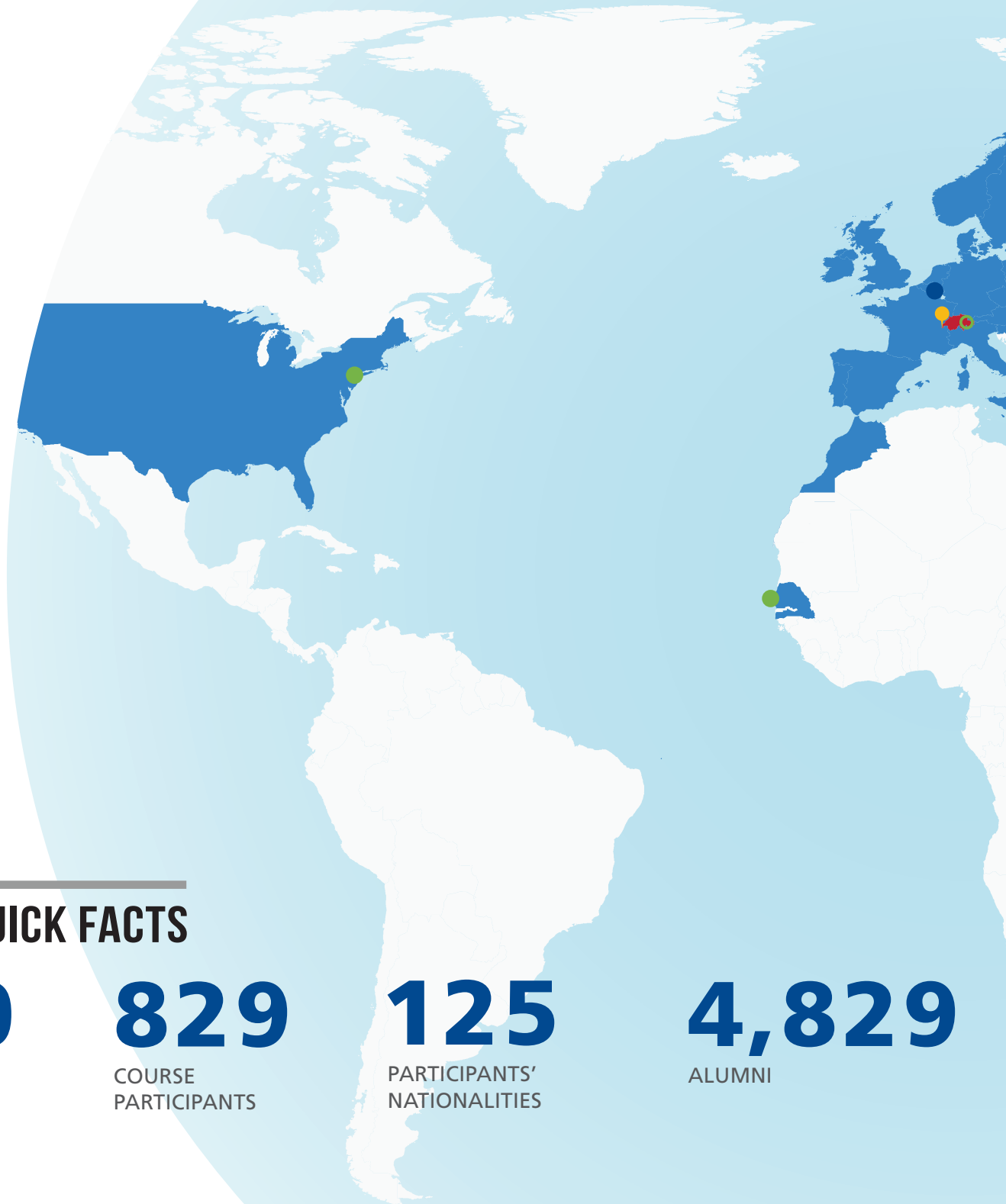
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The GOSP at a glance



✓ QUICK FACTS

40

COURSES

829




COURSE PARTICIPANTS

125

PARTICIPANTS' NATIONALITIES

4,829

ALUMNI

-  Foundation Council member states
-  Non-members
-  Switzerland - GOSP headquarters

Introduction

20 YEARS...

The Geneva Centre for Security Policy (GCSP) equips policymakers and executives with the skills to develop forward-thinking and innovative solutions to deal with an ever-changing security landscape.

The Centre does this through executive education, applied policy analysis, public discussions and closed professional meetings.

● GCSP
Geneva, Switzerland

● Courses and events

- Amman, Jordan
- Sarajevo, Bosnia and Herzegovina
- Dakar, Senegal
- Addis Ababa, Ethiopia
- Bangkok, Thailand
- Stadtschlaining, Austria
- Stans, Switzerland
- New York, USA

● Alumni hubs

- Brussels, Belgium
- Stockholm, Sweden

43
EVENTS

40
PUBLICATIONS

500+
SPEAKERS

Introduction

Message from the director



When speaking with GCSP course participants, alumni, and fellows, but also with friends and supporters from member states, we understand that effective 21st century peace and security policymaking necessitates thinking beyond traditional boundaries. And above all, it requires talented leaders who make a difference in advancing peace and security worldwide.

“At the GCSP, we help decision-makers to update their knowledge base, hone their skills and reinvent themselves so that they can make change happen..”

We nurture and grow their ability to drive change effectively, within their organizations and societies. We have done so successfully for the last 20 years, and looked back to past achievements during our 2015 anniversary celebrations.

This report offers a snapshot of how we achieved results in 2015. You will discover how we contributed to strengthening effective decision-making by developing talent, providing evidence for informed decision-making, and fostering exchange and dialogue.

In its 20th year of existence, the GCSP has yielded significant milestones:

- Last year, we ran 14 new executive programmes, addressing issues such as foresight and strategic planning, new warfare and disruptive technologies, as well as creative diplomacy and security implications of climate change.
- For the first time in GCSP's history, an executive programme was held in Bangkok, extending GCSP's reach to Southeast Asia.
- We could also contribute to fostering strategic thinking in the field of cyber security, when hosting together with The Atlantic Council the first ever European Cyber 9/12 Student Challenge.
- A new Alliance for Advancing Leadership in Peace and Security was launched in partnership with the Center for Creative Leadership.
- Under the umbrella of its Creativity and Innovation Initiative, the GCSP together with high-caliber judges awarded the first GCSP Prize for Innovation in Global Security.
- The Geneva Security Debates—a new Oxford-style debate series—was launched in October 2015.
- Finally, the policy analysis publications have been revamped, allowing GCSP's participants to keep up with current issues.

I would like to seize this opportunity to thank our alumni, fellows, partners and staff for their continued commitment and support over the past year. I look forward to continuing to work with you in order to create lasting value and impact.

Ambassador Christian Dussey
Director
Geneva Centre for Security Policy

The GCSP story



✓ QUICK FACTS

The GCSP is an international foundation created 20 years ago on the initiative of the Swiss Confederation.

What was to become the Geneva Centre for Security Policy had its roots in a training programme designed at the initiative of the Swiss Confederation to strengthen national expertise in the field of disarmament during the Cold War. While putting in place a nine-month executive course to train government officials in pertinent international security-related issues, the GCSP's founding fathers were forced to look long and hard at what the focus of this course should be. It quickly turned out that there was a pressing need for comprehensive security training, not only in Switzerland, but also in many other European countries—and beyond. It was therefore only logical in 1995 to create a foundation at the initiative of the Swiss Government, with the support and guidance of an international Foundation Council.

With Switzerland's participation in the Partnership for Peace (PfP) a year later—an initiative led by the North Atlantic Treaty Organization (NATO) to enhance transatlantic security cooperation—and

its affiliation with the Euro-Atlantic Partnership Council, in 1997 the groundwork was laid for the GCSP to become a valuable tool of Swiss foreign and security policy, or as the then-GCSP director, Ambassador Theodor Winkler, has put it “une place d'armes pour la paix”. Since its creation 20 years ago the GCSP has become a reputable institution delivering high-quality executive education programmes in international security policy, not only for participants in Switzerland and Europe, but also worldwide. In addition, the GCSP has made its mark as an institution producing and disseminating policy-relevant ideas in specific issue areas, as well as a platform for dialogue and exchange in “International Geneva”.

How the GCSP gets results

WHO WE ARE

WHAT WE DO

Expertise in providing highly interactive and participatory learning

Experience of providing opportunities for dialogue and exchange

Richly diverse learning environment

Global network of experts

Global Fellowship Initiative

Dedicated and diverse staff

Contributions from member states

Strategic location at the Maison de la paix

Strong partnerships

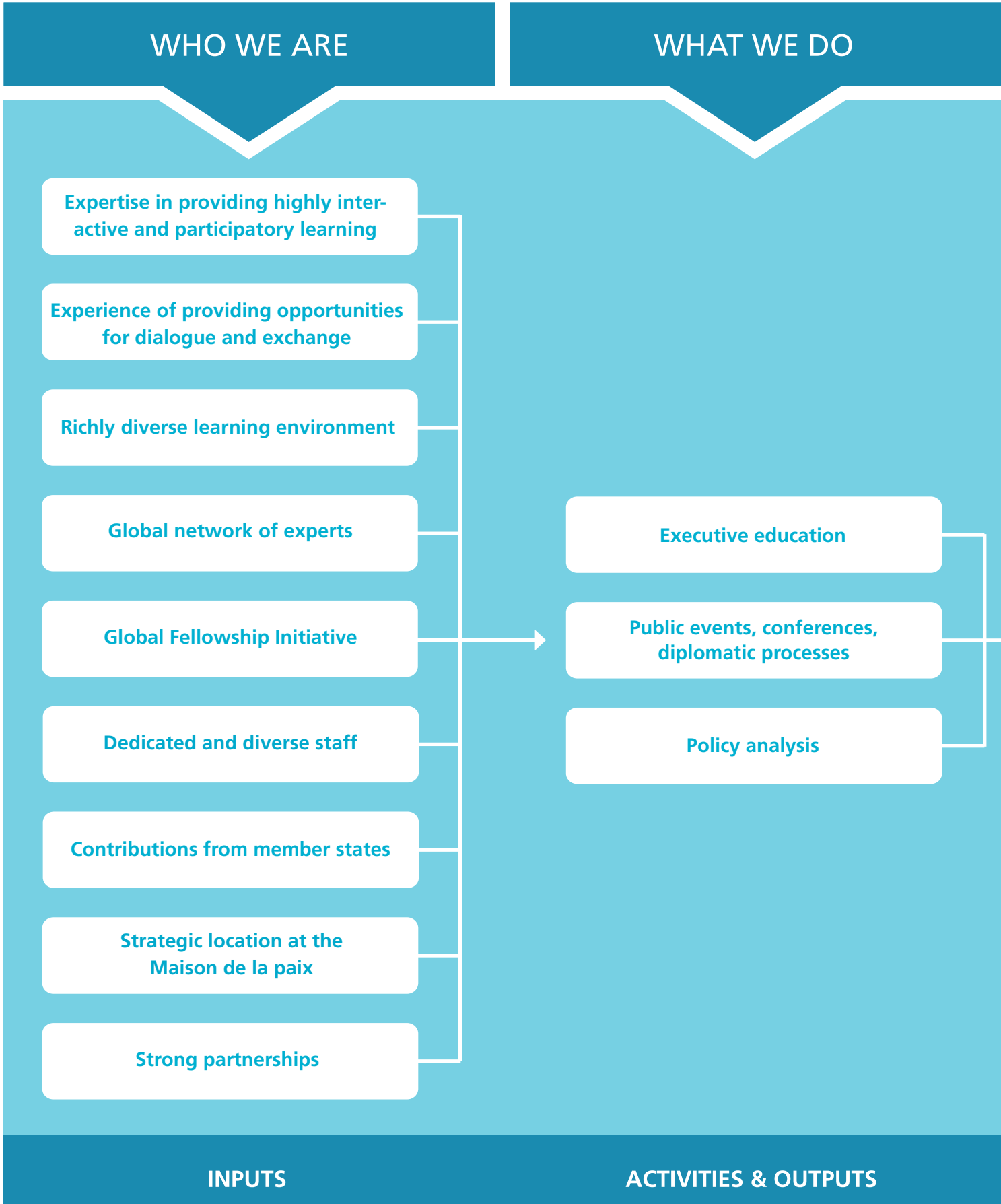
Executive education

Public events, conferences, diplomatic processes

Policy analysis

INPUTS

ACTIVITIES & OUTPUTS



RESULTS WE ACHIEVE

Increased knowledge

Enhanced skill sets

Transformed attitudes

A stronger organizational /
institutional culture

Advanced leadership

Stronger national and
international networks

More effective foreign
policy-, security- and
peace-related
decision-making

OUTCOMES

IMPACT

Our mission and background

Changing the world one class at a time

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

In a world where peace and security are constantly challenged by a rapidly changing ecosystem, the emergence of unexpected threats and constantly increasing tangled constellations, there has to be change in the way organisations operate and make decisions.

Building knowledge and enhancing skills in shaping transformation

Navigating complexity and uncertainty requires courageous, creative and innovative leadership, based on resilience, foresight and versatility. The GCSP helps decision-makers update their knowledge base, hone their skills and reinvent themselves so that they can make change happen.

Delivering executive programmes, providing policy analysis and promoting dialogue

We develop global leaders from a variety of professional backgrounds and geographical origins, promoting intellectual and cultural diversity, to encourage the exchange of different views and perspectives. The GCSP is proud to be one of Geneva's Gender Champions, actively promoting diversity and gender equality. The GCSP offers a unique combination of knowledge and experience, and the space for building a collaborative global community of peace and security leaders.

Applying a comprehensive approach

Leveraging our 20 years of experience, we adopt a comprehensive entrepreneurial approach that fosters the development of new ideas and fresh concepts to create lasting value and impact. We attract outstanding expert practitioners, renowned academics and first-rate facilitators. The GCSP's highly interactive and participatory environment encourages knowledge co-creation in support of innovative solutions to peace and security challenges.





Our mission and background

✓ QUICK FACTS

Every year the GCSP trains some **800 national and international officials** and executives designated for high-level positions from government, business, and civil society.

How we fulfil our mission

In order to achieve an impact, the GCSP focuses on three specific lines of activity: delivering executive education programmes, generating policy-relevant ideas, and promoting dialogue and exchange. These three roles are closely intertwined and mutually reinforcing, but executive education is the organization's main activity.

➔ Delivering executive education programmes

Dealing with ambiguities and dilemmas, learning from failures, managing the complexity of international security policy—all these challenges require critical thinking, imagination, innovative problem-solving skills, and a solid knowledge of today's multilayered security environment. Every year the GCSP trains some 800 national and international officials and executives designated for high-level positions from government, business, and civil society in pertinent fields of international security policy. The GCSP's course directors and teaching staff attach great importance not only to enhancing participants' understanding of a rapidly changing world, but also to fostering their interpersonal competences and skills necessary to untangle complexity and sustainably impact the decision-making processes in their respective organizations and countries. In 2015 the GCSP ran a total of 40 courses, including open-enrolment and tailor-made modules for partners in Geneva and abroad.

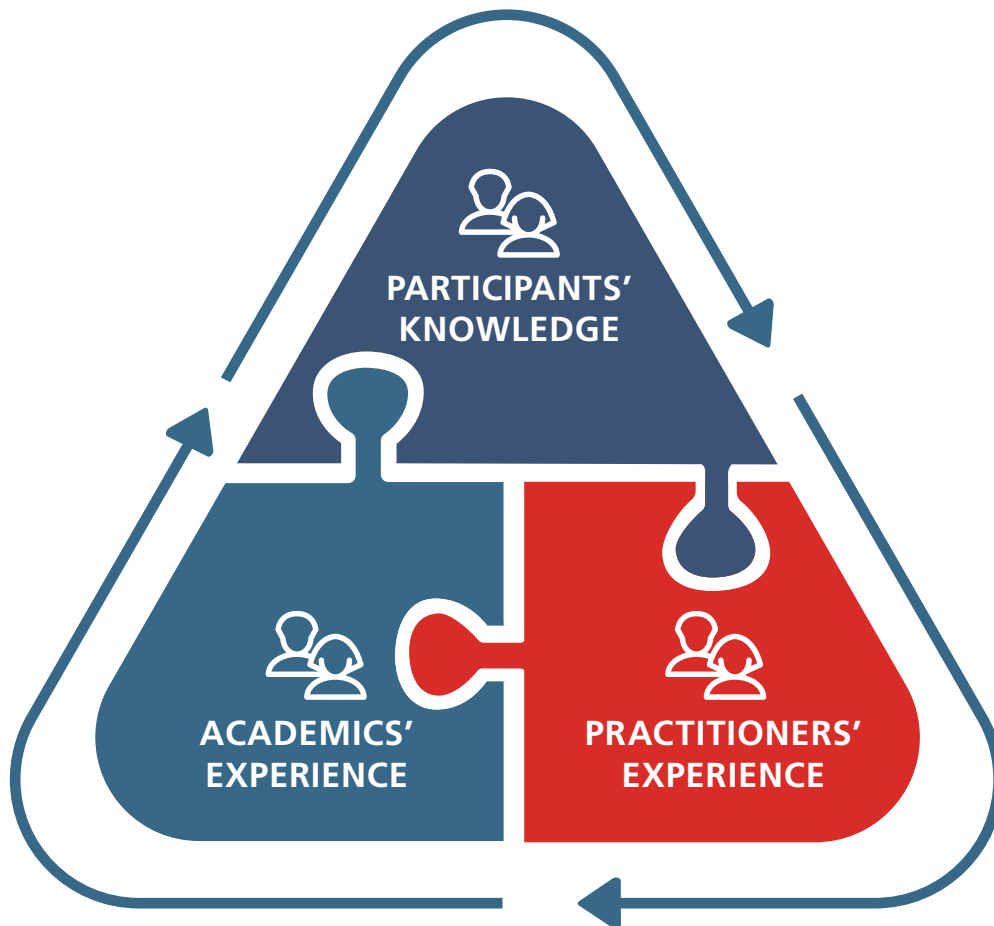
➔ Developing policy-relevant analysis

We live in a highly interconnected world marked by ongoing, far-reaching transformations that are occurring both gradually and abruptly, on various levels, and in multiple spheres. Today's security challenges are manifold, with intricate, interwoven, and interdependent patterns. The GCSP aims to contribute to a better understanding of the complexity of current global circumstances and to enhancing global responsiveness to future challenges through publications, public events, conferences, and expert comments in the media. The GCSP's development and dissemination of policy-relevant ideas is also an important part of its success in delivering high-quality executive education programmes.

➔ Promoting dialogue and exchange

The unique combination of the GCSP's location; commitment to inclusiveness, impartiality, and independence; and professionally rich and geographically diverse expert base constitutes the foundation of the Centre's recognized role as a platform for dialogue and exchange.

A unique approach: The GCSP way



The GCSP focuses its activities on 20 key thematic clusters:

- Leadership and Strategy
- Reinventing Peacebuilding
- Crisis Management
- Resilience
- Regional Challenges
- Defence Diplomacy
- Political Transitions
- Institutional Cooperation
- Gender and Security
- Cyber Security
- Terrorism and Organised Crime
- Arms Proliferation
- Security and Law
- Culture and Security
- Strategic Foresight
- Human Security
- Geopolitics and Governance Paradigms
- Space Security
- Disruptive Technologies
- Global Security

Making an impact

Educating international peace and security leaders

✓ QUICK FACTS

- 40 courses in total
- 14 new courses
- 829 participants
- 125 countries of origin
- 400+ expert speakers

The main way in which the GCSP creates a community of influential policymakers and leaders is through executive education. In 2015 we presented 40 courses (including 14 new ones) to a total of 829 participants (21 per cent more than the previous year), in which we covered a wide range of pressing issues. We did this by developing both the skills and knowledge of participants from 125 countries who worked in governments, civil society organizations, militaries, and private companies. The courses were taught by more than 400 in-house and external experts and practitioners.

➔ Developing leadership in global security



Leadership is a key skill for modern security policy professionals and a core focus at the GCSP. Educating leaders for the security challenges of tomorrow requires an understanding of the nature of global conflict, the prospects for greater cooperation, and the balance between the two. It also requires leaders to develop new skills that empower them to influence political outcomes, know how to advocate for peace, and find creative solutions to complex security problems.

To address the challenges of educating a new generation of global leaders, the GCSP held the first edition of the **Leadership in International Security Course (LISC)** in 2015. The LISC builds on the 29-year history and global reputation of the International Training Course (ITC) in Security Policy. This regeneration of course content and curriculum reflects the GCSP's response to the evolution of changes in the field of executive

education, adapted to real-world circumstances. During the course, participants are given the opportunity to enhance their individual leadership skills and knowledge of organizational leadership in order to achieve a commonly accepted understanding of societal leadership skills that can enhance peace and security.

The LISC continues to deliver excellence in teaching and learning, with renewed opportunities for participants to engage with academic experts and practitioners, and to network among a range of government agencies, the private sector, and international institutions throughout Europe. The course also reflects the GCSP's increasingly global connections, with participants from 24 countries across the globe, including for the first time from the Democratic Republic of the Congo, Indonesia, Laos, the Philippines, and Tajikistan. The LISC continues to form part of the Master of Advanced Studies in International and European Security, which is jointly run with and accredited by the University of Geneva's Global Studies Institute.

The **19th European Training Course in Security Policy (ETC)**: "Examining Global Security Challenges Relative to Europe", focuses on European security in a regional and global context in order better to assess the interconnectedness of transnational threats and responses. The course deepened participants'

Making an impact

understanding of the security policy challenges faced by Europe and explored innovative policy solutions to global challenges.

Over the course of eight weeks, 21 participants from 20 countries around the world worked closely with one another, sharing experiences from their diverse backgrounds in various government ministries and NGOs. Participants from Indonesia, Kuwait, the Philippines, and Senegal attended for the first time, further broadening the GCSP's international reach. Notably, this was the first time in which women ETC participants outnumbered the men—a laudable achievement in terms of the equitable participation of professionals in the field of security policy. Esteemed GCSP alumna Ambassador Maria Ciobanu (ITC 1997-98) of the Permanent Mission of Romania in Geneva gave the farewell address, in which she spoke of the challenges facing Europe and the lifelong value of the GCSP family.

To foster greater collaboration on global leadership challenges, the GCSP has signed a formal partnership agreement with the Center for Creative Leadership (CCL), based in the United States. The **GCSP-CCL Leadership Alliance** was launched in November 2015 as a first-of-its-kind collaboration to advance the effectiveness of leadership training in public, private, and civil society organizations, especially those dedicated to advancing peace and security.

A key component of the GCSP-CCL Leadership Alliance is the desire to match individual and group leadership training with a comprehensive understanding of contemporary security challenges such as peacebuilding, crisis management, and national resilience.

Although the body of knowledge about peacebuilding is growing, it is not clear what makes modern peacebuilding effective. Similarly, considerable knowledge exists on leadership training, but often fails to permeate into the peacebuilding field. To address this particular challenge, the GCSP emphasizes education outcomes that build leadership in peacebuilding. Through the **Senior-level Peacebuilding Course** we provide an opportunity for senior leaders operating in volatile environments to enhance their understanding of sustainable peacebuilding and leadership styles. The 22 participants of

the 2015 course included a mixture of national and international actors, inter-governmental and non-governmental participants, and women and men. The course is conducted in partnership with the Centre for the Democratic Control of Armed Forces and the United Nations Institute for Training and Research on behalf of Switzerland's Federal Department of Foreign Affairs.

These courses are supplemented by the GCSP's longstanding commitment to the Swiss Expert Pool for Civilian Peacebuilding. The annual **Peacebuilding Training Course** in Stans (Switzerland) continues to deliver a comprehensive set of knowledge and skills for practitioners before they are posted to peacekeeping missions around the world. Participants are drawn from a variety of backgrounds; from the civil, police, and military sectors; and from countries across Europe, Africa, and Asia.

“Preparing leaders also means training them to make better decisions.”

In 2015 the GCSP conducted the first of our **Crisis Decision-Making** courses, as a practical guide for mid- to senior-level professionals to fine-tune the art of decision-making. Leadership skills are the key to deepening participants' knowledge of crisis decision-making processes. In this context we offer the opportunity to explore at a personal, cultural, and organizational level the skills needed to perform effectively in tense or difficult situations. Participants become more resilient by exploring the skills and behaviours needed to overcome challenges and setbacks.

Through its various peacebuilding and leadership courses the GCSP trained more than 200 professionals from around the world in 2015 alone.

QUICK FACTS

The Center for Creative Leadership (CCL) is a top-ranked, global provider of executive education that accelerates strategy and results by unlocking the leadership potential of individuals and organizations. Founded in 1970, CCL offers an array of research-based programs, products and services for leaders at all levels. Ranked among the world's Top 10 providers of executive education by Businessweek and the Financial Times, CCL is headquartered in Greensboro, USA, with offices around the world.

Making an impact

➔ Building capacities worldwide



✓ QUICK FACTS

The GCSP has provided bespoke educational opportunities to political advisors since 2012.

“Building capacities involves not only developing individual knowledge and skills, but also enabling leaders to share what they have learned with their colleagues and societies.”

The GCSP recognizes the importance of building the capacities of policymakers around the world. This involves not only developing individual knowledge and skills, but also enabling our course participants to share what they have learned with their colleagues and societies. We do this in a number of ways, including focusing on targeted professions and societies, and holding open-enrolment courses where participants can share knowledge across silos.

The course on **International Relations and Human Security** for participants from Myanmar, launched after Swiss Federal Counsellor and head of the Federal Department of Foreign Affairs Didier Burkhalter's visit to Myanmar in 2011, for example, contributes to the democratization of that country. Having completed the third edition in 2015, the course content covers a wide spectrum of international relations issues, including democratization and human security. The course equips participants with the knowledge and skills that will allow them to successfully build the future of their country. It allows them to meet and engage with academics and practitioners from different spheres, and establish contacts with their fellow citizens from various state ministries, the military, parliament, and civil society.

Previously they were rarely able to do this, but after completing the course they are able to maintain their connections and collaborate after returning to Myanmar.

In 2015 we offered the first course on **Understanding and Navigating Political Transitions** for representatives of civil society, international organizations, and the private sector working with and in countries in transition. The course not only provided participants with an understanding of the processes and modes of political transition, but also equipped them with tools to cope with the many and varied challenges linked to transition.

Political advisors are instrumental actors in the decision-making processes of peace and security efforts, and their effectiveness is of fundamental importance to those efforts. Their duties require them to synthesize information rapidly, develop a comprehensive understanding of the context and key issues, and communicate their analysis to their institutions at varying levels while building and nurturing meaningful relationships. This course builds the skill sets and networks that political advisors need to carry out their work.

By supporting worldwide capacity-building activities, the GCSP has provided bespoke educational opportunities to political advisors since 2012. The participants in the July 2015 edition of the course reached new levels of national and institutional diversity. Sessions focused on the skills required for providing effective political advice, including conflict and political analysis, political reporting, briefing, mediation, communication, and working with the media. Theory was put into practice through multiple case studies, with subjects ranging from the status of Palestinian refugees in Lebanon to the power of al-Shabaab, and from the application of the European Neighbourhood Policy in Ukraine to Syrian governance.

The knowledge shared by the experts who presented the course was complemented by the exchange of experiences among the participants themselves. This interactive course created space for these shared lessons, either through plenary discussions, small group work, or informal networking time outside the classroom.

Making an impact

The role of military officers, diplomats, and senior officials involved in defence and diplomacy is important and manifold. Once deployed, they are legal military surveyors who must be capable of assessing security changes and risks.

Many countries do not have the expertise required to train them, especially with regard to the international dimension of their work.

In 2015 the GCSP organized courses for **defence attachés** in South-Eastern Europe, West Africa, East Africa, and the Middle East. One course took place in Geneva, which was also open to participants of the European Training Course in Security Policy and the Leadership in International Security Course, while a new course for South/South-East Asia is also in preparation.

These courses are part of wider strategic cooperation between the GCSP and the Swiss Department of Defence, International Relations Defence.

The course on **Building Capacities for Effective Implementation of the Arms Trade Treaty (ATT)** serves to equip international security leaders with the knowledge and insights needed to address emerging challenges surrounding this treaty. In this particular course experts provide participants with the specific knowledge and tools needed to implement the requirements of the ATT (which seeks to regulate the international trade in conventional weapons, and prevent the diversion of arms and ammunition). For countries that have acceded to the treaty, but have limited implementation capacity.

“The Building Capacities for Effective Implementation of the Arms Trade Treaty course offers a niche opportunity to build the necessary expertise and limit vulnerability to the pitfalls of the implementation process.”

Throughout the various capacity-building courses, training methodologies are customized to the specific needs of participants, who are exposed to experienced practitioners and scholars. Discussions are encouraged and represent an important opportunity for participants to improve their knowledge and develop their analytical skills.

➔ Addressing emerging transnational challenges

Effective policymaking at the national and international levels places a premium on recognizing and understanding emerging transnational challenges. For international security leaders, this requires the ability to identify transnational challenges at an early stage, comprehend their possible effects on other issue areas, and gauge their possible consequences. At the GCSP a range of executive education courses are tailored to build participants' awareness of emerging transnational issues and provide them with the tools necessary to address them.



An essential prerequisite for dealing with emerging transnational challenges is early warning. To develop this capacity, in 2015 the GCSP developed a course on **Foresight and Strategic Planning**. The curriculum is specifically designed to provide participants with an overview of both quantitative and qualitative foresight methods. To strengthen their understanding of these methods, group exercises allow participants to design a foresight process and determine the circumstances under which specific gathering, interpretive, and prospective methodologies may be applied. Besides enabling participants to become more familiar with foresight methodologies, exercises such as these also help them to gauge which methodology should be applied to specific circumstances and needs. In 2015 the course attracted participants from a wide range of backgrounds, including staff from Greenpeace, the International Committee of the Red Cross, and private sector trading companies; strategic planners serving in ministries of foreign affairs; and law enforcement personnel.

Making an impact

Preparing leaders also requires strengthening their capacity for strategic reflection in order to develop novel solutions to a specific problem.

To facilitate this, the GCSP offers several courses on how to devise national strategies to deal with emerging issues such as securing cyberspace and preventing violent extremism. These courses emphasize the principal components of the strategy formation process: identifying strategic goals (the “ends”), aligning the necessary tools to achieve these goals (the “means”), and gauging how to apply or mix the available tools (the “ways”).

The course on **Devising a National Cyber Security Strategy** exposes participants to existing national cyber strategies and their specific priority areas. Based on this foundation, participants learn that copying or relying heavily on elements from other strategies is unlikely to work well in a specific national context. Instead, national cyber security objectives need to correspond with each country’s specific characteristics and the extent to which it relies on information and communications technologies. Leaders also need to assess how they want to balance possibly mutually exclusive objectives such as encouraging economic growth while ensuring security. Through group work, participants engage in individual case studies to create the basis for a fully-fledged national strategy. Facilitators who are experts in the area and who in some cases have contributed to their own countries’ national strategies support the learning process.

A similar process underpins a new course offered in 2015 on **Building a National Strategy to Counter Violent Extremism**. Policymakers increasingly recognize the complexity of attempts to counter and prevent violent extremism, especially given the variety of factors that explain the radicalization process.

To support policymakers and officials engaged in this area, the course maps out a strategy formulation methodology grounded on a “whole-of-government” approach.

Such a holistic approach shows participants that no single department or ministry can address the issue alone and that national cooperation is as important as adequate levels of international cooperation.

Emerging transnational challenges are frequently linked to new or developing technologies or processes. To prepare leaders in this area the GCSP offers several courses that examine technology-centred issues such as those on **Disruptive Technologies and Warfare and Artificial Intelligence**. The underlying premise of these courses is that new technologies can offer a great deal of promise and many prospects for economic growth, innovation, and healthier societies, but can also have less-known security implications.

Another important dimension explored in these courses is the possible links across emerging technologies and how these may lead to unintended consequences. For example, how do advances in miniaturization (nanotechnology), artificial intelligence, manufacturing (3D/4D printing), biotechnology, and analytic power (“big data”) lead to new applications that may be misused? While policy- and decision-makers may not always be able to understand the technical dimensions of these new developments, they need to be aware of their possible policy ramifications.

The GCSP also offers several courses that specifically highlight the links across emerging transnational challenges. In 2015 a new course entitled **Climate Change: Security Challenges and Solutions** examined climate change as a risk multiplier. While its effects may only be felt in the long run, the failure to address the implications of climate change today will in the longer term impact other critical issue areas such as migration, and food and energy security. The course represents a cutting-edge opportunity for participants to identify patterns across emerging transnational challenges. Lastly, the flagship course of the Emerging Security Challenges Programme is the **New Issues in Security Course**. During this two-month course participants are exposed to a number of issues such as urban security, new flashpoints in geopolitics, and challenges facing ongoing political transitions. Participants from across the globe become aware of the relationships among emerging issues and, more importantly, are exposed to where the international community is currently situated with regard to answers, thus opening the door to future possible solutions.

Fostering dialogue and debate

In addition to organizing courses, the GCSP leverages its location in Geneva to serve as a platform for dialogue and debate. To reach out to policymakers and leaders, we hold panel discussions that are open to the public, as well as closed Track 1.5 and 2 meetings. In addition, in 2015 we began livestreaming our public events so that the discussions now extend to those who are unable to physically attend.

Our dialogue events are held in a number of formats: Public Discussions, Geneva Security Debates (launched in 2015), Executive Conversations, the Young Leaders Forum (the first edition of which was held in 2015), and closed, customized meetings of stakeholders that deal with a specific international security issue. In each of the series a wide array of topics are covered, including preventing conflicts and reinventing peacebuilding, promoting gender and diversity in peace and security, addressing challenges in cyberspace, countering the proliferation of weapons of mass destruction and conventional weapons, and preventing terrorism and violent extremism, among others.

➔ Preventing conflicts and reinventing peacebuilding



The GCSP has long been driving policy activities in the areas of conflict prevention and reinventing peacebuilding. To increase the effectiveness of prevention activities and the impact of peacebuilding, the Centre aims to break down silos

by bringing together policymakers and expert practitioners from different regions of the world and various professional backgrounds. The GCSP engages in mainstreaming best practices of collaborative leadership in a field where this is traditionally under-represented. It practices what it preaches, having been at the inception and participating in the management of the Geneva Peacebuilding Platform and **Geneva Peace Week**.

In 2015 the annual Geneva Peace Week brought together the peacebuilding best practices and knowledge of 50 organizations and over 2,700 participants, who took part in 41 events.

Dialogue activities are at the heart of the GCSP's agenda to promote peace and security: these typically address complex issues, volatile regions, and/or the critical role of key actors in promoting peace. Contentious themes covered in our Public Discussions included the global refugee crisis (**Refugee Crisis: National and Human Security Implications**), societies' potential for resilience (**Geneva Launch of the Global Peace Index**), the challenges and opportunities of natural resource management in conflict-affected settings (**Mining Communities in Post-Conflict Settings and the Use of Barn Owls to Promote Israeli-Palestinian Cooperation**), and threats to the global world order (**International Affairs Today: Towards Order and Anarchy?**).

✓ QUICK FACTS

In 2015 we held **43** dialogue and debate events.

Making an impact

The GCSP discussed some of the world's most tense regions, covering, for example, security issues in the South China Sea (**The South China Sea Dispute**, in dialogue with a Senior Associate Justice of the Supreme Court of the Philippines); cooperative security mechanisms in Asia (**Zermatt Roundtable on Current Issues in the North Pacific Region**, in dialogue with the China Institute for Contemporary International Relations and the China Institute for International Strategic Studies); and the crises in Ukraine (**Geneva Security Debate: Did the West Provoke Russia?**), in Syria (**Geneva Security Debate: Is There a Solution in Syria with Assad?**), and in South Sudan (**South Sudan's Crisis**). The prevention and peacebuilding role of critical actors was also addressed, notably through the role of transnational groups, journalists (**Contemporary Journalism: Winning the Battle for Freedom**, with Tim Sebastian), and diplomats (**The Role of the Diplomat and Diplomacy in a World of Global Transformation**, with Miguel Ángel Moratinos Cuyaubé).

The GCSP pursues its dialogue activities in order to increase informed analysis and decision-making among a community of practitioners, experts, and policymakers. While the GCSP is most known to the public for its Public Discussions and Geneva Security Debates, it also has extensive expertise in pursuing active policy cooperation through discreet Track 1.5 expert and policymaker processes, as well as by-invitation-only Track 2 expert meetings in the form of executive conversations, lunches, and policy seminars.

➔ Promoting gender and diversity in peace and security



In 2015 the GCSP made significant strides in promoting gender on the international peace and security agenda.

Spearheaded by the new GCSP Gender and Security Cluster, half a dozen dialogue events at the Centre highlighted the importance of and interest in gender in the peace and security arena.

To mark the 15th anniversary of UN Security Council Resolution (UNSCR) 1325 (2000), the Global Study on the implementation of the resolution and its impact on the international Women, Peace and Security agenda was released in New York in October 2015. The Security Council then held a meeting to assess the impact of the resolution and agenda.

In November, in the context of the **Geneva Peace Week**, the GCSP and the Maison de la paix Gender and Diversity Hub hosted a Public Discussion to reflect on the problems undermining the implementation of UNSCR 1325 and the extent to which these are reflected in the Global Study; to discuss options to advance women's participation in peace and political processes; and to identify roles for "International Geneva" to foster the Women, Peace and Security agenda, both internationally and locally.

On another occasion Ms Elisabeth Rehn, a member of the High-Level Advisory Group for the Global Review of UNSCR 1325, joined us for an Executive Conversation in which she highlighted how **empowering women and girls changes the dynamics of peace processes**. She explained that only when leaders are genuinely interested in women in both peacetime and war can women's participation in peace processes and women's and girls' security be better assured. Complementing Ms Rehn's experience and analysis, one of the world's leading scholars on peace negotiations, Prof. Paul R. Williams, presented strategies to better ensure durable peace agreements.

The GCSP also serves as a platform for the voice of civil society. In October the GCSP was honoured with visits by two civil society leaders and women's rights activist in their home countries, **Ms Yanar**

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Mohammed of Iraq and **Ms Julienne Lusenge** of the Democratic Republic of the Congo. Ms Mohammed is a co-founder of the Organization of Women's Freedom in Iraq, which provides safe havens for victims of domestic abuse and women threatened by honour killings, while Ms Lusenge has been battling injustices against women in her home country for over 20 years. Both Ms Mohammed and Ms Lusenge spoke at the GCSF after participating in the UN Security Council debate on Women, Peace and Security in New York in October. The multiplier effect of these two activists is immeasurable, because the women they assist in turn become agents of change. Both guests highlighted the central role of women and organized groups of women in building and sustaining peace.

The inclusion of women in militaries across the world has been increasing in recent decades. However, progress has been sporadic and slow, and in some instances has stalled. In most militaries women are under-represented, particularly in leadership roles. To discuss this issue, Ms Elizabeth Broderick, the Sex Discrimination Commissioner at the Australian Human Rights Commission, joined us for a Public Discussion on **Modern Militaries and Capability: The Importance of Women**. The Australian Defence Force has significantly transformed its basic culture and has accelerated efforts to increase the representation of women in all its services and across all ranks. Through an exploration of the Australian case study this event explained why armed forces should care about the representation of women in their ranks, with the issue of capability at the heart of such reforms.

In partnership with the Global Community Engagement and Resilience Fund and the US Mission in Geneva, the GCSF also held a Public Discussion on **The Role of Women and Girls in Countering Violent Extremism**. Focusing on the work of governments and civil society in addressing the threats facing Iraqi and Syrian women and girls from the Islamic State (IS), key messages included the need to recognize women and girls not only as victims and perpetrators of violent extremism, but also as an integral part of the solution by acting as agents of change in preventing radicalization and weakening support for violent extremist agendas.

In addition to gender, we also provided a platform for youth through the first **Forum for Future Leaders on Freedom of Expression: A Right with Responsibilities?** The forum explored the debate on freedom of expression as it is increasingly challenged by the so-called "war on terror" and the innovations of the digital era. Interns initiated the event, and the GCSF was pleased to offer an opportunity for young professionals to engage on an important topic in an executive setting.

➔ Addressing challenges in cyberspace



Developments in cyberspace are rapidly changing the way in which most societies interact and function. As our dependence on cyberspace grows, so do our vulnerabilities. Of particular concern are so-called "cascading effects", where breakdowns in critical infrastructure or services can spill over and compromise other types of infrastructure. Exacerbating this challenge are advances in areas such as cloud computing, "big data", and the Internet of Things, which introduce new vulnerabilities (and opportunities) in cyberspace.

Addressing the challenges posed by cyberspace typically requires insights from the public, private, and civil society sectors.

To facilitate such dialogue, the GCSF engages in multiple cyber-related activities that involve representatives from these three sectors. For example, in July 2015 the GCSF organized an expert workshop on digital security. The event convened experts from the law enforcement,

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trade, and judicial sectors. Besides highlighting both common interests and diverging views on digital security, the workshop initiated a discussion on practical ways of speeding up the processing of international legal requests. This initiative is still in progress and aims to identify practical mechanisms that can be leveraged in real-world scenarios.

The GCSP also contributes to capacity-building processes. This can take two specific forms, the first of which is to build capacity among youth. To illustrate, the GCSP partnered with the Atlantic Council to bring the Cyber 9/12 Student Challenge to Europe. Following the successful US model, the first European competition was held in Geneva on 22-23 April 2015, with nearly twenty teams from across Europe taking part. Student competitors were required to address an evolving fictional scenario by focusing on policy and consequence management solutions. To make the competition more realistic, cyber experts from the public, private, and civil society sectors gauged the responses identified by the competing teams. Net results stemming from this competition were new awareness, insights, networks, and interest among students across Europe vis-à-vis cyber issues.

A second GCSP approach to strengthen capacity building in the cyber arena is the introduction of expert workshops tailored to support ongoing processes in cyberspace. For example, in February 2015 the GCSP organized a seminar to examine mechanisms for confidence building and cooperation in cyberspace. The seminar was supported by the Swiss Federal Department of Foreign Affairs and served to complement the 4th Global Conference on Cyberspace hosted by the Netherlands in April 2015. The event provided an opportunity for various international organizations such as the African Union, the European Union, the Organization of American States, the Organization for Security and Cooperation in Europe, and the Shanghai Cooperation Organization to highlight their respective efforts to contribute to confidence building in cyberspace.

Addressing challenges in cyberspace also requires careful consideration of ongoing developments and key issues such as the applicability of international law in cyberspace.

To facilitate such reflection, the GCSP organizes periodic Public Discussions that examine future trends in cyberspace. To illustrate, in June 2015 a Public Discussion brought together cyber experts from a range of countries and organizations to highlight future developments in cyberspace, including evolving approaches to strengthen cyber security. Besides providing audiences with an opportunity to learn of forthcoming policy debates on the issue of cyberspace, the event also highlighted the frequent dilemmas that policymakers face when addressing mutually exclusive goals in cyberspace.

➔ Countering the proliferation of weapons of mass destruction and conventional weapons



Because of its potential destabilizing and devastating effects or humanitarian consequences, the proliferation of weapons of mass destruction and conventional weapons is a major concern to states, civil society, and academia.

Ideally situated in the heart of “International Geneva”—a well-known hub for arms control and disarmament negotiations and expertise—the GCSP seeks to develop a better understanding of trends in arms proliferation and offer novel solutions to this longstanding and complex issue.

Making an impact

The Centre's added value and comparative advantage has been its ability to benefit from internal and external expertise, which allows it to take into account interrelationships with other emerging security challenges such as terrorism, organized crime, fragile or failed states, the economic dimensions of the defence industry, new technologies, health and environmental issues, etc. Indeed, explaining and responding to arms proliferation cannot be limited to merely examining the symptoms of the phenomenon, but require a broad analysis of its root causes, together with related challenges and threats.

In addition to specialized courses and modules on the ATT, the GCSP has initiated and supported sustained dialogue with the Geneva-based disarmament and non-proliferation community, in particular on potential new technological and legal developments in this field. Examples of activities include a Public Discussion on **Monitoring Commitments in Nuclear Disarmament and Non-proliferation**, a retreat with officials on the subject of **Promoting Dialogue in Advance of the 2015 NPT Review Conference** in March, a side event on **Assistance in the Implementation of the ATT** in July, a roundtable on **Future Prospects for the Arms Trade Treaty: The Secretariat, Treaty Implementation and Beyond** in November, and a workshop on **Building a Civil Society Coalition to Strengthen the Biological Weapons Convention (BWC)** in December, as well as contributions to several Track 2 meetings on the project of a Middle East Weapons of Mass Destruction-free Zone.

➔ Preventing terrorism and violent extremism

Terrorism has become an enduring—and growing—global threat. Terrorists are more strategic in their ability to conduct military, economic, social, and psychological operations. There is a growing global consensus that the threat of groups such as IS, al-Qaeda, al-Shabaab, and Boko Haram requires not only security-based counter-terrorism measures downstream, but also systematic steps to counter the appeal of violent extremism upstream in order to address the underlying conditions that drive individuals to radicalize and join violent groups. Recognizing this need, the GCSP has expanded its work in order to become increasingly proactive and strategic in its counter-terrorism focus.



The Centre's new approach is designed to help international leaders and actors to build more creative, strategic, comprehensive, and effective counter-terrorism strategies.

The GCSP's focus is on the "who, what, where, and how" of current terrorism prevention strategies. Concerning "the who", the GCSP is reaching out to a wider spectrum of participants, including government leaders, international functionaries, civil society actors, and the private sector. A GCSP Public Discussion entitled **The Many Dimensions of Counter-terrorism** highlighted the current limitations of global counter-terrorism efforts and the importance of reflecting on "who" the appropriate counter-

Making an impact

terrorism actors should be, given that terrorism is dependent on various political, economic, and foreign policy decisions that collectively feed and strengthen it. Another GCSP Public Discussion entitled **Looking over the Horizon** highlighted the importance of identifying “who” should be included in counter-terrorism and terrorism prevention efforts, moving beyond existing military, law enforcement, and intelligence efforts to think strategically about building greater national resilience by proactively strengthening community resilience against violent extremism.

As regards “the what”, the GCSP has broadened its focus on both the “push” and “pull” factors that feed violent extremism. The Centre hosted a Public Discussion on global trends in terrorism, including its geographic, economic, and political dimensions, by hosting the global launch of the Institute for Economics and Peace’s 2015 **Global Terrorism Index (GTI) Report**. The GCSP also held a Public Discussion entitled **Le Moment Terroriste: Anciennes Menaces, Nouveaux Enjeux et Mutations** that highlighted “what” the most recent manifestations of modern terrorism look like.

As regards “the where”, the GCSP hosted a Public Discussion on **After Paris: The Challenge of Returning Fighters**. The panellists discussed how since September 2015, IS has attracted approximately 25,000 foreign fighters from over 100 countries, including 4,500 Westerners. The discussion highlighted “where” the fighters came from and “where” they were headed.

While national-level action is important, no country can face the problem of global terrorism alone. Taking this into account, the GCSP focused on finding innovative solutions on “how” to reduce global terrorism at the international level by hosting a high-level international policy dialogue on **Preventing and Countering Violent Extremism: National Experiences and Best Practices** in cooperation with the Permanent Mission of the United States of America and the Permanent Mission of the Kingdom of Morocco. The GCSP has become increasingly proactive in its approach by not just providing a platform for dialogue and training, but by becoming an active participant in preventing violent extremism by empowering nations, regional actors, and international organizations worldwide.

➔ The GCSP in the news

Throughout the year the GCSP’s in-house and associate experts helped to inform the conversation about the most current international security issues by giving interviews and background briefings to journalists from news outlets around the world, or by publishing provocative editorials and blog posts.

By doing so they diffused the GCSP’s expertise beyond the classroom and the usual academic and policy circles to reach a worldwide audience of hundreds of thousands of readers and viewers.

Below is a selection of these media appearances.

The Paris terror attacks and their aftermath

In the aftermath of the Paris terror attacks in November, GCSP experts addressed international news media on the new security challenges facing Europe. From analytical forecasts to first-person reporting, our experts provided up-to-date insight into the unfolding crisis:

- *“It is precisely because the West must not put boots on the ground that reliance on locals’ boots is so critical”:* Joseph Bahout in the *Huffington Post*
- *“Global efforts to counter violent extremism ... remain underfunded and lacking in hard evidence to show that deradicalisation programs are possible or effective”:* Carl Ungerer in *The Australian*
- *“[IS] is the richest terrorist organization in history, with an estimated wealth of \$2 billion”:* Dr Christina Schori Liang cited by *Bloomberg*
- *“This is a 9/11 level event. I think it will change the game”:* Admiral James Stavridis on *BBC HARDtalk*
- *“What ISIS want more than anything is to provoke retaliation”:* *CBC interview with Janine Di Giovanni*
- *“Non, Daech n’est pas en état de faiblesse. Il risque d’aller encore plus loin ces prochains temps”:* Mohammed-Mahmoud Ould Mohamedou in *Le Temps*
- *“French officials think as many as 20 plotters may be behind the Paris attacks”:* Souad Mekhennet in *The Washington Post*

Making an impact



Deputy Chief Monitor of the OSCE Special Mission to Ukraine and GCSP alumnus, Alexander Hug, talking to the press in Shyrokyne, 4 July 2015.

Other prominent outlets that featured analysis from our experts following the attacks included *Le Monde*, *Vogue*, *euronews*, *CNN*, *PBS*, and *RTS*.

Geopolitics and terrorism in the Middle East

Following the continued rise of the Islamic State, the GCSP's experts provided analysis on how the group has grown and evolved, such as commentary by Prof. Mohammad-Mahmoud Ould Mohamedou on "The Islamic State's First Year" in *Al-Monitor* and "Inside ISIS and Al-Qaeda's Battle for Brand Supremacy" in *Time*. Dr Christina Schori Liang, on the other hand, has discussed "How to Counter the Islamic State on Twitter" with the *Christian Science Monitor* and IS funding with *CNN Money*.

Focusing on how terrorism and violent extremism have affected the wider Middle East region, Prof. Mohamedou looked at the politics and extremist groups in Yemen for *Newsweek* and *France 24*, and also partnered with Prof. Nayef Al-Rodhan to examine the historical influence that the Arab-Islamic world has had on the West, which was featured in *Al Huffington Post Maghreb*. Finally, Dr Carl Ungerer asked, "Do You Have a Terrorism Plan?" in *The Age*.

Disarmament

Building on the GCSP's expertise and engagement in disarmament and non-proliferation processes, experts such as Marc Finaud have been featured on various outlets, including *Phoenix TV*, *RTS*, and *Xinhua*, speaking about the Iranian nuclear programme and the related negotiations that have taken place in Geneva. On *Swissinfo* and *RTS*, Mr Finaud and Prof. Nayef Al-Rodhan highlighted the arms trade and autonomous weapons as being important features of the shifting international security landscape.

Information and cyber security

Globally, cyber and information security are becoming increasingly pressing concerns for actors at all levels. Responding to this, Gustav Lindstrom discussed "cyberdiplomacy" with *Le Temps*, while François Heisbourg talked to *Libération* about government espionage. On the subjects of information security and "big data", Nick Ashton-Hart discussed the expansive and growing digital economy in a blog post for the Council on Foreign Relations, and Pasi Eronen explored the issue of hackers corrupting data in a piece for *Overt Action*.

Making an impact

Contributing to evidence-based policymaking

At the GCSP we channel the analysis and knowledge of our in-house experts, fellows, and partners into applied policy analysis through our publications series. Publication contributors come from various sectors and backgrounds, bringing fresh ideas and new ways of looking at problems. They identify emerging issues and challenges and present innovative solutions.



The analysis generated feeds into GCSP courses and is also shared with scholars, practitioners, and policymakers around the world to inform and inspire forward-thinking approaches to fostering international peace, security, and cooperation.

In 2015 the GCSP increased the robustness of its publications, featuring an increase in frequency and regularity, including a revival of the Asian Conflicts Report (ACR), which was originally established by the Council for Asian Terrorism Research (CATR). The GCSP is pleased to become the new institutional home for the ACR, and is

committed to building on the strong network of security scholars and practitioners who form the foundation of the wider international security community created by the CATR. The GCSP's Geneva Papers and Policy Papers also received a visual redesign and the latter was renamed the Strategic Security Analysis series, to better reflect its content and impact.

Making an impact

➔ Geneva Papers

Geneva Papers seek to analyse international security issues through an approach that combines policy analysis and academic rigour. Papers in this series are substantial in length, the analysis is balanced, and they provide a variety of perspectives. Two of the Geneva Papers released in 2015 were:

“The Crisis of the Intermediate-range Nuclear Forces Treaty in the Global Context” by Col. (GS) Stefan C. P. Hinz

The ground-breaking Intermediate-range Nuclear Forces (INF) Treaty on the permanent elimination of all intermediate-range missiles by the United States and Russia was signed in 1987. A recent difficulty in the relationship between the two countries emerged in the summer of 2014 when the United States officially accused Russia of violating the treaty. Despite this, Russia has not expressed an intention to formally withdraw from the treaty. This paper discusses how despite the merits of the INF Treaty, the current situation clearly points to the limits of its regime.

“The Dynamics of Regional Cooperation in Southeast Asia” by Dr Hans J. Roth

Western political observers often emphasize the need to establish a proper security structure in the Asia-Pacific region. But the chances of such a structure being created appear to be much smaller than generally accepted because of the very different social structures and dynamism of Asian countries in comparison to their European counterparts.

➔ Strategic Security Analysis

The Strategic Security Analysis (formerly called Policy Papers) series publishes short papers that address a current security issue. They provide background information about the theme, identify the main issues or challenges, and, when relevant, propose policy recommendations. With one Strategic Security Analysis paper being released a month, a selection of the topics and authors are as follows:

“How Are Societies Defended against Hybrid Threats?” by Aapo Cederberg and Pasi Eronen The authors explore how hybrid warfare intentionally blurs the distinction between times of peace and war, making it difficult for targeted countries to devise adequate policy responses in a proper and timely way. Multipronged hybrid threats demand that defence planners engage all parts of society in defensive efforts. The comprehensive defence approach requires a patient buildup of national capabilities.

“The Silk Road, Sand Castles and the US-China Rivalry” by Alain Guidetti

While rivalry increases between China and the United States in the military, commercial, and financial governance fields, the author looks at how the options are increasingly narrowing for the two powers, short of risking military conflict for regional pre-eminence, an option that (almost) nobody wants to see happen.

“Cyber Jihad: Understanding and Countering Islamic State Propaganda” by Dr Christina Schori Liang

By using a sophisticated and effective communications strategy, IS has been successful in leveraging social media platforms to recruit young men and women worldwide. This paper explores why IS has been so effective and recommends better ways of addressing the roots of radicalization and countering extremist narratives.

“International Shifts and Their Security Impact on the Middle East” by Dr Anthony H. Cordesman

The world needs to be more cautious about assuming that it can predict the impact of the next generations of changes in multipolar power, global economic trends, and even sub-issues such as growth in the demand for particular types of energy. This paper looks at recent geopolitical changes in the Middle East and how they could be interpreted as strategic evolutions in the balance of power.

Making an impact

➔ Asian Conflicts Report

The Asian Conflicts Report series presents timely and relevant research and analysis on issues related to peace and security in the Asia-Pacific region. It is written by established regional experts and new and emerging scholars, journalists, and analysts from around the world. It is our intention to provide a forum not only for the discussion of new issues, but also for new ideas that challenge conventional wisdom.

In the inaugural issue, entitled **“The Geopolitics of Extremism: ISIS in Asia”**, several authors provide insight into the current and emerging implications of the transformation of violent extremism from the old al-Qaeda focus on franchised terrorism to a new, dynamic model led by, but certainly not limited to, IS. This new breed of violent extremism focuses not only on terrorism as a tool to bring about change in the distant future, but also on creating an extremist army capable of capturing and holding territory and establishing a new Islamic caliphate in the here and now. What the experts from India, Indonesia, Malaysia, Pakistan, the Philippines, and Singapore clearly show is that this new, more virulent version of violent extremism has the potential to change the strategic landscape as fundamentally as did al-Qaeda on 11 September 2001, even in countries that at present seem relatively free from IS influence.

➔ Editorials

Editorials are short, policy-relevant analysis and opinion pieces dealing with current events and security issues that are published on the GCSP website and in the newsletter. In 2015 we featured many editorials that focused on news events and emerging issues in international security.

In response to a number of incidents of terrorism around the world, our in-house experts and fellows wrote about **“After Paris: The Challenge of Returning Fighters”** (Aaron Stein and Michael Stephens), **“Getting a Digital Foothold against the World’s Most Dangerous Start-up”** (Dr Christina Schori Liang), and **“Bombing Hospitals and Getting Away with It”** (Ed Girardet).

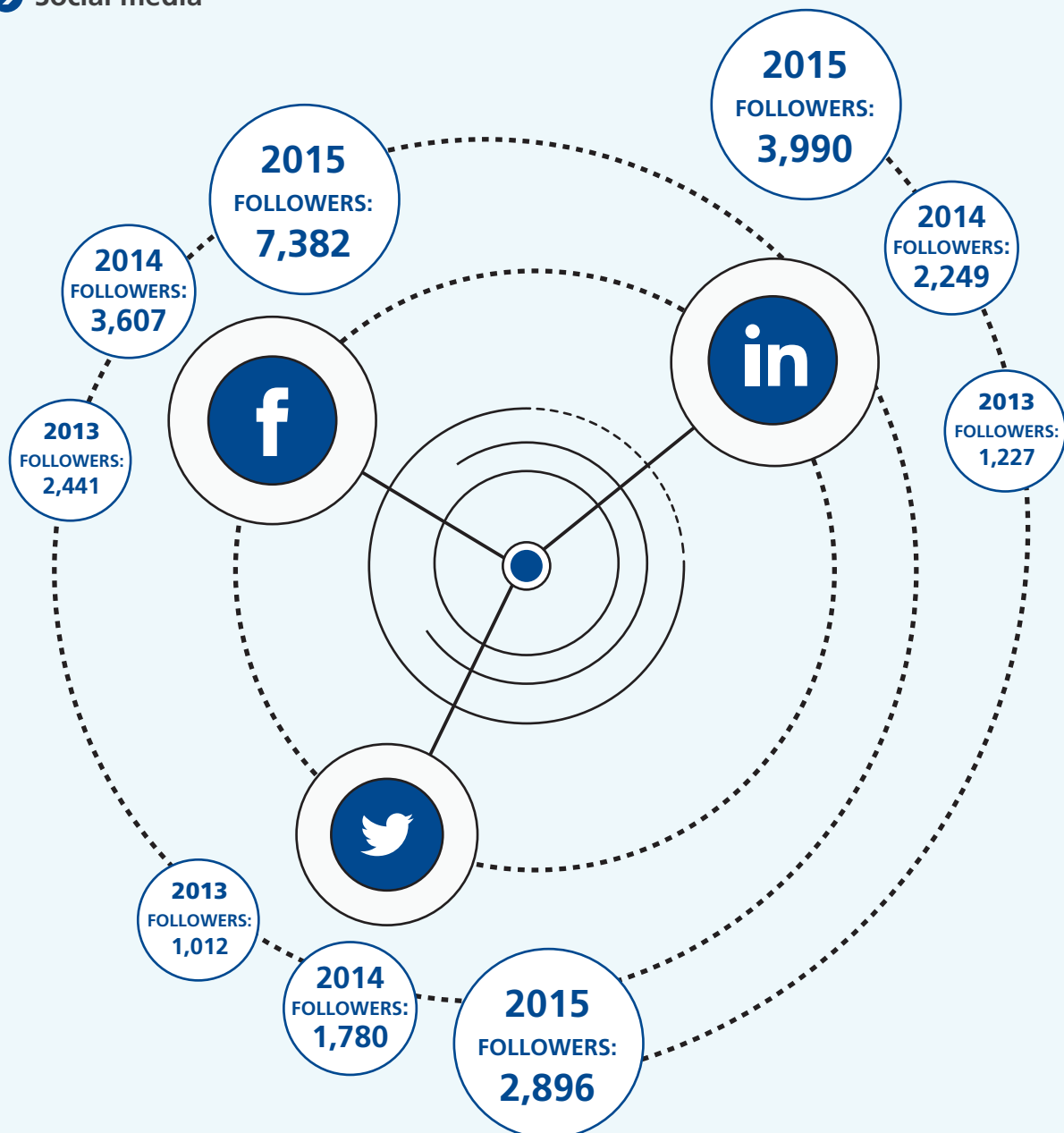
With the refugee crisis dominating Europe’s political agenda over the summer, Dr Caty Clément provided her analysis of the situation in **“The Refugees on Our Watch: Europe’s Pandora Box?”**, while Alain Guidetti looked to Europe’s eastern neighbours in **“Ukraine’s Western Dilemma: Use of Force or Negotiation?”**.

Looking to transnational emerging issues in international security, Dr Carl Ungerer outlined **“The Force of Ideas: Leadership in International Security Policy”**, while Aapo Cederberg and Pasi Eronen gave sharp warnings in **“Wake up, West! The Era of Hybrid Warfare Is upon Us”** and Anna Brach and Dr Khalid Koser highlighted connections in **“Climate Change, Health, and Migration”**.

Engaging online

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

➔ Social media



Expanding the GCSP's reach

→ Livestreaming

Our public events now reach far beyond the practitioners, policymakers, and leaders who are able to come to our premises at the Maison de la paix. In 2015 we began livestreaming our public discussions and debates to viewers around the world. The footage can be viewed in real time, allowing people to engage with the discussion via the comments section and on Twitter, while the videos continue to be available after the event on our YouTube channel.

▶ First Geneva Security Debate: "Did the West Provoke Russia?"



▶ Second Geneva Security Debate: "Is There a Solution in Syria with Assad?"



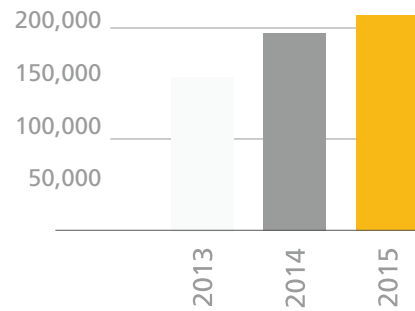
▶ Geneva Launch of the Global Terrorism Index Report 2015



→ New website

In order to better serve our community of leaders in international security, we have revamped our website. The new website is designed to make the experience more enjoyable and intuitive so that our community receives important analysis and information almost instantly.

The new site is available on mobiles and tablets and features increased multimedia. The new Global Insight section is dedicated to sharing our community of experts' practice-oriented research and knowledge. The graph below shows our growth in website visits over the last three years.



Content can now be shared to email and users' favourite social media platforms straight from our pages everywhere on the site. We have also focused on user-friendly navigation with filters, finders, a flying toolbar, and a new FAQ section.

We cover a wide range of issues, which is why we have broken them down into key topics of expertise. On each topic and initiative page there is a description of the issues being discussed, as well as related news, experts, courses, publications, and events.

In addition to our core research staff, we bring together a wide network of leading experts from around the world who provide research, analysis, and recommendations on issues shaping today's global agenda. A section of the website is now dedicated to these experts; it can be searched by topic, programme, or affiliation.

In terms of keeping up to date with what is going on at the GCSP, members of our community can now choose whether they would like to receive invitations to our public events, announcements about our new publications, and information about our upcoming courses.

Growing our Global Fellowship Initiative



In slightly more than a year of its existence the GCSP's Global Fellowship Initiative (GFI) has welcomed over 85 fellows. Launched in November 2014, the GFI aims at fostering creativity and innovation by bringing together experts and practitioners who normally would not be able to discuss critical issues related to global peace and security with one another. Today's world is segmented into the different areas of expertise we work in and experts from one field only rarely speak constructively to those from another. We can learn many things by breaking down such silos: innovation happens through connections. This is illustrated in the Strategic Policy Analysis by Executive-in-Residence Nicolas Boulgaris on "Sector-specific Decision Failures in Business and Government, and Potential Solutions".

The GCSP therefore strives to build a vibrant, multidisciplinary, multicultural, and multi-generational network of like-minded experts from different disciplines. The GFI welcomes representatives from an array of sectors, including diplomats, military officers, leaders from the non-profit and private sectors, scientists, journalists, and even artists from all geographical regions.

In the context of the GFI, fellows have the opportunity to break down silos by regularly sharing their experiences and exchanging their ideas with current and future international decision-makers and leaders. An example of this was when Mr Miguel Ángel Moratinos Cuyaubé, GCSP Associate Fellow and former Spanish Minister of Foreign Affairs and Cooperation, came to the GCSP for an Executive Conversation on "The Role of the Diplomat and Diplomacy in a World of Global Transformation". Another example is the Public Discussion organized by Doctoral Fellow Dr Aaron Stein entitled "After Paris: The Challenge of Returning Fighters", which then led to an editorial that was well received by the community.

GCSP fellows have the opportunity to both work independently or meet and exchange ideas with other fellows, GCSP staff, and course participants. Fellows are also able to participate in the courses and public events that the Centre offers annually.

Expanding the GCSP's reach

→ Fellows in the news

Many fellows also regularly feature in prominent news outlets either as experts or journalists. A few highlights from 2015 were:

"Can Tehran Deliver a Solution on Syria?":
Jean-Marc Rickli interviewed on Al Jazeera's Inside Story

"The Man with the Toughest Job in the World":
article by Janine Di Giovanni in The Guardian

"'Jihadi John': Islamic State Killer Is Identified as Londoner Mohamed Emwazi": *investigative article by Souad Mekhennet in The Washington Post*



→ Testimonials

"Before coming to Geneva, 'security' and 'policy' were not exactly terms that conjured up images of friendly faces or creativity. But at the GCSP, I've had the most pleasant as well as stretching exchanges with people I normally would not get to meet—at least not so thoroughly. It's one thing bumping into such a person at a function. Co-working is quite another."

Mr Jyoti Gupta, Novelist-in-Residence and one of the world's youngest best-selling authors

"It turned out that the most valuable benefit of this GCSP experience is the intensification of my desire and determination to educate (potential) political leaders. When I nurture others, I grow."
Ms Rebecca Chung, Executive-in-Residence and former Research Associate at IMD

"Another very important part of my stay here was the intellectually challenging daily face-to-face interactions with other fellows (public officials, security experts, military officers, scholars, and even fiction writers, all functioning at a very high level). This in a conducive and thoughtfully laid out environment on the seventh floor of the Centre: the 'Creative Spark' open space."
Mr Nicolas Boulgaris, Executive-in-Residence and Private Banker

The GCSP in the Maison de la paix



➔ The Maison de la paix— a place to meet, think and act

The Maison de la paix is a venue of choice for world-leading academics, influential policy-makers, and recognized practitioners who develop pioneering ideas and design effective operational responses in the areas of peace, security, and sustainable development.

Within the Geneva landscape of specialists working for peace and security, the Maison de la paix unites in one place an especially rich and diverse range of expertise and experience that is ready to support the implementation of this bold new agenda.

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;

- advancing leadership in international affairs and nurturing a community of global peace and security leaders; and
- exploring innovative and creative ways of managing international challenges.

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

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

Expanding the GCSP's reach

Leveraging strategic partnerships and initiatives

The GCSP is engaged in partnerships with numerous leading organizations and collaborates on a variety of activities. In 2015 we embarked on significant new partnerships and initiatives.

➔ GCSP-CCL Alliance for Advancing Leadership in Peace and Security



The GCSP-CCL Leadership Alliance was launched in November 2015 as a first-of-its-kind partnership between the GCSP and the Center for Creative Leadership (CCL). The Center for Creative Leadership (CCL) is a top-ranked, global provider of executive education that accelerates strategy and results by unlocking the leadership potential of individuals and organizations. Founded in 1970, the CCL offers an array of research-based programs, products and services for leaders at all levels. Ranked among the world's Top 10 providers of executive education by Businessweek and the Financial Times, the CCL is headquartered in Greensboro, NC, with offices in Colorado Springs, CO; San Diego, CA; Brussels, Belgium; Moscow, Russia; Singapore; Gurgaon, India; Addis Ababa, Ethiopia; Johannesburg, South Africa; and Shanghai, China. The Leadership Alliance was created to advance the effectiveness of leadership in public, private, and civil society organizations, especially those dedicated to advancing peace and security.

It is a unique collaboration combining the vision and talent of two leading actors in their respective fields that share complementary missions and capabilities. With the emergence of a more complex international security environment, the Leadership Alliance offers international peace and security professionals and organizations opportunities to develop their leadership capabilities to meet 21st century challenges.

The Alliance combines the CCL's experience and expertise in executive education and leadership development for large, multi-level organizations with the GCSP's in-depth knowledge and expertise of peace-, security- and policy-related issues. It offers innovative ways of helping individuals, organizations and communities to meet their leadership needs. It is housed at the GCSP's headquarters in Geneva, a global epicentre for creating multilateral understanding and agreement.

The Leadership Alliance is:

- collaborating across the GCSP to incorporate "leadership components" into existing courses;
- developing innovative new open-enrolment courses where leaders at all levels involved in peacebuilding and statecraft can learn how to cultivate these capabilities and implement boundary-spanning leadership;
- framing thought leadership events (research workshops, targeted events) and strategies to advance leadership understanding and practices crucial to peace and security contexts;
- reaching out to government, civil society and international organizations worldwide that wish to develop the leadership of their own organizations and offering customized programmes created to fit their vision and strategy; and
- seeking partnerships to build a global community of leaders that connects professional and geographical silos, with the aim of developing, advancing, and applying innovative and creative leadership practices.

Expanding the GCSP's reach

➔ International Geneva Gender Champions Leadership Network



In September 2015 the GCSP became an inaugural member of the International Geneva Gender Champions Leadership Network, which pledges to hold gender-inclusive panel discussions, conduct leadership courses for women, and expand the number of women experts in our Global Expert Network of speakers.

Geneva Gender Champions (#GVAGender-Champs), a Leadership Network, connects institutions and individuals in a new constellation that enables a deeper level of engagement to reflect a modern world where gender equality and diversity are the norm. The network will allow for more critical thinking on how to bolster gender equality, leverage institutional knowledge, and facilitate a necessary exchange of experience that will enrich the managerial and programmatic activities of all those involved.

➔ History and Policymaking Initiative



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INSTITUT DE HAUTES
ÉTUDES INTERNATIONALES
ET DU DÉVELOPPEMENT
GRADUATE INSTITUTE
OF INTERNATIONAL AND
DEVELOPMENT STUDIES

The History and Policymaking Initiative seeks to bridge the gap between history and policymaking. It brings together high-level academics and practitioners with a view to creating the conditions for historically informed policymaking in the future.

Jointly conducted by the GCSP and the Graduate Institute of International and Development Studies (IHEID), this initiative seeks to reactivate and re-energize an important interface between the study of international history and the

practice of international policymaking. Seeking to go beyond the study of isolated case studies while creating a forum for the systematic use of history in the making of policy, the initiative seeks to build a platform to bridge the gap between history (and the academic world) and policy-making (thus reaching out to diplomats, practitioners, and current and future leaders).

➔ Creativity and Innovation Initiative

With this new initiative the GCSP intends to foster creativity and innovation through courses, events, partnerships and the Global Fellowship Initiative. The Initiative has one central goal: to provide forward-looking, fresh and imaginative solutions for leaders and policymakers concerned with international security.

By launching the Creativity and Innovation Initiative, the GCSP aims at enhancing the capability of officials, officers and executives to effectively address global challenges to advance peace, security and international cooperation worldwide. The Initiative does this by creating spaces where different cultures, domains, disciplines and generations come together to gain insights on new ways of thinking and generate new ideas.

Rooted in the Creativity and Innovation Initiative, the Global Fellowship Initiative brings together diplomats, military officers, leaders from the nonprofit and profit sectors, scientists, journalists and even artists. They come from around the world – women and men of all ages – to share their experience and exchange ideas. The Global Fellowship Initiative represents a unique multi-disciplinary cross-generational approach to facilitating dialogue and exchange.

The Initiative also awards the annual Innovation in Global Security Prize. This prize was developed to recognize excellence in new ideas and contributions to the field of sustainable global security.

✓ QUICK FACTS

The GCSP Prize for Innovation in Global Security was awarded for the first time in 2015 in recognition of a mobile application that will help to facilitate policymaking in the field of protecting children in armed conflict. The project was a joint initiative of the German Stiftung Wissenschaft und Politik, Lucid.Berlin and Watchlist on Children and Armed Conflict.

Expanding the GCSP's reach

→ United Nations Office for the Coordination of Humanitarian Affairs (OCHA)



The purpose of this new partnership is to promote and expand the framework of cooperation between the GCSP and the Emergency Services Branch (ESB) of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA).

Having signed a cooperation agreement in September 2015, the GCSP and ESB/OCHA acknowledge the central role of executive education, applied policy research, and dialogue to enable both humanitarian and military actors to provide the right support to the right people, at the right time, in the most appropriate way.

→ Geneva Academy of International Humanitarian Law and Human Rights



The partnership between the Geneva Academy of International Humanitarian Law and Human Rights and the GCSP was initiated in March 2015 with the conclusion of a partnership agreement. With this collaboration the GCSP is responding to the growing need for dialogue, education, and guidance in areas at the intersection between security policy and international law.

This partnership contributes to the ongoing debates regarding the law of armed conflicts and the practical challenges in its implementation by armed forces. The purpose is to enhance our understanding of emerging challenges and to address them both effectively and in accordance with the recognized principles of international law.

The GCSP in support of the Sustainable Development Goals

The GCSP promotes peace, security and international cooperation by providing executive education opportunities (a mandate directly linked to SDG Goal 4 on education and target 4.7), by acting as a platform for dialogue and exchange, and by producing timely policy analysis. The GCSP is a sought-after partner for governments and organizations around the world seeking to understand the current international security environment and prepare for the changes to come. In that sense, the GCSP works comprehensively across the SDGs to support

governments on the policy instruments required to navigate implementation and achieve the goals by 2030 (Goal 17). Through our leadership, peacebuilding and crisis management initiatives we foster peaceful and inclusive societies and effective, accountable and inclusive institutions (Goal 16) – with a particular focus on gender equality (Goal 5). We also equip course participants with the knowledge and skills to act on specific goals with potential security dimensions such as global health issues and climate change (Goals 3 and 13).

The GCSP's Financial Report 2015

Income statement summary (CHF)

GCSP ACTIVITIES

	<u>BUDGET 2016</u>	<u>ACTUAL 2015</u>	<u>BUDGET 2015</u>	<u>ACTUAL 2014</u>
Expenses				
Project-related expenditure	4'544'500	4'426'329	5'113'100	5'753'111
Fundraising and general advertising activities	100'000	56'237	55'000	45'549
Administrative expenses	8'368'252	6'986'978	7'329'607	6'542'988
Non-operating result	3'000	–	–	–
Change in fund capital	–	1'280'204	–	589'392
Total expenses	13'015'752	12'749'748	12'497'707	12'931'040
Income				
Contributions	12'378'228	12'364'626	12'467'700	12'776'919
Other income	18'000	201'516	29'000	151'974
Financial result	–	100'136	–	2'928
Non-operating result	–	85'844	–	–
Change in fund capital	620'000	–	–	–
Total income	13'016'228	12'752'122	12'496'700	12'931'821
Surplus / (deficit) for the year	476	2'374	-1'007	781

Annexes: Foundation Council Members

Members of the Foundation Council

The Geneva Centre for Security Policy (GCSF) is an international foundation supported by the Swiss government with 46 member states, as well as the Canton of Geneva.

Chairman

Prof. François Heisbourg

Special Advisor, Fondation pour la recherche stratégique; Chairman, IISS Council

Bureau of the Council

Prof. François Heisbourg

Special Advisor, Fondation pour la recherche stratégique; Chairman, IISS Council (Chairman of the Council)

Ambassador Heidi Grau

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

Ambassador Urs Schmid

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

Ambassador Alice Guitton

Permanent Representative of France to the Conference on Disarmament, Geneva

Dr Philippe Roch

Independent Consultant, Geneva

Members of the Council

as on 31 December 2015
(date of adherence)

Albania (2002)

Ambassador Filloreta Kodra

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

Armenia (2002)

Ambassador Charles Aznavour

Permanent Representative of the Republic of Armenia, Permanent Mission of the Republic of Armenia to the United Nations Office and other International Organizations in Geneva

Australia (2015)

Ambassador John Quinn

Permanent Representative of Australia, Permanent Mission of Australia to the United Nations Office and other International Organizations in Geneva

Austria (1995)

Lieutenant General Mag. Erich Csirkovits

Commandant, National Defence Academy of Austria

Azerbaijan (2002)

Ambassador Araz Azimov

Deputy Minister of Foreign Affairs of the Republic of Azerbaijan, Baku

Republic of Belarus (2009)

Ambassador Yuri Ambrazevich

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

Belgium (2002)

Colonel Guido Maene

Director General, Royal Higher Institute for Defence, Brussels

Bosnia and Herzegovina (2005)

Ambassador Lucija Ljubic-Lepine

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

Bulgaria (2002)

Ambassador Ivan Piperkov

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

China (2010)

Ambassador Hailong Wu

Permanent Representative of the People's Republic of China to the United Nations Office and other International Organizations in Geneva

Czech Republic (1995)

Ambassador Jan Kára

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

Denmark (1997)

(To be confirmed)

Egypt (2010)

Ambassador Amr Ramadan

Permanent Representative, Permanent Mission of the Arab Republic of Egypt to the United Nations and other International Organizations in Geneva

Estonia (1998)

Ambassador Andre Pung

Permanent Representative, Permanent Mission of Estonia to the United Nations and other International Organizations in Geneva

Finland (1995)

Ambassador Päivi Kairamo

Permanent Representative, Permanent Mission of Finland to the United Nations Office and other International Organizations in Geneva

France (1995)

Ambassador Alice Guitton

Permanent Representative, Permanent Mission of France to the Conference on Disarmament, Geneva

Georgia (2004)

Ambassador Shalva Tsiskarashvili

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

Federal Republic of Germany (1995)

Admiral (LH) Jürgen zur Mühlen

Director Security Policy, Policy Department I, Federal Ministry of Defence, Berlin

Hungary (1995)

Mr Péter Siklósi

Assistant State Secretary for Defence Policy Planning, Ministry of Defence, Budapest

India (2011)

Ambassador D.B. Venkatesh Varma

Permanent Representative of India to the Conference on Disarmament, Permanent Mission of India to the United Nations Office and other International Organizations in Geneva

Ireland (2009)

Ambassador Patricia O'Brien

Permanent Representative, Permanent Mission of Ireland to the Conference on Disarmament, Geneva

Italy (1997)

Ambassador Vinicio Mati

Permanent Representative, Permanent Mission of Italy to the Conference on Disarmament, Geneva

Republic of Kazakhstan (2013)

Ambassador Mukhtar Tileuberdi

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

Kyrgyz Republic (2003)

(To be confirmed)

Permanent Representative, Permanent Mission of the Kyrgyz Republic to the United Nations Office and other International Organizations in Geneva

Latvia (2001)

Mr Janis Karlsbergs

Under-Secretary of State, Ministry of Defence

Lithuania (2001)

Ambassador Rytis Paulauskas

Permanent Representative, Permanent Mission of Lithuania to the United Nations Office and other International Organizations in Geneva

Annexes: Foundation Council Members

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

Mongolia (2014) Dr Ganbat Damba

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

Montenegro (2007)

Ambassador Nebojša Kaludjerovic

Ambassador Extraordinary and Plenipotentiary, Permanent Mission of Montenegro to the United Nations Office and other International Organizations in Geneva

Morocco (2009)

Ambassador Auajjar Mohamed

Permanent Representative, Permanent Mission of the Kingdom of Morocco to the United Nations Office at Geneva and International Organizations in Geneva

Netherlands (2008)

Ambassador Roderick Van Schreven

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

Norway (2006)

Ambassador Steffen Kongstad

Permanent Representative, Permanent Mission of Norway to the United Nations Office and other International Organizations in Geneva

Philippines (2012)

Ambassador Ma. Angelina M. Sta.

Catalina Director, Foreign Service Institute, Department of Foreign Affairs, Manila

Poland (1995)

Ambassador Piotr Stachanczyk

Permanent Representative, Permanent Mission of the Republic of Poland to the United Nations Office and other International Organizations in Geneva

Portugal (2009)

Ambassador Pedro Nuno Bártolo

Permanent Representative, Permanent Mission of Portugal to the United Nations Office and other International Organizations in Geneva

Romania (2001)

Ambassador Adrian Cosmin Vierita

Permanent Representative, Permanent Mission of Romania to the United Nations Office and other International Organizations in Geneva

Russian Federation (1995)

Ambassador Alexey Borodavkin

Permanent Representative, Permanent Mission of the Russian Federation to the United Nations Office and other International Organizations in Geneva

Senegal (2015)

Ambassador Mame Baba Cisse

Permanent Representative, Permanent Mission of the Senegal to the United Nations Office and other International Organizations in Geneva

Republic of Serbia (2002)

Ambassador Vladislav Mladenovic

Permanent Representative, Permanent Mission of the Republic of Serbia to the United Nations Office and other International Organizations in Geneva

Slovak Republic (2001)

Ambassador Fedor Rosocha

Permanent Representative, Permanent Mission of the Slovak Republic to the United Nations Office and other International Organizations in Geneva

Slovenia (2004)

Ambassador Vojislav Šuc

Permanent Representative, Permanent Mission of the Republic of Slovenia to the United Nations in Geneva

Spain (2002)

Ambassador Ana Maria Menéndez Pérez

Permanent Representative, Permanent Mission of Spain to the United Nations Office in Geneva

Sweden (1995)

Mr Johan Lagerlöf

Deputy Director General, Ministry of Defence, Stockholm

Switzerland (1995)

Dr Robert Diethelm

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

Ambassador Urs Schmid

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

Ambassador Benno Lagner

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

Ambassador Heidi Grau

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

Ambassador Dr Theodor H. Winkler

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

Turkey (2000)

Ambassador Mehmet Ferden Çarıkçı

Permanent Representative, Permanent Mission of Turkey to the United Nations Office and other International Organizations in Geneva

Ukraine (1995)

Ambassador Yurii Klymenko

Permanent Representative, Permanent Mission of Ukraine to the United Nations Office and other International Organizations in Geneva

United Kingdom (1997)

(To be confirmed)

United States of America (1996)

Colonel John Roddy

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

Canton of Geneva (1995)

Dr Jean F. Freymond

Director, Geneva Dialogues, Geneva

Dr Philippe Roch

Independent Consultant, Geneva

Senior Executive Team

Ambassador Christian Dussey

Director

Professor Mohammad-Mahmoud Ould Mohamedou

Deputy Director and Academic Dean

Brigadier General (ret.)

Philippe Meyer

Chief Operating Officer

Senior Management Team

Professor Nayef Al-Rodhan

Head of the Geopolitics and Global Futures Programme

Colonel (GS) Christian Bühlmann

Head of the Regional Development Programme

Ms Anna Fink

Head of Resource Mobilization and Marketing

Dr Gustav Lindström

Head of the Emerging Security Challenges Programme

Ms Priscilla Calmes

Head of Human Resources Operations and Support Services

Mr Allan Sheldon

Head of Finance

Dr Carl Ungerer

Head of the Leadership, Crisis and Conflict Management Programme

Annexes: GCSP Fellows in 2015

GCSP Fellows in 2015

The GCSP's Global Fellowship Initiative brings together a vibrant, multidisciplinary, multicultural and multigenerational network of like-minded experts from different horizons.

Associate Fellows

Amb. Dr Sameh Aboul-Enein, Ambassador and Permanent Representative of the League of Arab States to the United Nations in Geneva and to the UNOG;

Dr Jon Alterman, Senior Vice-President, Center for Strategic and International Studies (CSIS)

Mr Nick Ashton-Hart, Executive Director, Internet and Digital Ecosystem Alliance; Senior Fellow, Diplo Foundation

Prof. Joseph Bahout, Professor of Middle-Eastern Studies, Sciences Po Paris; Advisor, Académie Diplomatique Internationale

Mr Ben Baseley-Walker, former Programme Lead of the Emerging Security Threats Programme (EST), United Nations Institute for Disarmament Research (UNIDIR)

Mr Karim Emile Bitar, Senior Research Fellow, Institute for International and Strategic Relations (IRIS)

Dr William Boothby, former Air Commodore (1 star); Deputy Director, Legal Services, Royal Air Force, UK

Amb. Jean-Marc Boulgaris, former Deputy State Secretary of Switzerland

Mr Aapo Cederberg, former Senior Programme Advisor, Emerging Security Challenges Programme

Prof. Sharam Chubin, Non-Resident Senior Associate, Nuclear Policy Program, Carnegie Endowment for International Peace

Dr Selmo Cikotic, former Minister of Defence of Bosnia and Herzegovina; Country Manager, Centre for the Development of Relations with Bosnia and Herzegovina (BIGMEV); Former Dean and Professor, School of Government, American University in Bosnia and Herzegovina

Dr James Cockayne, Head of Office for the United Nations University, New York

Mr Xavier Colin, Editorial Producer and Presenter, *Geopolitis Magazine*, RTS and TV5Monde

Prof. Victoria Curzon-Prize, Professor Emerita, University of Geneva; former Professor of Economics and Director, European Institute of the University of Geneva

Mr Miguel Ángel Moratinos Cuyaubé, former Spanish Minister of Foreign Affairs and Cooperation; former EU Special Representative for the Middle East Peace Process

Amb. Franz von Daeniken, former State Secretary and Political Director in the Swiss Foreign Ministry

Mr Alan Doss, Executive Director, Kofi Annan Foundation

Dr Zaid Eyadet, Advisor, Emirates Policy Center

Prof. William A. Fischer, Professor of Innovation, IMD

Dr Peter Foot, Professor Emeritus Defense Studies at the Canadian Forces College and the Royal Military College, Canada; former GCSP Academic Dean

Brig. Gen. (ret.) Jean-Philippe Ganascia, former Senior Military Advisor, DCAF

Prof. Solange Ghernaoui, Director, Swiss Cybersecurity Advisory and Research Group, University of Lausanne

Ms Janine Di Giovanni, Middle East Editor, *Newsweek*; Contributing Editor, *Vanity Fair*

Dr Laura Hammond, Head of Department and Senior Lecturer, Department of Development Studies, School of Oriental and African Studies (SOAS), London

Prof. David Heymann, Head and Senior Fellow, Centre on Global Health Security, Chatham House; Chairman, Health Protection Agency

Amb. Wolfgang Ischinger, Chairman, Munich Security Conference

Ms Angela Kane, former High Representative for Disarmament Affairs, United Nations Office for Disarmament Affairs

Prof. Mukesh Kapila, Professor of Global Health and Humanitarian Affairs, University of Manchester

Prof. Juliette Kayyem, former Assistant Secretary, Intergovernmental Affairs, Department of Homeland Security; Founder, Kayyem Solutions, LLC; Lecturer, Harvard Kennedy School of Government

Prof. Catherine Kelleher, College Park Professor, University of Maryland; Senior Fellow, Watson Institute for International Studies, Brown University

Gen. Yves de Kermabon, Special Advisor to NATO; Vice President, Mars Analogies

Dr Khalid Koser, Executive Director, Global Community Engagement and Resilience Fund (GCERF)

Amb. Jean-David Levitte, former French Senior Diplomatic Advisor and Sherpa of President Sarkozy; former Permanent Representative of France to the United Nations; Member, Institut de France; Professor, Sciences Po Paris; Distinguished Fellow, Brookings Institution

Prof. Anatol Lieven, Professor, Georgetown University, Doha, Qatar; Visiting Professor, War Studies Department, King's College London; Senior Fellow, New America Foundation

Dr Robert Litwak, Vice President for Scholars, Director of International Security Studies, Woodrow Wilson International Center for Scholars

Dr Rama Mani, Senior Research Associate, Centre for International Studies, University of Oxford

Ms Souad Mekhennet, Columnist, *Washington Post*, *Newsweek* and *Daily Beast*

Mr Theodore Murphy, Overseer of a high-level national dialogue initiative in Sudan, Senior Advisor on Africa and Middle East Mediation Initiatives, the Berghof Foundation in Berlin, Germany

Amb. Chitra Narayanan, former Ambassador of India to Switzerland, Liechtenstein and the Holy See

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

Mr James Nixey, Head, Russia and Eurasia Programme, Chatham House

Dr 'Funmi Olonisakin, Member, UN Advisory Group of the Review of Peacebuilding Architecture; Director, African Leadership Centre/Conflict Security and Development Group, King's College London

Mr Dave Picitello, Vice President Security and ICT Coordination, ICANN

Prof. Paul R. Pillar, former CIA Senior Analyst and Manager; Non-Resident Senior Fellow, Center for Security Studies, Georgetown University

Dr Jean-Marc Rickli, Lecturer, Department of Defence Studies of King's College London, Qatar Joint Command and Staff College, Doha; Senior Researcher, Near East Centre for Security and Strategy, King's College London

Mr Stephen del Rosso, Director, International Peace and Security, Carnegie Corporation of New York

Prof. Robert I. Rotberg, Director, Program on Intrastate Conflict and Conflict Resolution, Belfer Center for Science and International Affairs at the Kennedy School of Government, Harvard University; President, World Peace Foundation

Annexes: GCSP Fellows in 2015

Prof. Adam Daniel Rotfeld, Professor at the Warsaw University and College of Europe (Natolin, Warsaw)

Mr Jean-Paul Rouiller, Director, Geneva Centre for Training and Analysis of Terrorism

Gen. Patrick de Rousiers, former Chairman, European Union Military Committee (CEUMC)

Prof. René Schwok, Associate Professor, Global Studies Institute, University of Geneva

Dr Jamie Shea, Deputy Assistant Secretary General, NATO

Gen. Sir Alexander Richard David Shirreff, former Deputy Supreme Allied Commander Europe (DSACEUR)

Dr Waheguru Pal Singh Sidhu, Senior Fellow, Brookings India Centre

Mr Matthias Siegfried, Mediation Advisor, Swiss Federal Department of Foreign Affairs

Prof. Timothy Sisk, Professor and Associate Dean for Research, Josef Korbel School of International Studies, University of Denver

Mr Scott Spence, Programme Director, National Implementation Measures (NIM) Programme at VERTIC London

Prof. Gareth Stansfield, Professor of Middle East Politics and the Al-Qasimi Chair of Arab Gulf Studies, University of Exeter

Adm.-USN (ret.) James Stavridis, Dean The Fletcher School of Law and Diplomacy, Tufts University; former Supreme Allied Commander at NATO

Mr Matthias Stiefel, Founder, Vice Chairman, INterpeace; Managing Director, Stiefel, Irvin and Associates SA and Andorinha Lda

Col. (GS, ret.) Johan Swennen, former Deputy Commander Military Intelligence and Security Service, Belgian Armed Forces

Amb. Fred Tanner, Senior Advisor to the OSCE Secretary General and Liaison for the Swiss OSCE Chairmanship 2014; former Director, GCSP

Mr Jean-Pierre Therre, Executive Vice President, Pictet & Cie Group

Dr Dmitri V. Trenin, Director, Carnegie Moscow Center

Dr Paul Vallet, Researcher, Sciences Po Paris

Dr Alexandre Vautravers, Global Studies Institute, University of Geneva; Visiting Fellow, Changing Character of War (CCW), University of Oxford; Editor-in-Chief, *Revue militaire Suisse* (RMS)

Prof. Andreas Wenger, Professor, International and Swiss Security Policy, ETH Zurich; Director, Centre for Security Studies (CSS)

Government Fellows

Col. Anton Dengg, Researcher, Institute for Peace Support and Conflict Management

Dr Jun Bong-Geun, Professor and Director General at the Department of Security and Unification Studies at the Korean National Diplomatic Academy

Capt. James E. Fanell, former Director of Intelligence and Information Operations for the US Pacific Fleet, US Navy

Ms Elizabeth O'Brien, International Policy Division, Australian Department of Defence

Ms Penny Williams, former Australian Ambassador for Women and Girls

Executives-in-Residence

Ms Raheek Ador, Director, Public Private Partnerships, United Nations Work and Relief Agency (UNRWA), Geneva

Ms Farah Andalibi, HR Professional

Mr Aaron Boyd, Chief Strategy Officer, ABI Research

Mr Nicolas Boulgaris, former Head of the Private Portfolio Management Department and Executive Members of the Strategy Committee, Banque Syz & Co SA

Ms Rebecca Chung, Founder, Rebecca Chung Research Translation

Mr Alain Délétroz, Former Vice President for Europe, International Crisis Group (ICG)

Mr Pasi Eronen, Researcher, Foundation for Defense of Democracies

Ms Laurence Favre, Human Resources and Administration Manager

Mr Edward Girardet, Journalist-in-Residence, and former editor of *Le News*

Dr Robert Glasser, Special Representative of the UN Secretary General for Disaster Risk Reduction and former Secretary General of

Mr Jyoti Gupta, Best-selling author

Mr Randall Krantz, Founder and Principal, Constellate

Ms Janet Lim, former Assistant High Commissioner (Operations), UNHCR

Ms Joëlle Tanguy, former Under-Secretary General, International Federation of the Red Cross and Red Crescent

Mr Gaetan Vannay, War reporter; former Chief International Editor, Swiss Broadcasting Corporation (RTS)

Doctoral Fellows

Dr Lionel Fatton, Research Associate, Centre de Recherches Internationales (CERI-CNRS), Sciences Po Paris; Foreign Correspondent to the United Nations in Geneva, Kyodo News

Ms Thea Horn, PhD Student, Australian National University

Dr Konstantinos Lampropoulos, Senior Programme Fellow/General Coordinator, Hellenic Foundation for European and Greek Foreign Policy

Dr Aaron Stein, PhD Student, King's College London; Associate Fellow, Royal United Services Institute

Young Leaders in Foreign and Security Policy

Dr Guila Kessous, UNESCO Artist for Peace

Annexes: Expanding the GCSP's reach

Publications

In 2015, the GCSP enhanced its focus on publications and policy analysis, both in terms of substance and frequency,

GENEVA PAPERS

Culture: An Underrated Element in Security Policy, *Dr Hans J. Roth*

The Crisis of the Intermediate-range Nuclear Forces Treaty in the Global Context *Col. (GS) Stefan C.P. Hinz*

The Dynamics of Regional Cooperation in Southeast Asia, *Dr Hans J. Roth*

Les empires en territoires et réseaux, *Dr Gabriel Galice*

STRATEGIC SECURITY ANALYSIS

Democratic Transitions and Internal Political Conflict in Southeast Asia, *Robin Ramcharan*

The Middle East and North Africa: Change and Upheaval 2015

The Tripwire Pivotal Corridor Conflicts *Prof. Nayef Al-Rodhan*

How are Societies Defended against Hybrid Threats? *Aapo Cederberg and Pasi Eronen*

Aapo Cederberg and Pasi Eronen
Sector-Specific Decision Failures in Business and Government, and Potential Solutions *Nicolas Boulgaris*

The Silk Road, Sand Castles and the US-China Rivalry, *Alain Guidetti*

Geo-economic competition: global disruptions from the new frontline, *Jonathon Cini*

Can there be a viable roadmap for Libya? *Jean-Louis Romanet Perroux*

Future Challenges in Cyberspace *Aapo Cederberg*

Five Challenges for European Foreign Policy in 2015, *Domhnall O'Sullivan*

Cyber Jihad: Understanding and Countering Islamic State Propaganda, *Dr Christina Schori Liang*

International Shifts and their Security Impact on the Middle East, *Dr Anthony H. Cordesman*

ASIAN CONFLICTS REPORT

The Geopolitics of Extremism: ISIS in Asia *Kumar Ramakrishna*

Thomas Koruth Samuel
Charithie Joaquin

Dina Afrianty
Khuram Iqbal

Suba Chandran

EDITORIALS

Wake up, West! The Era of Hybrid Warfare Is Upon Us, *Aapo Cederberg and Pasi Eronen*

Nurturing Tomorrow's Public Sector Leaders, *Joëlle Tanguy*

Climate Change, Health and Migration, *Anna Brach and Dr Khalid Koser*

Bombing Hospitals and Getting away with It, *Ed Girardet*

The Refugees on Our Watch: Europe's Pandora Box? *Dr Katy Clément*

Le jour où les Européens demanderont l'asile, *Xavier Colin*

Diplomacy Gets Creative, *Jyoti Guptara*

Les armes nucléaires, nées du péché, vouées à être interdites, *Marc Finaud*

The Iran Deal: Achievement and Starting Point, *Marc Finaud*

Getting a Digital Foothold against the World's Most Dangerous Start-up, *Dr Christina Schori Liang*

The Climate Change-security Nexus, *Anna Brach*

Nepal, the Earthquake and the Post-2015 Development Agenda, *Nana Bemba Doreen Nti*

The Failed Non-Proliferation Treaty Review Conference: Cyclical Pattern or Paradigm Change? *Marc Finaud*

Earning Liberty, Enabling Human Security, *Jyoti Guptara*

Trois actions pour sortir le Sud Soudan de l'impasse, *Dr Katy Clément*

Whither Israel after the Victory of Fear? *Marc Finaud*

After Paris: The Challenge of Returning Fighters, *Aaron Stein and Michael Stephens*

Ukraine's Western Dilemma: Use of Force or Negotiation? *Alain Guidetti*

The Force of Ideas: Leadership in International Security Policy, *Dr Carl Ungerer*

'Holy War' and the Killing of Innocents, *Marc Finaud*

Cities under Fire, Waking up to the New Face of Terror in 2015, *Dr Christina Schori Liang*

Annexes: The GCSP's activities 2015

Activities in 2015

FOSTERING DIALOGUE AND DEBATE

13/2/2015	Public Discussion: "The Role of Women and Girls in Countering Violent Extremism" in cooperation with GCERF and the U.S. Mission	23/6/2015	Executive Conversation: "Peace and Justice: Women's Role in Reconciliation" with Elisabeth Rehn and Prof. Paul Williams
17/2/2015	Public Discussion: "After Paris: The Challenge of Returning Fighters"	29/6/2015	Caucasus 2025 Workshop
19/2/2015	Public Discussion: "International Affairs Today: Towards Order or Anarchy?" in cooperation with the Graduate Institute	17/7/2015	Workshop: "Cyber with Security: Shared Needs, Collaborative Solutions"
19/2/2015-20/2/2015	Seminar: "Mechanisms for Confidence-Building and Cooperation in Cyberspace"	16/9/2015	Executive Conversation: "The Role of the Diplomat and Diplomacy in a World of Global Transformation" with Miguel Ángel Moratinos Cuyaubé
6/3/2015	Public Discussion: "Ukraine, ISIS: Which Role for the Use of Force?"	7/10/2015	Public Discussion "Water, Wars and an Unusual Equation" in cooperation with the Strategic Foresight Group
11/3/2015	Public Discussion: "Monitoring Commitments in Nuclear Disarmament and Non-Proliferation"	9/10/2015-10/10/2015	OSCE Forum
11/3/2015-12/3/2015	Conference: "Nuclear Weapons: The State of Play 2015"	15/10/2015	Geneva Security Debate: "Did the West Provoke Russia?"
18/3/2015	Executive Conversation: "Transhumanism in War and Peace"	19/10/2015	Executive Conversation: "Contemporary Journalism: Winning the Battle for Freedom" with Tim Sebastian
26/3/2015	Forum for Future Leaders: "Freedom of Expression: A Right with No Limits?"	20/10/2015	Executive Conversation "What Wakes you at Night? What Drives you to Rise in the morning?" with Julienne Lusenge and in cooperation with the Maison de la paix Gender and Diversity Hub
22/4/2015-23/4/2015	Cyber 9/12 Student Challenge	27/10/2015	"The European Union: Challenges and Strategic Responses" with RHID and Egmont
24/4/2015	Public Discussion: "Strategic Trends 2015" in cooperation with CSS-ETH Zurich	2/11/2015	Public Discussion: "Refugee Crisis: National and Human Security Implications"
27/4/2015	Public Discussion: "Addressing South Sudan's Crisis"	3/11/2015	Public Discussion: "The Many Dimensions of Counterterrorism"
6/5/2015	Executive Conversation: "Conquering the Chaos: Why Winning in India Matters to Every Global Company" with Ravi Venkatesan	5/11/2015-6/11/2015	Workshop: "Historical Dimensions of Nonproliferation/Arms"
6/5/2015	Public Discussion: "South China Sea Dispute" in cooperation with the Permanent Mission of the Philippines	16/11/2015-20/11/2015	Geneva Peace Week
27/5/2015	GCSP-GIPRI Seminar on Terrorism	19/11/2015	Public Discussion: "Global Terrorism Index Report Launch Event"
29/5/2015-30/5/2015	GCSP Annual Alumni & Security Policy Conference: "Global Security Transformations: Past, Present and Future Challenges"	3/12/2015	"Policy Dialogue on Preventing and Countering Violent Extremism: National Experiences and Best Practices" in cooperation with the Permanent Mission of Morocco
4/6/2015	Public Discussion: "Women in Military Conflict" with Liz Broderick, Australia's Sex Discrimination Commissioner	4/12/2015	RESOLVE Network Stakeholders Meeting
4/6/2015	GCSP/DCAF/OIF Conference on Francophonie	9/12/2015-11/12/2015	Workshop: "3DBIO: Supporting Compliance with the Biological Weapons Convention (BWC)" in cooperation with Chatham House
9/6/2015	GCSP/China Institute for International Security Studies (CISS) Annual Joint Seminar	10/12/2015	Public Discussion: "The World of Aid Is Changing: Resilience and Responses to Crisis"
12/6/2015-14/6/2015	13th GCSP/Crown Center/GRC Annual Conference: "The Middle East: Change and Upheaval 2015"	16/12/2015	Executive Conversation: "New Forms of Leadership: A Candid Discussion on Leading Change" in cooperation with the Center for Creative Leadership
15/6/2015	Public Discussion: "Looking over the Horizon: The United States Comprehensive Approach to Countering Violent Extremism"	16/12/2015	Geneva Security Debate: "Is there a Solution in Syria with Assad?"
16/6/2015	GCSP/PIR Center/ UNIDIR Expert Panel: "Looking to the Future: Expert Perspectives on Global Cyber Policy"		

Annexes: The GCSP's activities 2015

 MEETINGS AND VISITS

8/4/2015	Visit: Mediterranean Academy of Diplomatic Studies, University of Malta (MEDAC)	2/11/2015	Visit: Research Institute of National Security Affairs at the Korean National Defense University
30/4/2015	GCSP Bureau Meeting	5/11/2015	Visit: Erasmus Students
8/6/2015	GCSP Foundation Council Meeting	17/11/2015	GCSP Foundation Council Meeting
2/7/2015	Visit: students from the University of Coahuila Mexico	18/11/2015	Visit: American University of Paris
31/8/2015- 1/9/2015	Visit: China Institute for International Strategic Studies (CISS)	26/11/2015	Visit: Professional Women Circle Geneva
6/10/2015	GCSP Bureau Meeting	3/12/2015	Visit: Defence Attachés accredited to Switzerland
14/10/2015	Visit: Division for Security Policy of the Swiss Federal Department of Defence Civil Protection and Sport	14/12/2015	Visit: Karen-Myanmar Delegation

 EDUCATING INTERNATIONAL SECURITY LEADERS

3/2/2015- 27/3/2015	19th European Training Course in Security Policy (ETC): "Examining Global Security Challenges Relative to Europe"	23/6/2015- 24/6/2015	Disruptive Technologies and Warfare
12/2/2015	Stage de Formation de Commandement de l'Ecole Centrale de l'Armée Suisse - Führungslehrgang (FLG1)	7/7/2015- 10/7/2015	The Political Advisor's Tool Box: Skills Enhancement for Political Advisors (POLADS)
23/2/2015- 26/2/2015	11th Defence Attaché Orientation Module in Geneva	13/7/2015- 19/7/2015	5th Design, Monitoring and Evaluation for Peacebuilding and Development
9/3/2015- 13/3/2015	Swiss Professional Officers Training Course (SPOT)	30/8/2015- 11/9/2015	16th Swiss Peacebuilding Training Course
16/3/2015- 27/3/2015	Leadership, Decision-making and Resilience in Foreign and Security Policy	2/9/2015- 4/9/2015	Creative Diplomacy Short Courses in Geneva 8th Annual Senior Officers' Seminar (ASOS)
23/3/2015- 26/3/2015	Leadership and Cooperation in Complex Environments: German Armed Forces College, National General Staff Offices Course (FüAkBw) Hamburg	21/9/2015- 24/9/2015	Foresight and Strategic Planning: Shaping the present, mapping the future
23/3/2015- 27/3/2015	Devising a National Cyber Security Strategy and Policy	1/10/2015	Stage de Formation de Commandement de l'Ecole Centrale de l'Armée Suisse - Führungslehrgang (FLG1) Short Courses in Geneva
10/4/2015- 2/5/2015	3rd Myanmar Training Course on International Relations, Governance and Public Participation	6/10/2015- 8/10/2015	Engaging with Non-State Armed Groups
13/4/2015- 17/4/2015	Arms Trade Treaty (ATT) Implementation Course	12/10/2015	Artificial Intelligence: Security, Ethical, and Existential Implications
20/4/2015- 24/4/2015	16th New Issues in Security Course (NISC)	12/10/2015- 16/10/2015	4th Defence Attaché Orientation Module for East African Countries
22/4/2015- 24/4/2015	German Armed Forces College - Leadership and Cooperation in Complex Environments Seminar (FüAkBw – Führungsakademie der Bundeswehr)	12/10/2015- 16/10/2015	Climate Change: Security Challenges and Solutions
2/5/2015- 9/5/2015	5th GCSP-European Security and Defence College (ESDC) Course on Peacebuilding	26/10/2015- 30/10/2015	Defence Attaché Orientation Module for Western Balkan Countries
4/5/2015- 8/5/2015	4th ESDC-GCSP Advanced Course for Political Advisors (POLADS) in EU Missions and Operations: Skills for Political Advisors	29/10/2015- 30/10/2015	Swiss NCO School (BUSA Course)
4/5/2015- 8/5/2015	7th Defence Attaché Orientation Module for Western Africa, Central Africa, and Maghreb Countries	2/11/2015- 4/11/2015	Building a National Strategy for Countering Violent Extremism (CVE)
7/5/2015	Stage de Formation de Commandement de l'Ecole Centrale de l'Armée Suisse - Führungslehrgang (FLG1)	8/11/2015- 13/11/2015	Defence Attaché Orientation Module - Amman
18/5/2015- 22/5/2015	Annual Swiss Diplomats Training Course	9/11/2015- 13/11/2015	Arms Trade Treaty Implementation
8/6/2015- 11/6/2015	Understanding and Navigating Political Transitions	16/11/2015- 20/11/2015	7th Senior Level Course on Peacebuilding Course: Enhancing Leadership for Peacebuilding
		16/11/2015- 20/11/2015	MILAK
		23/11/2015- 25/11/2015	Cyberweapons: National Interests, Technologies and Markets
		7/12/2015- 10/12/2015	Immersion dans la langue française par la politique de sécurité internationale
		7/12/2015- 11/12/2015	5th Weapons Law and the Conduct of the Legal Review of Weapons Course

Annexes: Photo credits

Photo credits

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If you are considering creating a professional development, dialogue or policy-analysis solution, we would be delighted to discuss it with you.

Please send your requests and proposals to:
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