



**GCSP**  
Geneva Centre for  
Security Policy

# GCSP Medium-Term Strategy 2023-2027



## Geneva Centre for Security Policy

The Geneva Centre for Security Policy (GCSP) is an international foundation serving a global community of organisations and individuals. The Centre's mission is to advance peace, security and international cooperation by providing the knowledge, skills and network for effective and inclusive decision-making through executive education, diplomatic dialogue, research and policy advice.

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# Contents

<b>Navigating Turbulent Times</b>	<b>4</b>
<b>Overall Objectives</b>	<b>5</b>
<b>Our Vision</b>	<b>6</b>
<b>Our Mission</b>	<b>6</b>
<b>Our Purpose</b>	<b>6</b>
<b>Our Approach</b>	<b>7</b>
<b>GCSP Peace Pentagon</b>	<b>7</b>
<b>Timeline</b>	<b>8</b>
<hr/>	
<b>WE EDUCATE</b>	<b>10</b>
<b>WE FACILITATE</b>	<b>12</b>
<b>WE INSPIRE</b>	<b>14</b>
<b>WE ADVISE</b>	<b>16</b>
<b>WE CONNECT</b>	<b>18</b>
<hr/>	
<b>CENTRE-WIDE TOPICS</b>	<b>20</b>
Marketing & Communications	20
Gender, Diversity and Sustainability	22
Resource Mobilisation	23
Operations and Quality Assurance	24
<hr/>	
<b>Glossary</b>	<b>25</b>

## Navigating Turbulent Times

This medium-term strategy comes at a key **inflection point** in global history. The world is emerging from a major pandemic and dealing with an interconnected set of threats and challenges, including a major war in Europe.

**This makes the GCSP more relevant than ever**, because it provides a safe space for dialogue, education for the skills and knowledge leaders need to manage crises, and policy advice on how to de-escalate tensions and manage international relations peacefully. In an age of mistrust, it provides rare opportunities for military-to-military contacts and for people from different backgrounds to learn together to deal with common challenges.

The Centre is ideally positioned and equipped to help leaders to **reshape the international system** and **look over the horizon** to anticipate, explain, and prepare for future risks and challenges.

# Overall Objectives

## ■ **Direction and impact:**

The Medium-Term Strategy to 2027 provides a common agenda, purpose and sense of direction for the GCSP at a time of profound change. The strategy defines key strategic goals for the Centre as a whole, and objectives and key performance indicators for each Impact Line.

## ■ **Aligning objectives and resources:**

The strategy will align existing structures and resources (both human and financial) with the Centre's strategic objectives, and define objectives for which new resources will have to be mobilised.

## ■ **Learning journeys and community of practice:**

The strategy aims to further enhance the GCSP's reputation as a centre of excellence that provides state-of-the-art executive education to prepare leaders to shape a changing world. It also seeks to build the Global Fellowship Initiative, and to continue to identify, nurture and reward innovation, particularly through [the Creative Spark](#). It aims to draw more effectively on experts, teachers and the vast network of GCSP alumni to strengthen the GCSP community of practice.

## ■ **Dialogue and policy to reshape the international system:**

Key objectives in this medium-term strategy are to strengthen the GCSP's resources, expertise and profile in Impact Lines devoted to facilitating dialogue and providing analysis and advice. Together with executive education, this will strengthen the Centre's ability to provide strategic anticipation and risk analyses that help leaders and policymakers to work more effectively on shared interests, challenges and international cooperation at a time of dramatic changes in the international system.

## ■ **Strengthening partnerships:**

The strategy outlines ways that the Centre will enhance in-house cross-fertilisation and interdisciplinary approaches among experts and strengthen military-to-military contacts. Partnerships will also be strengthened with the countries of the Foundation Council; think tanks; governments; and regional, international and non-governmental organisations; and efforts will be made to attract new donors.



## Our Vision

Our vision is to be a leading platform in the international security field that, through a combination of inclusive dialogue, executive education, and the exchange of ideas, enables international actors with diverse perspectives to jointly generate ideas, policy options and solutions to complex problems. This will help to shape a resilient international order that can withstand systemic shocks while advancing peace, cooperation and sustainable security.

## Our Mission

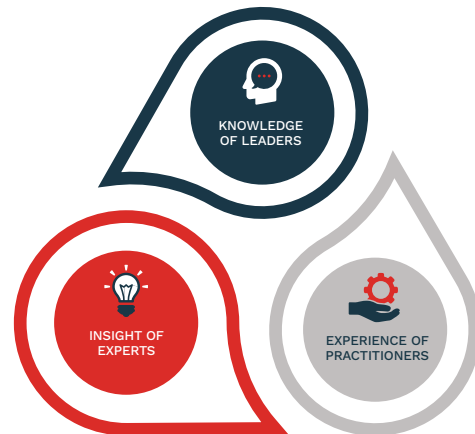
Our mission is to be a platform where people from different countries and backgrounds come together in a safe and inclusive environment in the spirit of International Geneva to gain knowledge, seek solutions to global challenges, build relationships and trust across political divides, and increasingly widen a community of individuals and organisations committed to advancing peace, security and international cooperation.

## Our Purpose

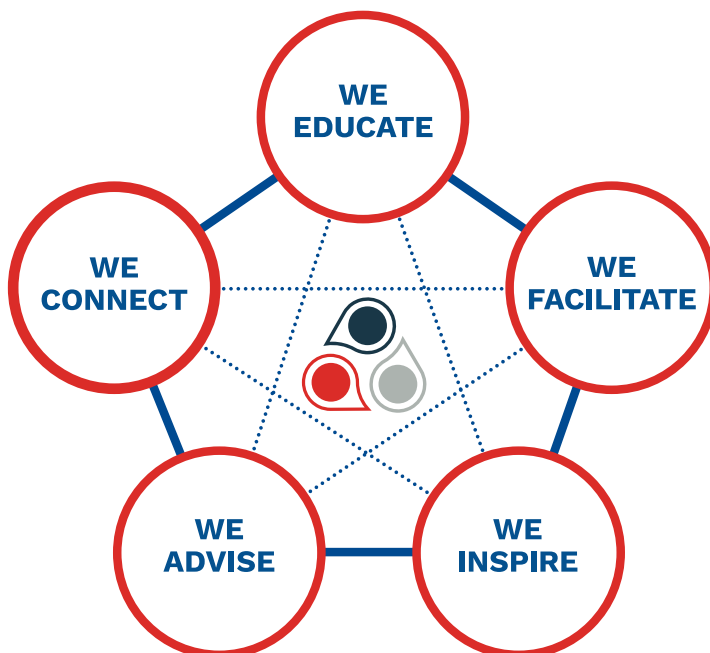
- We are a **safe space for reflection, exchanges and insights** about current and future security challenges and a **forum for developing ideas and policies** to respond more effectively to them.
- We **educate and empower current and future leaders** to be more impactful and better decision-makers when dealing with issues affecting peace and security and international relations.
- We **support organisations and run dialogue processes** to prevent and resolve conflicts, manage crises, and make and sustain peace.
- We **help people to anticipate and understand global threats and challenges**, and provide leaders with the mindset, skillset and toolset to deal more effectively with them in a spirit of cooperation.
- We **nurture a global and vibrant community** of peace and security experts by providing executive education and dialogue opportunities and by supporting talented individuals and innovative projects.

## Our Approach

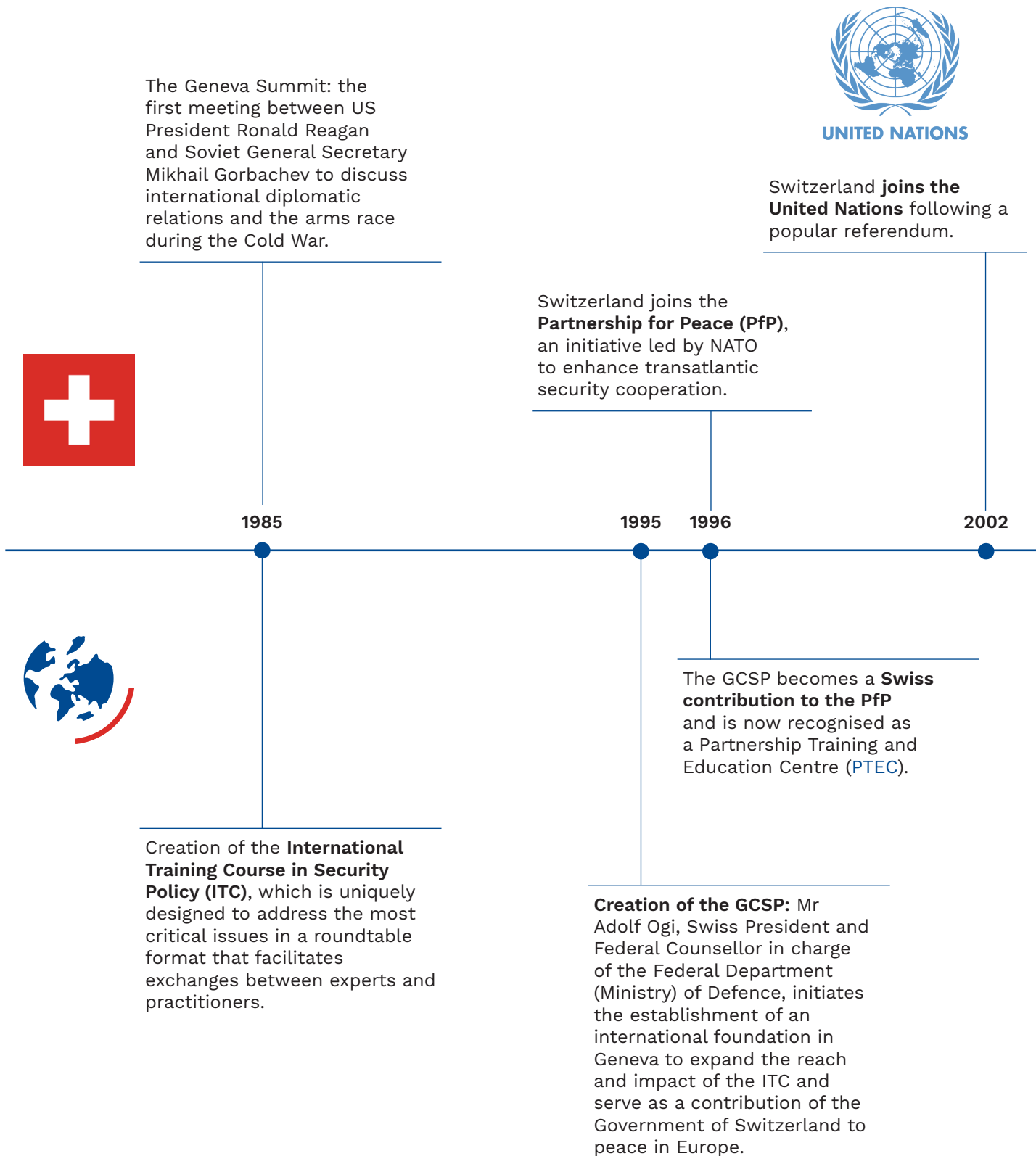
- Impartial
- Independent
- Inclusive
- The GCSP Way: experts, practitioners and leaders
- Interdisciplinary and holistic
- Teaching and practising rapid and agile adaptation to change
- Fostering communities of practice



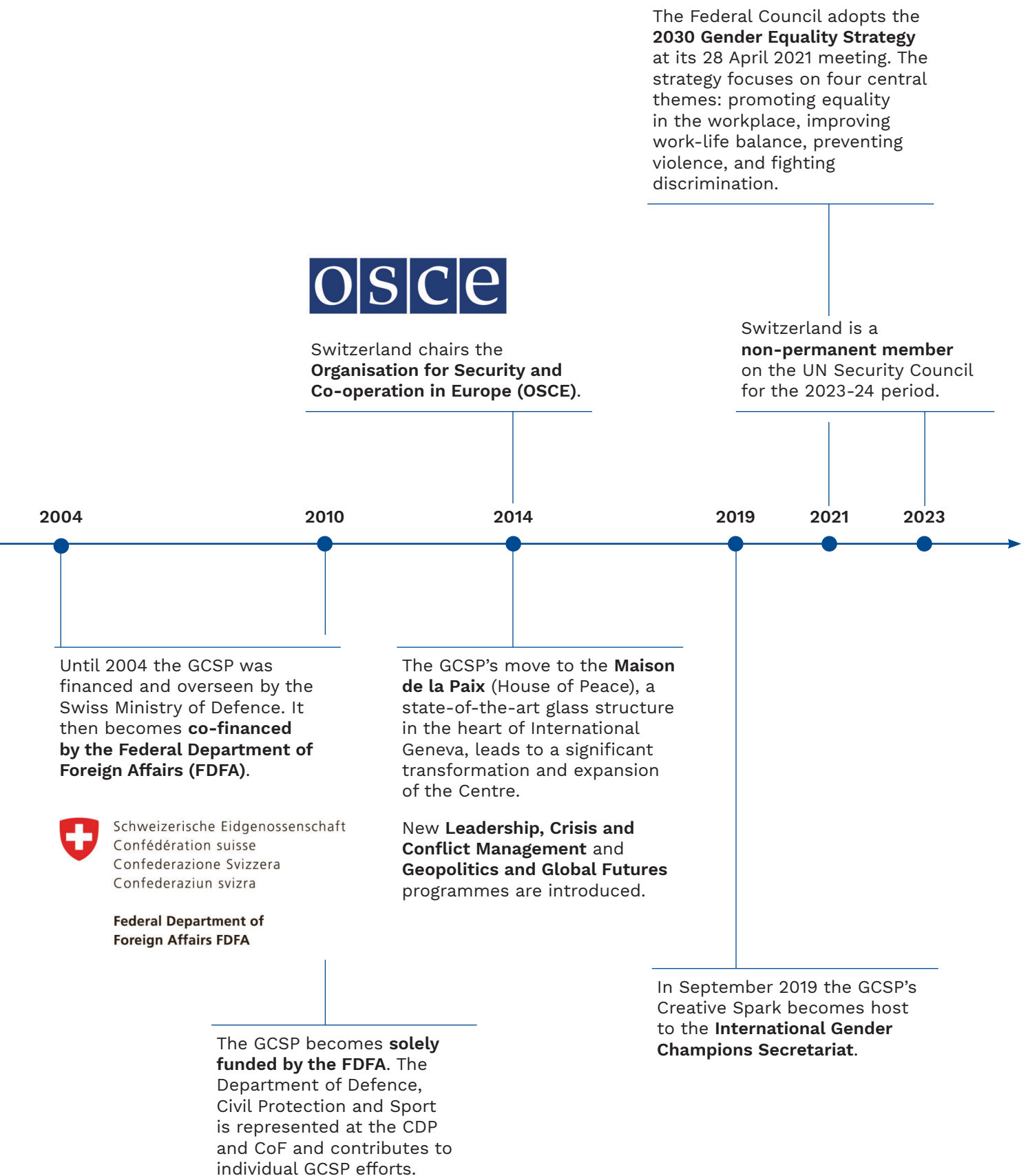
## GCSP Peace Pentagon




# Timeline







Switzerland chairs the **Organisation for Security and Co-operation in Europe (OSCE)**.

 Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

**Federal Department of Foreign Affairs FDFA**

New **Leadership, Crisis and Conflict Management** and **Geopolitics and Global Futures** programmes are introduced.

## WE EDUCATE

### What we do: Executive Education

Executive Education at the GCSP provides individuals and organisations from around the world with the knowledge, mindset, skills, tools, and contacts they need to increase their impact and advance their careers in peace and security and international collaboration.

#### The GCSP as a facilitator of knowledge:

- We offer a wide range of education opportunities covering all relevant topics in the field of peace and security.
- We offer a holistic approach to peace and security and a pedagogical experience that is outcome-oriented and focuses on the transfer of learning.
- Our target audience includes all key stakeholders, government officials, international organisations (IOs), NGOs, civil society and the private sector.
- Our offerings are either residential, virtual or hybrid, and courses are delivered in Geneva or in partner locations in Switzerland and abroad.
- We offer course participants access to experts from key organisations and institutions from across the globe, representing the changing landscape in dealing with the complex issues of today and tomorrow.
- We provide a dynamic and interactive learning environment that combines expert-led sessions, group work, peer-to-peer activities and opportunities for individual reflection.
- We build trust and communities by learning together.



## Medium-Term Strategic Objectives

**We aim to maintain a leadership position in executive education in international security by:**

- Continuing to develop our methodologies in light of state-of-the-art adult learning theories by investing in the next phase of the **digitalisation** of executive education, and **building on the best of virtual, face-to-face and hybrid course delivery methods** in order to expand our target audience;
- Undergoing **regular and holistic portfolio assessments** to remain comprehensive yet focused and ensure that our offerings are needs based, adapting the focus of our topics as needed to stay relevant, and being forward-looking to anticipate demand and impact efforts to address global challenges;
- **Strengthening further synergies between Executive Education and other Impact Lines** in order to leverage expertise and partnerships, in particular by developing **the education-dialogue nexus**;
- **Strengthening existing military-to-military** education offerings by capitalising on the GCSP's well-established tradition in this field and our in-house military experts;
- **Addressing common values and civic mindedness** that can feed into cooperative security in response to the crisis of the liberal order, the rise in hard security solutions and geopolitical tensions;
- **Expanding the reach of the GCSP's networks and participants** by actively strengthening partnerships, profiles and customised activities in Africa, the Middle East, Asia and South America; and
- **Growing the Global Scholarship Fund** to enable a wider pool of interested leaders in peace and security to receive financial assistance and benefit from the GCSP's courses.

## Impact Line 1 - Key Performance Indicators

- Make the proportion of customised courses vs open-enrolment courses at least 50% by 2027
- Increase the proportion of women participants in Executive Education and advanced courses to 30% by 2027.
- Ensure that the annual course evaluation score for overall evaluation, relevance and expectations is above 4 on a scale of 1-5.
- Deliver at least two customised courses in support of Switzerland's role as a non-permanent member of the UN Security Council for 2023-2024.
- Develop the Global Scholarship Fund by 2027 in order to increase the number of available scholarships and thereby enable broader and more inclusive participation in the GCSP's education offerings.

## **WE FACILITATE**

### **What we do: Diplomatic Dialogue**

Diplomatic Dialogue at the GCSP provides space and support for dialogue that adds value for Track 1 actors and processes. We organise, facilitate and host multitrack (Track 1.5 and Track 2) dialogue processes with a view to developing policy options and solutions for Track 1 actors.

We bring actors and stakeholders together and help them to challenge assumptions and build common ground in order to reduce tensions and increase trust and confidence.

Our core values (impartiality, diversity and inclusiveness) and reputation enable us to develop and maintain strategic partnerships, nurture influencers, and reach out to policymakers and leaders.

We facilitate diplomatic dialogue in order to assist policymakers to find solutions to common problems, reduce tensions, and manage international relations peacefully.

We leverage our strategic location at the heart of International Geneva and are inspired by its unique spirit to bring together diplomats, experts, policymakers and academics for creative, policy-relevant and results-oriented dialogue.

## Medium-Term Strategic Objectives

**We aim to strengthen the GCSP's profile as an inclusive platform to promote peace, security and international cooperation by facilitating dialogue:**

- **On global security:** Support Track 1 actors' efforts to rebuild trust and confidence among the key powers and help elaborate a joint vision for the future security architecture in Europe. This includes [the Chambesy Roundtable](#) on European security; Track 1.5 and 2 support for related diplomatic processes; support for Switzerland's role as a non-permanent member of the UN Security Council; and the OSCE Focus Conference.
- **On regional security:** Facilitate open and informal exchanges among countries with shared regional crises or common dilemmas, with a view to generating creative options for consideration in official peace talks or at the Track 1 level. This includes efforts to reduce tensions in North Asia ([the Zermatt Roundtable](#)); to build confidence in the Eastern Mediterranean region; and to support peace processes and Geneva-based negotiation frameworks, inter alia related to Syria, Afghanistan and the South Caucasus.
- **On thematic and cutting-edge issues:** Devise common approaches or principles to deal with emerging or cutting-edge security and governance issues that impact international security. This includes strengthening the Centre's capacity and profile as a place for military-to-military dialogue; facilitating policy-relevant dialogue among experts from diverse backgrounds to analyse emerging threats and challenges, and manage and mitigate risks; and facilitating dialogue on global governance related to Geneva-based institutions and processes.

## Impact Line 2 - Key Performance Indicators

- Define three measures to monitor and evaluate the impact of our dialogue processes (e.g. ideas generated, official statements in which the GCSP ideas are reflected, concrete policy outcomes, etc.) and apply these measures until 2027.
- Upon request, support Switzerland's role as a non-permanent member of the UN Security Council (2023-2024) on two issues in terms of conflict prevention and mediation processes.
- Initiate two new dialogue processes in 2023 to support official talks on enhancing global and regional security and additional dialogues to respond demands until 2027.
- Develop our networks by obtaining 10% more new contacts per year in targeted countries/on new topics of work and two new strategic partners in 2023 with additional partnerships based on demand until 2027.

## WE INSPIRE

### What we do: the GFI and Creative Spark

The **Global Fellowship Initiative (GFI)** brings together a vibrant, multidisciplinary, multicultural and intergenerational network of experts from a wide variety of backgrounds.

The GFI offers **five types** of Fellowships both **digitally** and **in Geneva**:

1. Associate Fellows
2. Government Fellows
3. Executives-in-Residence
4. Doctoral Fellows
5. Young Leaders in Foreign and Security Policy.

The GFI aims to inspire, prepare and support **individuals in transition** by offering spaces and resources that:

- ensure knowledge exchange and productive research
- foster creativity and collaboration
- expand networks.

The **Creative Spark** is the embodiment of the GCSP's mission to promote peace and security through applied research by transforming innovative ideas into reality.

Experience, expertise, successes and failures feed our **applied research** and allow us to provide **forward-looking solutions** and **transformational ideas** for a more peaceful future.

**Both the GFI and the Creative Spark** support and extend the GCSP's commitment to strengthening communities and helping projects grow into sustainable solutions for global peace and security through the spark ignited by purposeful, focused and systematic cross-pollination.



## Medium-Term Strategic Objectives

We aim to spark new ideas and ways of dealing with complex challenges in the following ways:

- **Strengthen the role and profile** of the GFI and Creative Spark as sources of knowledge, experience, innovation and strategic anticipation through an interdisciplinary approach.
- **Leverage and capitalise on** the expertise and network of the GCSP Fellows for the mutual benefit of Fellows and the Centre, and enhance synergies between Impact Line 3 and other Impact Lines.
- **Improve branding and impact measurement** by better communicating about the value and strengths of the GFI and Creative Spark, and developing a clearer message on our platforms to help raise the GCSP's profile as an avant-garde institution.
- **Engage more actively with youth** as a source of inspiration and long-term investment.
- **Raise funds** by developing a narrative and strategy to inspire more partners to financially support the GCSP Fellows and the Creative Spark, and by capitalising on our Fellows' networks and engagement, both as content providers and for resource mobilisation.

## Impact Line 3 - Key Performance Indicators

- Host an annual event to showcase innovation at the GCSP (inter alia projects incubated as part of the Creative Spark).
- Achieve the annual participation of Global Fellows in 10% of other Impact Line activities.
- Develop between two and five MoUs with relevant institutions to inspire young leaders by 2027.
- Ensure at least 30% gender diversity among IL3 participants per year
- Organise at least five activities a year to promote idea generation.

## WE ADVISE

### What we do: Policy Advice and Research

We provide timely, relevant, and usable insights for our community and for specific customers.

We monitor policy and technological developments that impact international peace, security and strategic stability; analyse their implications; and provide cutting-edge early warning, strategic anticipation and policy-relevant advice.

We identify key topics based on our in-house and global community expertise to develop policy recommendations and advise policy- and decision-makers.

Our interdisciplinary approach, in-house expertise, and networks enable us to offer expert, impartial policy advice that helps those we advise to make sense of and adapt to a complex, interconnected, and rapidly changing world, and develop new insights, creative solutions, and novel approaches.

To this end, we:

- analyse global developments
- create knowledge and insights
- deduce relevant policy implications
- develop policy recommendations
- offer general and specific policy advice
- organise and host events on security policy-related issues.

## Medium-Term Strategic Objectives

**We aim to leverage our expertise, knowledge and networks to develop evidence-based policy to:**

- **Make sense of modern security affairs:** Revived great-power competition, emerging and disruptive technologies, new forms of warfare, challenges to multilateralism and global governance, and war and conflict in Europe lead to new challenges to international peace and security. This calls for new conceptualisations of and approaches to security. The GCSP does this by focusing on future-oriented security policy, emerging and disruptive technologies, and avenues for new cooperation for peace and security, among other themes.
- **Provide tailor-made advice:** We aim to develop analytical products and strengthen partnerships with governments (starting with members of the Foundation Council), regional and international organisations, think tanks, NGOs, academic institutions and the private sector. Products of this kind will help these actors to better understand the international peace and security environment and be positioned and equipped to effectively anticipate and respond to the challenges and opportunities ahead.
- **Strengthen the profile of the GCSP as a producer of knowledge and expertise:** Through research, publications, events and tailor-made products we aim to raise the GCSP's profile as a go-to place for expertise, analysis and advice on security policy that is of particular relevance to core partners, Geneva-based partners, and the private sector in terms of risk and strategic forecasting, arms control, disruptive technologies, the impact of climate change on security, and crisis management.

### Impact Line 4 - Key Performance Indicators

- Produce at least six research or policy papers and six online publications annually for government entities and training centres per year.
- Organise at least 12 events per year.
- Organise an annual signature conference to be inaugurated by 2025.
- Secure new paying partners to whom we provide advice.

## WE CONNECT

### What we do: Alumni & Community

The GCSP's Community of alumni and experts spans the globe, with a presence in 174 countries. Nearly half of its members are based outside Europe.

Graduating from a GCSP course, having spent time at the GCSP under the Global Fellowship Initiative, or being one of our global experts qualifies individuals for free membership of the GCSP Community.

This Community is a unique network of professionals who tackle today's security challenges and anticipate and prepare for those of the future. Our mission is to support each Community member and his/her organisation, and use the reach and power of our networks to build a community that can enhance peace and security.

Through online platforms and activities all around the world, GCSP Community Engagement nurtures lifelong connections, fosters dialogue, and facilitates the exchange of ideas to advance international peace and security.

The knowledge, expertise and collective skills available in the GCSP Community are an invaluable resource for the Centre, its donors and partners, and each individual Community member.



**Regional connections**



**Thematic connections**



**Physical connections**



**Digital connections**

## Medium-Term Strategic Objectives

**We aim to build connections and facilitate the application of GCSP Community expertise to respond to complex threats and challenges.**

### Areas to expand:

- **Keep GCSP Community members connected and engaged:** Establish an incentive programme and create a system to showcase the involvement of Community members. Develop a recognisable symbol that would identify alumni Community members. Create a mentoring programme to generate value and increase connections.
- **Boost the GCSP Community network:** Develop regional and national hubs and their activities. Showcase what Community members do via a newsletter and the website. Enhance relationships between the network and Swiss representatives abroad.
- **Develop a community of practice:** More effectively use the alumni members of the GCSP Community as speakers, experts, disseminators, and content providers in order to scale up the amount and quality of expertise available to the Centre and strengthen our alumni's sense of ownership of and participation in the Centre's activities.
- **Cultivate greater interconnectivity:** Contribute to improving the GCSP's ability to share information and raise its profile in both International Geneva and the wider world as a convener of interesting speakers, an incubator of fresh ideas and approaches, and a facilitator of peace processes and policymaking on international security issues.

## Impact Line 5 - Key Performance Indicators

- **Produce ten thematic events** with alumni experts on the panel per year.
- **Organise 1 regionally focused networking event** with the GCSP Community Hubs, per region per year.
- Ensure the participation of at least 80 alumni speakers in GCSP and GCSP partner activities per year.
- **Facilitate at least one internal and external dialogue project per trimester** with alumni expertise until 2027.
- Produce 10 strategic security analyses with GCSP alumni experts per year and feed the **Alumni Resource Hub** with thematic contributions.

## CENTRE-WIDE TOPICS

### Marketing & Communications

#### What we do: Marketing & Communications

We promote and communicate information on the GCSP's activities, including courses, experts, events, research, publications, dialogue, alumni, the Global Fellowship Initiative and the Creative Spark.

#### Scope of our work:

- Implementing the GCSP's marketing and communication strategy based on its business strategy
- Brand management, messaging and quality assurance
- Internal stakeholder management
- Social media management
- Website development and management
- Search engine marketing
- Advertising
- Graphic design
- Multimedia management (videos, podcasts, photos and live streaming)
- Email management
- Campaign management
- Data analytics and impact monitoring
- Corporate publications



## Medium-Term Goals

### For the department/cross-department:

- Link projects with the GCSP's core business strategy and objectives.
- Communicate clear brand messages explaining/expressing the Centre's vision, image, values and unique selling position.
- Improve our understanding of and outreach to our corporate target audiences, including new target acquisitions.
- Strengthen our use of data-driven analytics to enhance decision-making, streamline efforts and maximise the Centre's impact.
- Capitalise on synergies with Centre-wide departments such as BusDev, Fundraising, CRM and Media/press.

### For the Centre:

- Increase unified brand awareness to increase participation in the GCSP's activities.
- Develop marketing partnerships (joint promotions, backlinks, communications, etc.).
- Launch an improved website to maximise customer experience and engagement.
- Maintain, deepen, engage and widen our current network, including social media channels.
- Develop and implement a lead and donation/sponsorship generation strategy.

## Key Performance Indicators

- Carry out two strategic Centre-wide campaigns per year.
- Secure two new marketing partnerships per year.
- Increase web conversions by 4% per year.
- Improve engagements on social media by 7%.
- Reach 50 paying qualified leads per year.

# Gender, Diversity and Sustainability

## What we do: Gender, Diversity and Sustainability

One of our priorities is to promote greater inclusion and equality within societies and at the Centre.

We do this by:

- applying a gender lens to security issues
- giving women and men the mindsets, toolsets and skillsets that will empower them to lead more inclusively
- inspiring women leaders through a series of courses and workshops
- hosting the International Gender Champions Secretariat.

We are also conscious of our responsibility to live and work sustainably. To this end we endeavour to “green” our activities at the Maison de la Paix and raise awareness of the UN Sustainable Development Goals in our work through our commitment to the Climate Action Accelerator (CAA).

## Gender, Diversity and Sustainability - Key Performance Indicators

- Achieve gender parity of senior management team staff by 2027.
- Achieve gender parity of speakers in GCSP activities (on an annual basis).
- Maintain the international diversity of staff (currently comprising 23 nationalities), taking into account the Swiss legal context.
- Ensure at least 30% diversity in Centre-wide activities.
- Maintain our low absenteeism rate due to illness and accident (currently 4.1%).
- Reach a quantified decarbonisation target of 50% of the Centre’s direct and indirect emissions by 2030.

# Resource Mobilisation

## What we do: Resource Mobilisation Medium-Term Goals

- Better coordinate our fundraising efforts internally and build on synergies between Impact Lines and Clusters.
- Reach out to new prospects to support the development of our activities in all the Impact Lines and diversify our sources of funding.
- Develop compelling narrative and impact stories to showcase our results and increase demand for our offerings.
- Strengthen our relationships with Foundation Council members and find ways for their countries to support us financially.
- Find ways to expand our staff capabilities (through secondment, in-kind contributions from partners, etc.).

## Resource Mobilisation - Key Performance Indicators

- Increase third-party funding by 30% by 2027.
- Develop contacts with five potential donors each year.
- Secure one seconded staff member per Impact Line per year.
- Produce one flyer per year for each Impact Line to showcase its impact.

## Operations and Quality Assurance

### What we do: Operations and Quality Assurance: Medium-Term Goals and Key Performance Indicators

#### By 2027:

- The GCSP's ISO 9001 and EduQua certifications have been maintained throughout the entire period; 90% of all GCSP processes have been described in its software-based quality-management system and updated quarterly.
- Risks that impact the Centre's operations have been recognised, and prevention and mitigation strategies have been devised and implemented. The risks evaluation assessment is reviewed annually.
- 90% of all procedures and documents have been digitalised. All operations not related to personal data have been migrated to a cloud platform. All processes have been assessed in terms of their digitalisation and have been digitised should this add value and be possible.
- Existing materials have been reviewed and the relevant ones have been archived to strengthen institutional memory. Knowledge and information archive policies have been defined and are reviewed annually.
- A Centre-wide monitoring and evaluation assessment tool has been introduced and is used to measure the implementation of this strategy.

## Glossary

*The Chambesy Roundtable* is a Track 1.5 dialogue format providing a safe platform for inclusive dialogue between Russia and the West.

*The Creative Spark* is an incubation/acceleration programme for projects with a high likelihood of having a lasting impact on peace and security.

*Customer relationship management* is a technology the GCSP uses to manage all its relationships and interactions with participants and potential participants, alumni, and donors.

*Digitalisation* is the process of moving to a digital business model using digital technologies to provide new value-producing opportunities.

*EduQua* is a Swiss Quality Certificate for Continuing Education Institutions recognised and supported by the Swiss government.

*The Global Fellowship Initiative (GFI)* is a programme that brings together a network of experts from different backgrounds and with a wide variety of opinions that aims to inspire, prepare and support individuals in transition or on sabbatical.

*Partnership Training and Education Centres (PTECs)* are nationally or multinationally sponsored education and training institutions which are united under a single concept that is endorsed by the North Atlantic Council and recognised by NATO.

*ISO* is an international quality label that specifies the requirements for a quality-management system within an organisation.

*The Zermatt Roundtable* is a dialogue format in which key issues of North Asian security are discussed in a Track 1.5 setting.

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