



GCSP

Geneva Centre for
Security Policy

ANNUAL REPORT 2023

Building Peace Together

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

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Introduction



Message from the President and the Executive Director

In 2023 the Geneva Centre for Security Policy (GCSP) remained steadfast in its mission to address the ever-evolving complexities of international security. Amid the ongoing turbulence of global conflicts, we upheld our commitment to fostering inclusive dialogue, executive education, and the exchange of ideas to generate solutions to complex problems.

Geopolitical strains between Russia and the West have been escalating, reaching a level of precariousness not seen since the Cold War, and the constant threat of intentional or accidental escalations looms, heightening the sense of risk and impacting energy security, cyber security, and the humanitarian situation.

The complex US-China relationship, the Israel-Hamas war, the conflict in the Nagorno-Karabakh region, and instability and violent conflicts in many parts of the world have shown the necessity for increased efforts from all stakeholders to keep the channels of communications open. In 2023 the GCSP continued to provide a safe space for diplomatic dialogue on a wide range of difficult issues, from the Arctic to Syria, and from relations between Russia and the West to fostering greater regional cooperation in the Balkans. These efforts are not always visible and require a high degree of discretion and sensitivity. But they are crucial at a time when even talking to the other side is so risky. The GCSP's reputation as a trusted partner for peace and a facilitator of dialogue makes it a valuable and increasingly rare space where people of goodwill can work towards peace in a highly polarised world.

Other issues such as climate risks, the weaponisation of space, and the impact of artificial intelligence pose major challenges to international security and global stability and governance. The GCSP remains actively engaged in policy discussions and strategic anticipation activities focused on the future of peace and war and the reform of the multilateral system.

To equip leaders with the knowledge and skills to deal with instability, complexity, and a cascading series of interconnected threats and challenges, we have expanded our portfolio of **Executive Education** offerings. By providing a safe space for dialogue, learning, and experience sharing among participants from a widely diverse range of backgrounds, we have facilitated constructive discussions on pressing security issues and helped to bridge communication gaps between all relevant actors. Thanks to innovative technology and flexible

delivery methods, in 2023 we ensured that leaders were equipped with the skills and knowledge needed to navigate crises and reshape the international system. Furthermore, our blended learning approach not only strengthens inclusivity, but also reduces our carbon footprint.

In addition to our dialogue and education initiatives, the GCSP has remained committed to producing high-level insights and knowledge through thematic publications and public conferences. Our GCSP **Prize for Transformative Futures in Peace and Security** underscores our dedication to fostering creativity and innovation. A growing number of events open the Centre's doors to the wider public, raise our profile and expand our networks.

While the world situation may seem daunting, our view is that people make peace and security possible. This annual report shows how at the GCSP we bring together people from widely differing backgrounds to seek solutions to global challenges and build relationships, networks, and trust across political divides to promote peace, security, and international cooperation. This task is more important than ever.



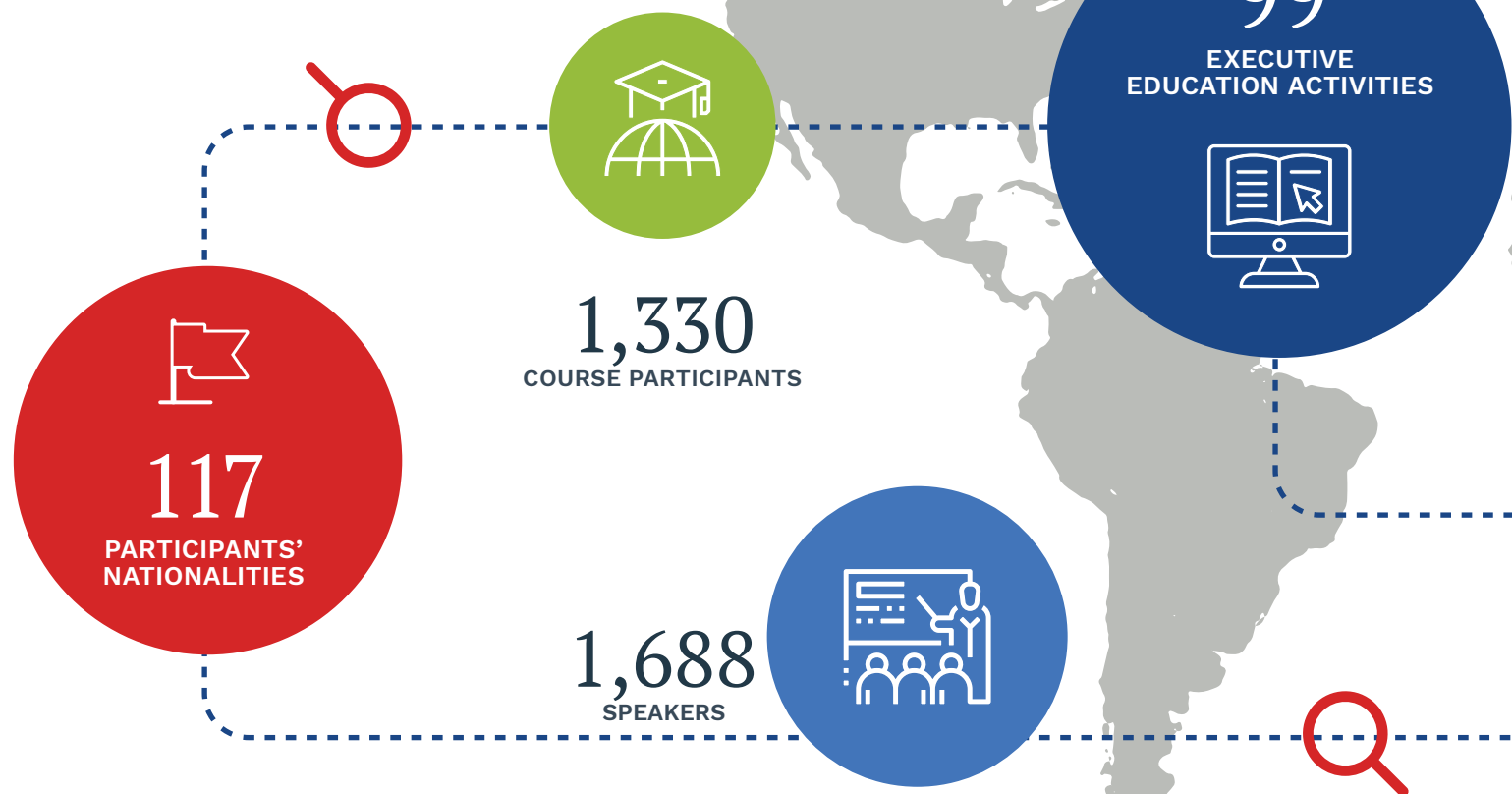
Ambassador Jean-David Levitte
GCSP Foundation Council President

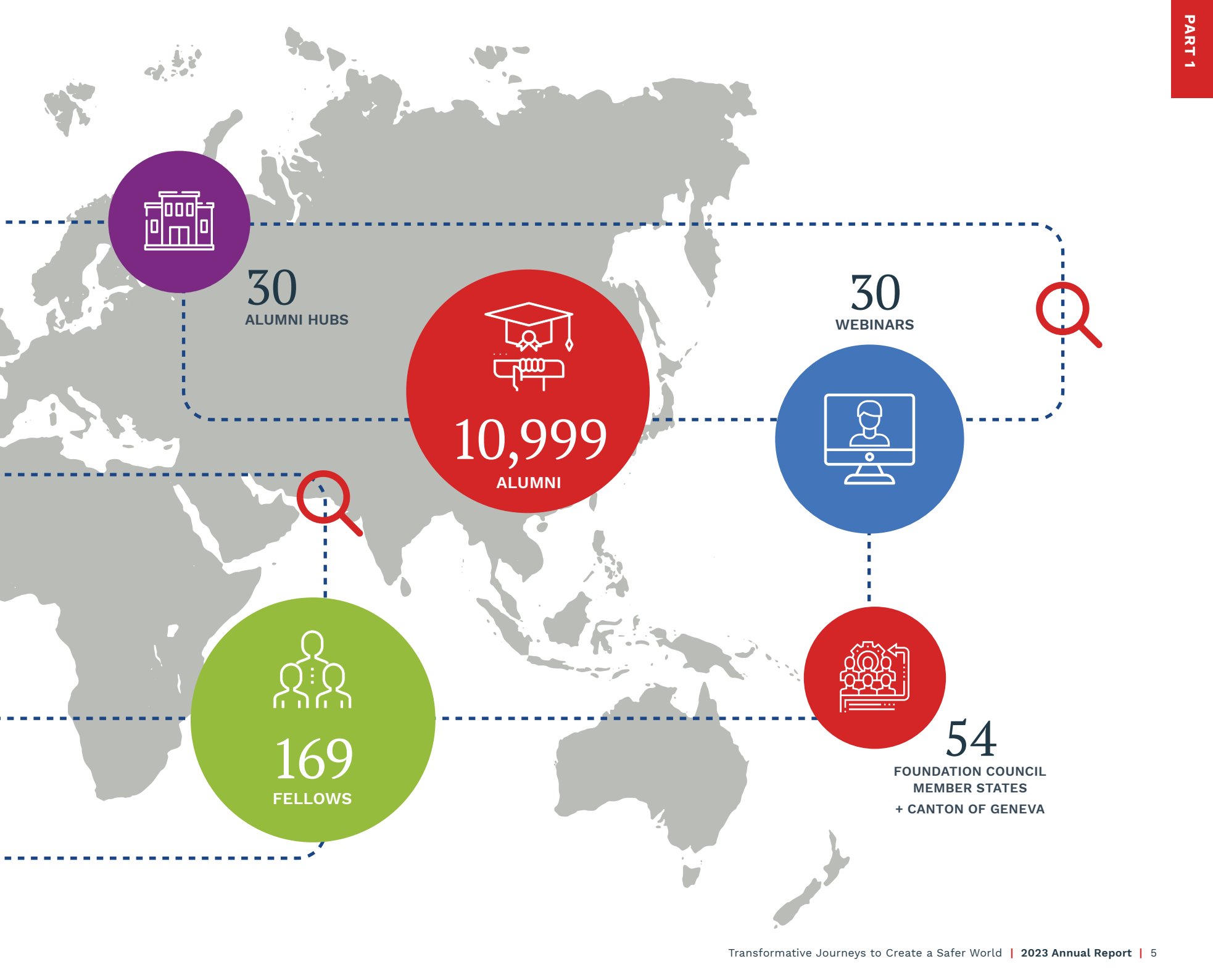


Ambassador Thomas Greninger
GCSP Executive Director



The GCSP at a glance







US-Russia Dialogue on Syria

Over the past two years the GCSP conducted **eight confidential diplomatic dialogue sessions** between US and Russian experts on Syria. The objectives of this initiative are to reduce tensions in Syria between the United States and Russia, improve their mutual understanding of their respective policies on Syria, and avoid unnecessary escalation caused by miscommunication.

This dialogue series has provided **a unique opportunity and platform for informal diplomacy** between US and Russian experts on this prolonged crisis, and had the primary aim of finding a path forward. It is a **neutral space for frank discussions** and for sharing ideas for confidence-building measures that could improve the situation in Syria. This dialogue format previews and prepares for the issues and concerns that could be formally discussed once the bilateral relations between the United States and Russia allow. The experts share the content of the discussions with their respective capitals, allowing for clearer communication, a better understanding of each other's situation analysis and options to be tested, and, more specifically, a clear definition of the expectations and red lines of both countries.

Advancing effective UN policing in an era of geopolitical complexity

As a contribution to Switzerland's tenure as a non-permanent member of the UN Security Council for 2023-2024, the GCSP's support for UN Police (UNPOL) increased significantly in 2022-2023, generating new opportunities for the Centre to make a positive contribution to UNPOL's professional development. This included the first female UN Police Commanders Cadre Professional Development Course webinar co-hosted with the UNPOL Division (UN POL PD) in 2022, and the UN Mission Advanced Staff Training course co-organised with the UN Department of Peace Operations (DPO).

On 27-31 March 2023 the GCSP, in cooperation with the Geneva Centre for Security Sector Governance and the Graduate Institute Small Arms Survey, presented a tailor-made course on Results Based Management for Peace and Security for the UN POL PD Standing Police Capacity (SPC) at the UN Regional Service Centre in Brindisi, Italy (the UN SPC is a long-standing contributor to the GCSP's peacebuilding courses). Funded by the Government of Germany, the aim of the course was to strengthen the UN SPC's ability to design, implement, monitor, and evaluate its mission plans and mandate implementation in a

global context where missions have to operate in increasingly violent contexts and demanding environments.

On 13-14 November 2023, mandated by the Swiss Federal Department for Foreign Affairs (FDFA), the GCSP, in cooperation with the UN DPO and UN POL PD, co-organised the Fifth Annual UN Police Commanders Course (UNPCC) at SWISSINT in Stans, Switzerland. The objective of the course was to strengthen the professional development of UNPOL leadership and to guarantee that appointed UN heads of police components and other senior UN POL leaders have the competencies (knowledge, skills and attitudes) needed to direct UN POL components in increasingly complex and difficult mission realities. The gender-balanced participants included senior UN POL leaders currently serving in MINUSCA, MONUSCO, UNMISS, UNOWA, UN PD, and UN SPC. Proposed by the GCSP and co-developed with the UN PD, a new module on “Strategic Reflections on the Future of UN Policing” was added to the UN PCC curriculum. The timeliness and relevance of the course was validated by the consequent decision by the UN PD to convene a Senior Leadership Team Retreat on the topic in early 2024, in cooperation with the Swiss FDFA, the GCSP and SWISSINT.

The GCSP’s UN POL-related work in 2023 generated concrete results and outcomes feeding into key UNPOL policy and programming development planned for 2024 and beyond. This included: (1) Strategic Reflection on the Future of UN Policing UNPOL Leadership Team Retreat and a GCSP compendium on the topic with 25 leading gender-balanced co-authors from the Global South and North; (2) input to the UN Chiefs of Police Summit 2024; (3) contributions to preparations for the Summit of the Future 2024; (4) revisions of the UN PCC and the UN Senior Mission Leadership Course (to be co-hosted with Kenya); and (5) input to the UN Peacekeeping Ministerial 2025.



PART 3

The GCSP



Our Story

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

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

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

Creation of an international non-profit foundation

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

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

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

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



OUR MISSION

We are an international foundation serving a global community of individuals and organisations. We are a place where people from different countries and backgrounds can 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 widen a community of individuals and organisations to advance peace, security, and international cooperation.

Building Peace Together

What we do

Alumni & Community

Connecting alumni, partners and donors

More than 11,000 security policy professionals on six continents

We establish avenues to build a sustainable community comprising a unique network of professionals who tackle today's and tomorrow's security challenges. Our community is known for its influence and willingness to share its knowledge and experience.

Executive Education

Personal and organisational development in international security

Online, virtual, hybrid, residential and customised courses/workshops

Each year over 1,000 leaders from more than 174 countries attend our education offerings on international security. These leaders, among whom are government officials and representatives from international organisations, NGOs, civil society, and the corporate sector, learn together, exchange ideas on the most pressing global challenges and opportunities in the security sector, and develop strategic networks.

Research and Policy Advice

Input to help get it right

Public discussions, workshops, publications, media interviews and tailored advice

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



Diplomatic Dialogue Departments

An impartial platform for inclusive, discreet dialogue

A range of dialogue formats that aim to generate creative ideas and policy options

Drawing on our in-house expertise and broad global networks, we facilitate inclusive, discreet dialogue to support Track 1 actors and processes and to inform Track 2 actors ("decision shapers") with a view to generating creative and policy-oriented approaches to addressing security challenges (whether bilateral or multilateral), defusing tensions, and building trust and confidence.

GFI and Creative Spark

Platform for innovation

Fellowships, project incubation, awards

We inspire, prepare, and support a vibrant multidisciplinary, multicultural, and multigenerational network of leaders, experts, and practitioners, and offer them a platform to incubate their talent, innovative skills, and creativity to advance global peace and security.

Our Approach: The GCSP Way

Committed to our principles of impartiality, independence and inclusiveness, we provide spaces to equip individuals with the skills needed to tackle world-scale problems. By experiencing The GCSP Way, professionals gain the knowledge, skills, and mindset required to lead action for peace and security.

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

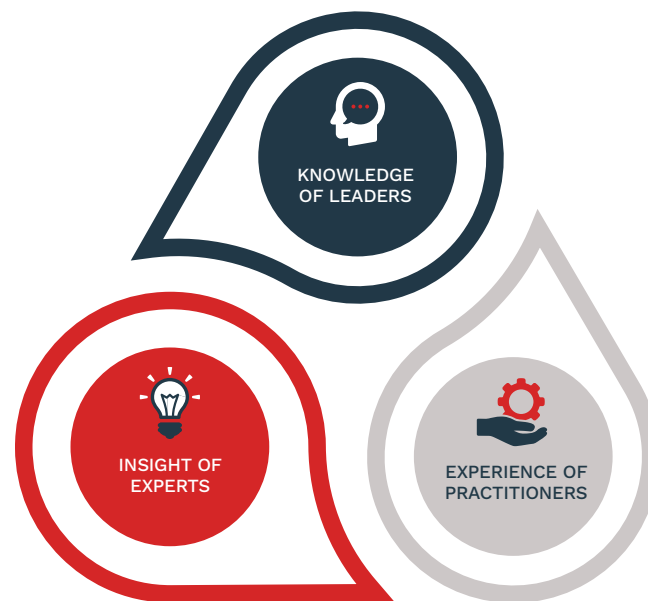
To fulfil our mandate, we build on our unique approach to designing and delivering learning journeys. **The GCSP Way** encapsulates our belief in the legitimacy of our purpose and the power of collective wisdom. We help individuals build bridges, challenge assumptions and break down silos.

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

The GCSP Way brings together the experience of practitioners, the expertise of academics and the knowledge of course participants from around the world, allowing for a truly holistic and nuanced understanding of complex security challenges. By leveraging the collective expertise of individuals with different backgrounds and areas of specialisation, the GCSP is able to offer a unique and comprehensive learning experience that prepares participants to navigate the complex and ever-evolving landscape of global security.

Professionals learn in ways that suit their learning styles.

Our learning journeys are carefully designed with professionals in mind, recognising that individuals have unique learning styles that must be taken into consideration. By utilising our understanding of the new working modes and evolving technologies that impact the modern working environment, we have integrated practical orientation and interactive methodologies into our courses, ensuring that we cater to the full range of adult learning needs. By leveraging the latest technologies and best practices in adult learning, we have crafted learning journeys that empower professionals to achieve their full potential. Our goal is to create an immersive learning experience that goes beyond mere surface-level knowledge and offers a comprehensive understanding of the topics at hand by focusing on the **Why?, What?, How?** and **If** of the issues we discuss. We prioritise inclusivity, strive to cater to the unique learning styles of our course participants, and create a dynamic and engaging learning environment that will both educate and inspire them.



We attract outstanding experts to share their knowledge and experience.

Our network of experts have spent their lives understanding and navigating complexity. With methodological rigour and intellectual depth, they provide those who take our courses with the insights and tools they need to make sense of current affairs and prepare for the future. **The GCSP Way** stimulates critical thinking and challenges professionals to explore and extend the boundaries of their own capabilities.

We achieve impact when our alumni create change.

Our focus on impact runs like a golden thread through our learning journeys. It begins with identifying course participants' needs and expectations. We then help them to connect the dots, linking challenges with creative strategies, while bridging the gap between theoretical knowledge and action. And we continue to support professionals in making their marks on the world long after they have completed their formal courses of study.

GCSP learning journeys are designed to align learning with real-world impact, while leveraging both modern approaches to classroom training and innovative educational technologies.

1. DISCOVER

Your learning journey begins well before you arrive at the location where your GCSP course will be presented. Through our online learning platform we help you to reflect on your professional experience and any course-related challenges you may face. We enable you to prepare for your course and connect virtually with your fellow course participants.

2. CONNECT THE DOTS

Your learning journey continues either at our premises in Geneva, at our partners' locations outside of Geneva or virtually. You learn from and engage with the GCSP's multidisciplinary team of experts. You learn through practical cases, simulated activities, and personal and collective reflection. Our interactive collaborative approach and state-of-the-art classroom technology allow you to experiment with new tools, put knowledge into action and hone key skills. A safe, confidential, and inclusive environment fosters this learning process by connecting you with your peers, sharing experiences, and learning from one another.

3. ACHIEVE IMPACT

Following an intensive classroom phase, we help you to transfer the key insights and knowledge you have gained at the GCSP to your professional context. Special activities are designed to support you in achieving your goals and enhancing your professional development. For a year after completing your course you are given continued access to our online learning platform with its wealth of knowledge.



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

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

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

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



The GCSP is ISO 9001:2015 certified

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

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



Getting results at the GCSP

Sustainability initiatives: reducing our carbon footprint

Embedded in the ethos of the GCSP is our vision of a future where peace and sustainability are pillars linked inseparably to each other. In line with this vision and understanding, we have established a partnership with the Climate Action Accelerator (CAA) non-profit initiative to support us in our ambitious goal of reducing our carbon footprint by 50%. In a world where conflict is increasingly exacerbated by the impacts of climate change, the GCSP strategically and responsibly plans, engages, designs initiatives and courses, and trains people to make the world a safer and more sustainable place. As part of our sustainability efforts we have implemented a range of innovative practices across our wide range of operations and activities. From energy-efficient facilities to paperless workflows, we are constantly seeking new ways to **minimise our environmental impact**. By investing in renewable energy sources and green technologies we are not only reducing our carbon emissions, but also setting a high standard for sustainable practices in the peace and security sector.

Enhancing our learning methodologies: our blended learning approach

Our dedication to innovation and inclusivity is evident in our adoption of a blended learning approach. Take, for instance, our highly esteemed *European Security Course* and *New Issues Security Course*. By seamlessly integrating virtual and in-person components, we have revolutionised the learning experience of our course participants. This forward-thinking approach not only promotes gender balance among participants, but also extends opportunities to individuals from underserved regions. Grounded in our belief in equitable access to education, this approach is a testament to our commitment to greater diversity and wider inclusion.

Maximising impact: leveraging the latest technology

At the heart of our mission is the pursuit of global knowledge exchange. By leveraging the most up-to-date technologies we have transcended geographical barriers to facilitate impactful learning experiences. Through virtual and hybrid sessions with acknowledged experts we have catalysed transformative conversations on pressing global issues. By **harnessing the power of technology** we have broadened access to world-class education while minimising our carbon footprint. This strategic alignment of values and actions underscores our dedication to sustainable education.

Adapting to changing needs: the post-COVID learning landscape

As the world continues to grapple with the aftermath of the COVID-19 pandemic, the landscape of *Executive Education* has undergone profound transformation. At the GCSP we have embraced this paradigm shift with resilience and adaptability. In response to emerging trends we have developed agile learning solutions tailored to the needs of modern professionals. From micro-credentials to flexible scheduling options, our programmes are designed to empower individuals to thrive in a rapidly evolving world. Grounded in our rich legacy of innovation, we remain steadfast in our commitment to shaping the future of Executive Education.



Building the capacity of individuals and organisations

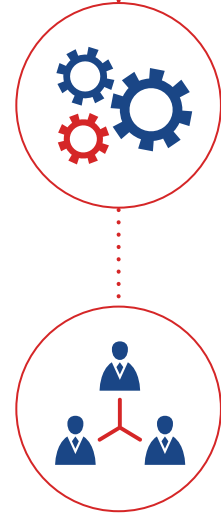


Customised Solutions

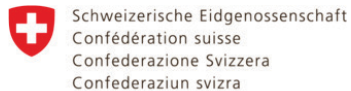
The GCSP was born out of a tailor-made course designed to meet the specific needs of government actors. Since then we have continued to grow with and through our partners, who have diversified across sectors and around the world to include international organisations, NGOs, civil society organisations,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

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

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



Organisations for which we deliver customised solutions include:





Examples of our high-impact projects include

- a series of **Crisis Management and Leadership** courses for the Swiss Confederation, the European Commission, the World Health Organization and multiple NGOs (e.g. VSF in South Sudan)
- specific requests from various governments to design and deliver **customised courses** for their officials to enhance their crisis management preparedness. This usually includes a state-of-the-art simulation designed for their organisational and geographical contexts.
- a **global assessment** of the International Organisation for Migration's leadership team and a proposal for a leadership development strategy prepared by the Geneva Leadership Alliance
- an agreement with the Organisation for Security and Cooperation in Europe (OSCE) to support its newly formed **Women's Peace Leadership Programme** (following on from our courses on **Leading Mediation** for the Mediterranean and Arab Women Mediators Networks)
- a series of 12 highly customised **Diversity and Inclusion workshop** for managers and their teams at the European Ministry of Defence
- a course on **Building a Strategy for Preventing Violent Extremism** (with simultaneous interpretation in English and Portuguese) in partnership with the Southern African Defence and Security Management Network and the Friedrich Ebert Stiftung
- a course in Spanish on **Building Capacity for Effective Implementation of the Arms Trade Treaty (ATT)** in partnership with the Spanish Ministry of Foreign Affairs, Europe and Cooperation and the UN Regional Centre for Peace, Disarmament, and Development in Latin America and the Caribbean
- a **Female Senior Police Officer Command Development Course** for high-ranking policewomen from a global pool of 140 countries, in cooperation with the UN Police Division
- a three-day **Management and Leadership Programme** for 40 members of the EUUM Georgia mission at various locations in Georgia
- a partnership with the UN Department for Peace Operations Police Division, the Swiss Expert Pool for Civilian Peacebuilding of the Federal Department for Foreign Affairs, and SWISSINT to host the **UN Police Commanders Course**.



Our advanced course series

In this time of increasing tensions and fragmentation in our rapidly changing world, there has never been such a need to increase the capacity of practitioners to navigate the complex peace and security challenges the world faces. Through our advanced course series, the GCSP brings together practitioners from governments, international organisations, NGOs, civil society, academia and the private sector from across the globe to learn together in comprehensive eight-week to eight-month courses.

In 2023 we educated 69 professionally diverse participants from 45 countries from Europe, the Middle East, Africa, Asia and the Americas. We provided this next generation of global leaders with the knowledge and skills they need to effectively navigate our polycrisis world. Moreover, the courses enabled their integration into a worldwide community of experts and practitioners who can support their work. The *Leadership in International Security Course (LISC)*, *European Security Course (ESC)*, and *New Issues in Security Course (NISC)* were run by a broad range of expert scholars and practitioners who delivered excellence in learning with a focus on a wide range of state and human security topics.

The 38th edition of the *Leadership in International Security Course (LISC)* began in October 2023 with **22 participants from 21 countries** across the globe. This new edition was designed to increase the conceptual and leadership skills of high-performing professionals who seek to further their careers and move into decision-making positions. Through the LISC, course participants gained insight into strategic threats to peace and stability and assessed the effectiveness of current and future policy responses. This was achieved while enhancing their leadership capacity and networks, both with one another other and with the over 140 multistakeholder experts who addressed the group.

The LISC is a dual-track programme forming part of the annual *Master of Advanced Studies in International Security* jointly run with the Global Studies Institute of the University of Geneva.

TESTIMONIAL

“ My experience at the GCSP was a transformative journey that broadened my horizons and equipped me with the tools to make a meaningful impact in the realm of global security. The knowledge, leadership skills, and networks I gained during my time at the GCSP gave me a huge opportunity to shape participants’ perspectives and contribute to my success in the future.”

Mr Lasha Chakhava, Head of Administration Division 112, Ministry of Internal Affairs, Georgia





The 27th edition of the *European Security Course (ESC)* was designed to equip participants with a comprehensive understanding of European security issues within the wider international landscape. The course delved into current security trends and challenges, starting with an exploration of the challenges of Europe's complex security architecture. It then explored Europe's interactions with other regions around the world, including the Middle East and North Africa (MENA), sub-Saharan Africa, the Asia-Pacific region, and North and Latin America. The course further analysed transnational challenges that transcend regional boundaries, such as migration, terrorism and energy security. It brought together a vibrant community of security professionals comprising **21 participants from 19 countries** and **65 experts** from a diverse range of sectors and regions.

TESTIMONIAL

“The way the ESC is designed with participants representing different regions such as MENA, sub-Saharan Africa, and the Indo-Pacific, among others, enables the course to provide a unique perspective of Europe and its role in the global security architecture. I strongly recommend this course for professionals thinking of taking up/holding leadership positions. The ESC helped enhance my skills to work in a very multicultural environment and lead teams of professionals coming from different regions, while at the same time representing my national security interests to the wider audience and polishing my leadership skills.”

Ms Živilė Vaicekauskaitė, Ministry of Defence, Lithuania, ESC 2023

The *New Issues in Security Course (NISC)* responds to the need for a better understanding of new and re-emerging security challenges and the pursuit of effective responses to these challenges. The 2023 edition was designed to examine the evolution of security, with a special focus on human security, the interlinkages among security-related issues, and the value of adopting a more forward-looking approach to security. The course brought together **24 participants from 24 countries** who engaged with **63 experts** from a variety of professional domains and from across the globe.

TESTIMONIAL

“The NISC was the perfect segue into understanding the policy and practice loop in peace and security. In addition to enhancing my knowledge, the NISC also gave me the opportunity to polish key skills, including the ability to communicate effectively, write comprehensive policy decision memos, and develop adaptive and inclusive leadership styles.”

Ms Assal Mahmoud, Program Associate at the Cairo International Center for Conflict Resolution Peacekeeping and Peacebuilding, Arab Republic of Egypt, NISC 2023



Preparing leaders to shape a changing world



Leadership

Peace and security in 2023 called for courageous, collaborative and compassionate leadership.

Uncertainty, polarisation, conflict, and growing social, financial, and political divisions all feature in the lives and work of many people across the international community. This reality is fueled by an increasingly fragile global order, a growing retreat from democracy, and ongoing experimentation with and application of technologies with the potential to both disrupt and enhance people's lives and livelihoods.

In a world where many people consider inflammatory campaigning and personal empire building to be leadership, more than ever we need leaders at all levels of society who can address the immediate hopes, needs, and fears of their constituents, while at the same time contributing concretely towards resolving long-term issues that will remain relevant long beyond their personal time in office. Ultimately, we need leaders who believe it is possible to leave a legacy that is both personal and to the benefit of humankind at large.

Our focus at the GCSP in 2023 was to provide stimulating and transformational opportunities for like-minded and non-like-minded leaders of today and tomorrow to come together, exchange views, and develop their capabilities to achieve positive progress in terms of both their immediate priorities and long-term ambitions.

We continued to emphasise the need for lifelong learning, learning from one's peers and one's own experiences, and learning to evolve our own perceptions and practices. These shifts in perspective allow course participants to better engage in dialogue, develop their talents, innovate personally and professionally, and make an impact in their organisations and professions.

In 2023 the Leadership Cluster at the GCSP advanced a multidirectional approach to leadership across four pillars of activity:

1

Future-proofing Leadership

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

2

Geneva Leadership Alliance

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

3

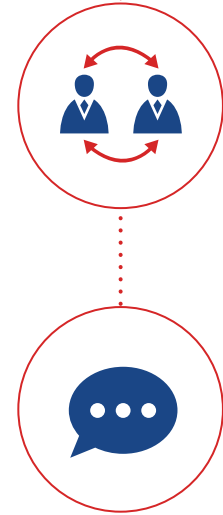
Leadership Excellence in Politics

An international initiative to advance the understanding, public discourse and practice of political leadership

4

Re-imagining Leadership

Courses and activities to advance evidence-based insight that informs the understanding and practice of leadership in the context of international peace and security





Impactful activities in 2023:

- **WHO/GOARN – Leadership for Senior Leaders in Public Health Emergency Response:** Now in its fourth year, this global programme was held face to face for the first time, with a brand new approach involving senior mentored case studies at the Robert Koch Institute in Berlin with participants from all continents.
- We are a founding partner of the **South East Asia Leadership Academy**, which offered a ten-month learning programme for young leaders between 30 and 40 years of age that aims to teach them the skills and tools needed for leadership.
- We offered the second edition of the **Emerging Leaders** programme. Created in partnership with Movetia, this one-week immersive residential course provided concrete keys to leadership for young leaders, preparing them to become actors of change and to increase their professional and personal impact.

**Geneva
Leadership
Alliance**

GCSP
Geneva Centre for
Security Policy

**Center for
Creative
Leadership**

Crisis Management

The Crisis Management Cluster continued to expand the scope and scale of its crisis management training and research, in particular by designing customised courses for governments and multilateral organisations.

In 2023, in a world characterised by post-COVID-19 reflections and major new conflicts, many governments and agencies are in the process or recalibrating their internal preparedness and external networking. The year also saw the first publication of a new international standard on strategic crisis management, ISO 22361:2022. Our dissemination and adoption of this standard, coupled with the enhanced use of the GCSP's state-of-the-art crisis simulation platform, demonstrated the way in which the Centre's Crisis Management Cluster continues to lead the way in contemporary crisis management themes.

The principal tenets of preparedness, communication, leadership, and awareness to enhance crisis management capability remain relevant. Indeed, the emerging use of terminology such as “polycrisis” and “permacrisis” has shown that ever more focus is required on developing trust and leadership skills among all relevant stakeholders. In addition, the assumption that staff engaged in crisis response or policy development fully comprehend and can apply methodologies such as effective risk assessment and decision-making has often been shown to be overestimated. In this respect, the GCSP continues to develop its approach to enhancing leadership and decision-making skills using adult learning and behavioural development methods adapted to the specific context of crisis management, where decisions often need to be taken instantly even when the crisis management responder is faced with incomplete or ambiguous information.

During 2023, the Crisis Management Cluster delivered training to **504 participants through 27 courses of various types and numbers**, 85% of which were customised events, in a combination of virtual and face-to-face learning environments. The most significant of these engagements are listed below:

- The GCSP was awarded a long-term framework contract for the delivery of **advanced crisis management training** for European Commission officials through the European Institute of Public Administration and in close collaboration with the Directorates-General of the European Commission.
- The GCSP's Crisis Management staff have been requested to assist in the design and delivery of a **training course for Swiss military officials** involving a series of large-scale exercises using the simulation platform.

- During August, the GCSP designed and delivered a five-day custom-designed **Crisis Management Course** for 24 Ministry of Foreign Affairs officials from the Kingdom of Saudi Arabia.
- The **Fifth International Risk and Crisis Management Course** held in Schwarzenburg, Switzerland, for the first time involved a major collaboration with NATO Brussels staff and field officers.
- At the request of the European Commission (EC), members of the GCSP Crisis Management team were invited to support and contribute to a major **EU/EC conference** in June 2024 on the topic of crisis management and the implementation of the new ISO standard.

TESTIMONIALS

“The content was relevant and useful. Team was great and knowledgeable as well.”

European Commission course participant, November 2023

“I have learned a lot within the last few days and hopefully, we shall learn more from you in the near future. Our acquired skills will really help us in our daily lives. Thank you.”

Vétérinaires Sans Frontières course participant, October 2023

“Excellent preparation and execution on the part of the team. Location and accommodation perfect for building group dynamics without distraction and without being boring. Content was obviously curated with care and purpose. Enriching contributions from participants.”

International Risk and Crisis Management Course, Schwarzenburg, 2023



Diplomatic Tradecraft

The Diplomatic Tradecraft Cluster is responsible for coordinating several executive courses aimed at developing the capacity of diplomats and political advisors and sharing diplomats’ experiences with non-diplomats.

In 2023, the following courses were delivered:

- The sixth edition of the GCSP course on *Diplomatic Tradecraft for Non-Diplomats* was delivered in May.
- The Swiss *Diplomatic Trainee Course/International Geneva: Managing 21st Century Peace and Security Challenges* was co-organised in May with the Swiss Federal Department of Foreign Affairs for ten diplomats from Switzerland and Liechtenstein and nine participants from the Swiss Agency for Development and Cooperation.
- The 12th *Advanced Course for Political Advisors in EU Missions and Operations (Module 2: Skills Enhancement for Political Advisors, or POLADS)* was co-organised in June with the European Security and Defence College and delivered for the first time in Brussels for 26 participants.
- The GCSP course on *Skills Enhancement for Political Advisors (POLADS)* was delivered in Geneva in September.

Defence and Diplomacy

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

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

In 2023 the GCSP organised and presented the following courses in the D&D domain:

Defence Attachés Courses

Five regional orientation courses were presented for defence officials in Switzerland, Kenya, Senegal, Jordan and Sri Lanka. These courses are part of a broad cooperation between the GCSP and the Swiss Department of Defence. Thanks to the strong results-based management (RBM) methodology, the courses reflected a very good continental impact measured in relation to the Global Peace Index (GPI):

Continents	Average GPI	Participants
Africa	4.1	54
Asia	4.7	43
Europe	2.9	29
Americas	2.3	4
Oceania	0.5	1

Participants from the various continents in relation to the GPI (the higher the GPI score, the less peaceful); continents according to the UN Geoscheme

From the surveys carried out during the courses, it is interesting to note that:

- 85% of the participants confirmed the positive effects of these courses in terms of establishing trust with other parties, opening communication channels, approaches to problem-solving, positive attitudes, and transparency in bilateral and multilateral relations. And therefore:
- 99% of the participants believed that these courses have a positive impact on peace, security and stability. (The survey results given here have been stable since 2021, when RBM was first introduced for these courses.)

In 2024 one more course will be conducted in East/Central Asia to rebalance our offering according to the GPI.

TESTIMONIALS

Here are some participants' testimonials taken from the anonymous surveys:

- “ Particularly impressed with innovative teaching methods.”
- “ It will be one of the core foundations of my future defence attaché work!”
- “ Diverse cultures and experiences built my social skills.”
- “ Very open, friendly & constructive environment. Excellent to also have some current & future defence attachés participating for valuable exchange!”



Amman, 2023



Nairobi, 2023

German Armed Forces Courses

In 2023 two courses were presented for the German Command and Staff College, namely the *General and Admiral Staff Course* and *Personnel in Senior International Assignments Course*, and three courses for other military delegations (*Political Education Courses*). So, over 80 German visitors (an average of over 16 participants per group) received further training on the special features of international organisations and political processes in Geneva and selected individual topics relating to the security challenges of the 21st century. The training courses were supported by visits to some of these international organisations and discussions with some of their members.

Annual Senior Officers Seminar (ASOS)

In 2023 the 14th round of ASOS took place in Geneva. In three days, **26 participants from 21 countries** discussed the meaning and consequences of the *New Trends in Security* with experts from different fields. The result of the evaluation of the course completed by the participants was over 4.75 out of a possible 5. Above all, the participants appreciated the international exchange and the variety of the selected sub-topics.

All course participants greatly appreciated the greater insight they gained into international issues and the opportunity to meet a variety of actors, both of which enriched their regular experiences. The D&D courses' outcome was the increased participation of military personnel, selected diplomats, and senior defence officials in effective preventive defence and diplomacy activities, while also developing both their skills and their formal and informal networks.

TESTIMONIALS

Here are some participants' testimonials taken from the anonymous surveys:

“ Appreciate the privilege of being part of the course.”

“ Great speakers with some big learning moments.”



ASOS, September 2023

Gender and Inclusive Security

Responding to the statement in the United Nations Secretary-General's recent annual report on *Women, Peace and Security (WPS)* that the world is “experiencing a reversal of generational gains in women’s rights while violent conflicts, military expenditures, military coups, displacements and hunger continue to increase”, the GCSP prioritised WPS and more inclusive approaches to peace across all its core activity lines.

In May we hosted a Geneva Security Debate on *“Doing Things Differently: Mediating in Mozambique”*, which examined the leadership, trust-building, risk-taking and commitment needed to construct a sustainable path to peace. Following the debate, experts working in Switzerland convened for a *workshop* with the mediators (Special Envoy Mirko Manzoni, Senior Political Advisor Neha Sanghrajka, and Member of Parliament and Mediator Eduardo Namburete) to discuss how they successfully applied these principles in practice, including in a gender-responsive disarmament process.

In September we published a Strategic Security Analysis on *“Reimagining Peace through the Women, Peace and Security Agenda”*, which analysed what we can learn from the WPS Agenda to date, and areas for innovation and strengthening ahead of the Summit of the Future. Key recommendations were discussed during Geneva Peace Week and shared during a briefing to NATO allies and partners in December.

We continued to facilitate customised courses on *Inclusive Leadership*, and hosted a seminar on *“Power, Equity and Inclusion”*, with a focus on peacebuilding and conflict resolution in communities. We also designed and delivered a customised course on *Polarity Thinking* for senior staff in the office of the United Nations High Commissioner for Refugees (UNHCR). Members of the strategy team and regional bureaux were certified to use the tool to help them lead more effectively in the face of the increasing tensions they are experiencing in a global context characterised by ever-growing humanitarian needs, complex operating environments, and limited resources.



TESTIMONIAL

“Very refreshing to learn a new concept and a new skill which I would put under ‘personal development’ as well as for my professional work.”

“Great design, great delivery, absolute added value.”

Participants in the UNHCR Workshop on Polarity Thinking

Our *Inspiring Women Leaders* course was offered online in March, in person in November, and customised for British nationals working in international organisations in Vienna in February. We also continued our long-standing collaboration with the Kofi Annan International Peacekeeping Training Centre to deliver the fourth iteration of the *Inspiring African Women Leaders* course and facilitated leadership modules for the *Women’s Peace Leadership Programme* organised by the Organization for Security and Co-operation in Europe.

TESTIMONIAL

“I am profoundly grateful to the U.S. mission in Geneva for sponsoring my participation in the Inspiring Women Leaders course at the GCSP. As a young female professional from Kosovo, this opportunity has been instrumental in equipping me to overcome challenges and excel as a future leader. The course, expertly directed by the GCSP team, provided invaluable insights and fostered a collaborative environment that enriched my professional growth.”

Ms Laureta Lumi, Kosovar Centre for Security Studies, Inspiring Women Leaders course, 2023



The Cluster continued to lead the management of the *International Gender Champions Secretariat*, which closed the year with a membership of 320 leaders across six multilateral hubs, all committed to overcoming gendered barriers through personal commitments, including a *Panel Parity Pledge* and a *Gender-based Violence Pledge*. During 2023 the Secretariat led a campaign entitled “*I Say No to Sexism Online*”, while the groundwork was laid for the formation of two new impact groups – one focused on *Women, Peace and Security* and the second on *Climate and Gender*.



Swiss Security Network

SPOT 1 (5 days in April)

The annual *Swiss Professional Officers Training Course 1 (SPOT 1)* for prospective lieutenant colonels (deputy school commander and senior HQ function) took place at the GCSP for one week in April 2023. The focus was on recognising the national and international security challenges at the strategic level and being able to better and more comprehensively derive appropriate modalities for the performance of current and future functions.

SPOT 2 (5 days in June)

In contrast to SPOT 1, the aim of *SPOT 2* was to prepare future colonels (school commanders and heads of department in the administration) for their future roles in the area of security policy. This objective was successfully achieved.

SPAS (3 days in July and November)

The 31st and 32nd *Strategic Planning and Analysis Seminars (SPAS)* were held in Geneva from 4 to 6 July and from 21 to 23 November 2023, respectively. The tailor-made seminars provide senior practitioners and analysts with expert advice on and insights into relevant topics, enabling them to develop a comprehensive security perspective on selected regions or issues. Background information provided by subject matter experts and guest speakers covered current topics, typically of a geopolitical and transnational nature, and allowed participants to familiarise themselves with subjects of which they knew relatively little or deepen their existing knowledge and expertise.

SSN (9 days in August and September)

The annual *Swiss Security Network Training Course for Senior Managers* took place over nine days spread over three weeks in the last week of August and the first two weeks of September in Bern/Basel, Zurich, and Geneva. The aim of this course was to raise awareness of current and future threats and challenges among senior decision-makers from the Federal Government, the Swiss Armed Forces, cantonal authorities, and public and private organisations that managed critical infrastructure of national importance, to train them and to expand their networks. In 2023 this course was held with great success and created a good platform for the further training courses that are offered every two years. The next SSN training course will take place in August-September 2024 and has already been fully booked since March 2024.



SPOT 1, 2023

NCO Course (2 days in October)

Participants in the professional NCO Course attended the GCSP for two days to gain an insight into a wide range of topics relating to security policy. The challenge was to focus on just a few key topics in the very short time available and to deal with them properly. It was noticeable that the participants were very committed to the course and contributed very well to the discussions with experts.

Building a resilient and peaceful world



Arms Control and Disarmament

The Arms Control and Disarmament Cluster provides expertise on the inter-governmental processes related to the arms trade; the control of biological, conventional and nuclear weapons; the regulation of emerging technology; and space security. It does this through organising executive courses, events, and customised workshops; publishing commentaries and policy advice; and supporting dialogue processes.

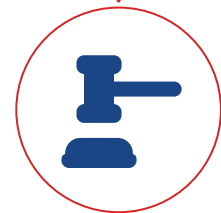
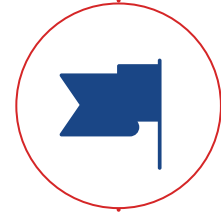
The Cluster delivered four executive courses. The first, entitled *Building Capacity for Effective Implementation of the Arms Trade Treaty (ATT)*, was held in April and was delivered virtually to 75 participants from 21 countries. Since its inception in 2014 the course has trained over 650 participants and has a growing number of alumni who represent governments at ATT meetings.

The second course, entitled *Building Capacities on Arms Control in the Middle East and North Africa (MENA) Region*, was held twice. It was first held virtually in July for 22 participants and then in hybrid format from Amman in November for 29 participants. The latter course was organised in partnership with the Jordan Institute of Diplomacy and the Arab Institute for Security Studies. As part of the course, participants attended the Amman Security Colloquium and Nuclear Forum. Many participants were diplomats from the region, and took back to their governments a better understanding of how arms control agreements can contribute to regional security.

The final course was held in November and was entitled *International Disarmament Law*. The course was delivered in person to 13 participants representing governments, NGOs and academia. The curriculum covered existing disarmament law and included a drafting exercise on lethal autonomous weapons systems, which illustrated the difficulty of negotiating new law on emerging technologies of this kind.

The Cluster also organised events to debate topical disarmament issues. Partnering with Control Arms and the University of London's School of Oriental and African Studies, it held a Geneva Security Debate in September entitled *"Revisiting Disarmament and Arms Control: Progress or Regression?"*, in which five diplomats debated the future of the disarmament architecture. The event contributed to dialogue on the calls for a Fourth Special Session on Disarmament ahead of the First Committee of the UN General Assembly in October. In December, on the margins of the meetings of states parties to the Biological Weapons Convention (BWC) and partnering with the Middle East Treaty Organisation, the Cluster organised a roundtable entitled *"BWC and the Weapons of Mass Destruction (WMD) Free Zone in the Middle East"*. The roundtable discussed policy recommendations for strengthening the links between the BWC and the discussions on the WMD free zone.

Ahead of the BWC meetings, the Cluster organised a customised roundtable on *"BWC Compliance and Verification"*, which was designed to help diplomats prepare for discussions



on a topic that had not been on the agenda for over 20 years. Facilitated by leading biosecurity experts, participants learned about the history of verification discussions and did a practical tabletop exercise responding to an alleged bio hazard incident.

The Cluster also supported the GCSP's dialogue processes. In December the Cluster provided substantive advice to the *"P5 Experts' Roundtable on Nuclear Risk Reduction"*, helping to draft policy recommendations for the official P5 process.

Finally, through publishing *commentaries* and *policy briefs*, the Cluster contributed to the debate on AI and arms control, the role of industry in the *Arms Trade Treaty*, the *New Agenda for Peace*, and *outer space security*.

Terrorism and Preventing Violent Extremism

The state of global security and governance has reached a climactic point in human history. Multiple factors are feeding this crisis, including geopolitics, conflict, climate change, technology, weak states and transnational crime.

These factors are enabling violent non-state actors to thrive. 2023 was marked by the 7 October Hamas-led militants' attack on Israel that killed 1,200 people. This attack led to the deaths (to March 2024 and continuing) of over 30,000 Palestinians who were killed by Israel's retaliatory military response, further augmenting intolerable human insecurity.

Violent conflict remains the primary driver of terrorism, with over 90% of attacks and 98% of terrorism deaths in 2023 occurring in countries in conflict.

Other types of extremism are expanding worldwide, including racially or ethnically motivated, anti-government and misogynistic extremism.

Organised crime both fuels and benefits from conflict, undermines development, captures governance and plunders the planet.

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

The Terrorism and PVE Cluster focused on supporting security actors in three domains: training, research and policy advice. Initiatives included the following:

Policy advice

In 2022 the GCSP and the Cluster:

- At the GCSP Symposium for Swiss Staff Officers on the war in Ukraine, held on 6 June 2023, Christina Schori Liang gave a presentation on *"Non-Military Security Threats and Resilience"*.
- At the Global Terrorism Conference held in Herzliya, Israel in September 2023, Christina Schori Liang gave a presentation on *"Decoding the Far-Right: Exploring Its Growing Impact on States and Society"*.
- At the Doha Forum in December 2023 (a Munich Security Conference-supported event), Christina Schori Liang gave a presentation on *"Preventing Further Escalation in the Middle East. The Hour for Intelligence Support"*.

- At the Munich Security Conference, February 2023, Christina Schori Liang chaired an event in cooperation with the Global Internet Forum to Counter Terrorism on *“Tackling Terrorist Tech: How to Collaborate with Tech Companies to Prevent Surrogate Warfare”*. The panel included Dr Erin Saltman, Executive Director, Global Internet Forum to Counter Terrorism, and Dr Max Abrahms, Associate Professor, Northeastern University.
- At the Munich Security Conference, February 2023, the GCSP Director, Ambassador Thomas Greminger, took part in a table-top exercise on *“Negotiating the Non-Negotiable? Mapping Preconditions for a Ceasefire Agreement in Ukraine”*. The exercise was held in cooperation with the Negotiating Task Force, Harvard University, and the George C. Marshall European Center for Security Studies. The panel also included General Christopher G. Cavoli, Commander, USEUCOM/SACEUR, and Major General (ret) Barre R. Seguin, Director, George C. Marshall European Center for Security Studies.
- Christina Schori Liang offered policy guidance on counter-terrorism throughout the year as a member of the *United Nations Security Council Counter-Terrorism Committee Executive Directorate (CTED)*, on organised crime as a Global Expert of the *Global Initiative against Transnational Organized Crime* and on PVE as a member of the *RESOLVE Network Research Advisory Council*.

Academic research

- Christina Schori Liang contributed to the 2023 Global Terrorism Index for the sixth time with a chapter on *“Terrorist Digitalis: Preventing Terrorists from Using Emerging Technologies”*. On 24 April 2023 the GCSP co-hosted with the Institute for Economics and Peace the launch of the 2023 Global Terrorism Index.
- Christina Schori Liang contributed a chapter on *“Decoding the New Geopolitics of Cyberspace, Hybrid Operations and Emerging Technologies and Their Impact on States and Society”*, in Mark Anstey and Paul Meerts (eds), *Negotiating Identity Complexities in a Fragmenting World Order*, which is due to appear in 2024.
- Christina Schori Liang published a GCSP Policy Brief on 18 April 2023 on *“Building Resilience against Terrorist Attacks Involving Uncrewed Aerial Systems”*.

Training

The GCSP helped global stakeholders to find effective responses to suppress organised crime and prevent the spread of the extremism that leads to terrorism. It also mainstreamed terrorism and organised crime in its long and short courses. Specific training activities included the following:

- A *briefing* on *“Terrorism and New Technologies”* for the NATO School Oberammergau, 26 October 2023
- A *briefing* for EU RAN Policy Support on *“The Funding of Right-Wing Extremism”*, 24 October 2023
- A 15 minute *video* by Christina Schori Liang on *“The Online and Offline Methods, Actors, and Networks of Right-Wing Extremist Fundraising in the West”* for the Seventh High Level Meeting of the Chief Justices and Presidents of African Constitutional and Supreme Courts & Constitutional Councils hosted by the Supreme Constitutional Court of Egypt, 8-9 November 2023
- A *course* in cooperation with the GITOC on *Organised Crime and Security Policy: Understanding the Threat to Design Better Responses*.

TESTIMONIAL

“The knowledge of organised crime, its assessment, and planning appropriate response will help in my decision-making process and teaching as well as research as a Directing staff member in the Ghana Armed Forces Command and Staff College.”

“I have learned that there are indeed ways to measure organised crime. The lectures gave me a good insight into the connection between conflict and organised crime. The third point that gives me a lot of hope is that the fight against organised crime is not yet lost.”

GCSP-GITOC course participants

Security and Law

Security affairs are increasingly confronted with legal challenges. Today, experts, practitioners, and stakeholders have a growing need for guidance on questions of international law that play a decisive role in the design, adoption, and implementation of security policies. The GCSP's Security and Law Cluster helps them navigate such legal complexities and master both the constraints and opportunities offered by international law. We achieve this goal by using an all-embracing approach that analyses applicable rules, identifies emerging issues, and develops impact-oriented courses to tackle them.

In December 2023 the course *Weapons Law and the Legal Review of Weapons* was successfully offered to 12 participants from seven countries. This course identified emerging issues in the security realm, clarified their legal framework for strategic and operational decision-making, bridged the gap between research and practice, and fostered solution-oriented policy analysis.

Contemporary dynamics in global politics and continuous technological developments require the rethinking of traditional legal solutions. Mindful of this new challenge, Cluster activities respond to a twofold demand: on the one hand, the need to build capacity to comply with international commitments while facing security threats and having to adapt to technological advances, and, on the other hand, the need to develop practical tools to shape new international law governing security affairs. To this end, several publications were produced in 2023 to encourage new thinking and share knowledge:

- The book *Ethical Dilemmas in the Global Defense Industry* (Oxford University Press, April 2023) brings together the diverse perspectives of scholars and practitioners from academia, government service, the military, and the private sector. It aims to inform a discussion about the moral and legal challenges facing the global defence industry and to introduce solutions that are innovative, effective, and practical.
- The chapter *"The Divide between War and Peace"* in Mitt Regan and Aurel Sari (eds), *Hybrid Threats and Grey Zone Conflict: The Challenge to Liberal Democracies* (Oxford University Press, 2024) argues that due to its conceptualisation and evolution, modern international law does not offer much clarity on the divide between war and peace. The resultant grey zone leads to both analytical difficulties and a degree of normative permissibility, which is particularly relevant in the context of hybrid threats, hybrid warfare,

and grey-zone conflict. The chapter concludes by identifying normative implications for the future of peace and war.

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



A GCSP delegation participated in the *Summit on Responsible AI in the Military Domain (REAIM)* in February 2023, which is the first global summit to discuss the responsible development, deployment, and use of AI for defence and military purposes. It gathered approximately 2,000 representatives from across governments, industry, academia, and civil society from 57 states. The article *"Globalizing Responsible AI in the Military Domain by the REAIM Summit"* presents the principal outcomes of the conference and analyses the implications of and outlook for the responsible use of AI.

Finally, the GCSP collaborated with the China Institutes of Contemporary International Relations, Xiamen University, and the EU Cyber Direct project of the European Union Institute for Security Studies to establish a *Sino-European Expert Working Group on the Application of International Law in Cyberspace (EWG-IL)*. The purpose of this EWG is to provide a platform for legal experts from Europe and China to explore the application of international law in cyberspace, address related legal issues from a theoretical perspective, and offer practical policy guidance. In September 2023 the GCSP participated in the EWG's third meeting. The joint *report on this meeting* summarised areas of agreement and divergence among the participants.

Peace Operations and Peacebuilding

In 2023 people, organisations, and countries around the world had to grapple with an ever-growing number of unprecedented political, security, economic, information, climate, and health challenges. The war in Ukraine ground on, a series of military coups in Africa became a “new normal”, while the war between Hamas and Israel took the conflict cycles of the Middle East to a different and horrifying level. While decisive action to promote peace, security, human rights, and sustainable development is urgently required, the international community is increasingly fragmented, polarised, and often in conflict. To meet the challenges of today and tomorrow, the inspiring, enabling, and empowering of structures, networks, organisations, and individuals committed to making a concrete, positive difference for a more peaceful world are as critical as ever.

To this end, in 2023 the GCSP augmented its work on strengthening leadership for peace and security engagements, peace operations, and peacebuilding by *convening dialogue processes and discussions, generating policy-applicable research and advice, and providing executive education and training.*

In support of Switzerland’s role on the United Nations Security Council, the GCSP was mandated by the Swiss Federal Department for Foreign Affairs (FDFA) and the Department for Defence, Civil Protection and Sports to support the work on UN-related efforts connected to the development of the *New Agenda for Peace* and in preparations for the *Summit of the Future*.

During 2023 a series of roundtable discussions and debates, seminars, and conversations addressed a range of issues pertaining to the emerging *New Agenda for Peace*. The objective was to leverage and strengthen leadership to build peace in turbulent times, to reinforce multilateral projects and initiatives, and to contribute to the development of and preparations for future peace and security engagements, operations, and missions. The results fed into ongoing international policy processes. For example, the GCSP contributed to the *Geneva Consultations on the New Agenda for Peace* and the *Geneva Peace Week 2023*,

and proposed the launch of *Geneva Peace Week Meets New York*, a bridging forum between the New York and Geneva peacebuilding communities.

A significant policy applicable research and advice project led by the GCSP as part of the *Effectiveness of Peace Operations Network* was a study of the role, relevance, function and usefulness of the United Nations Truce Supervision Organization. *Research missions* to the Middle East (Israel, Lebanon, Egypt, Cairo) and New York generated new knowledge. Initial findings were presented and discussed with UN member states, the UN Secretariat and field personnel at a *seminar* in New York. The final results will be presented as part of the *International Day of Peacekeeping 2024*.

In the area of education and training, the GCSP offered a range of core courses and customised alternatives on a broad spectrum of peace operations and peacebuilding themes applicable to various geographical settings and organisational needs and priorities. For example, the GCSP organised the *UN Police Commanders Course 2023* on behalf of the Swiss FDFA and in cooperation with the UN Department of Peace Operations.

Strengthening inclusive leadership for peace was also pursued through the *International Leadership Association*, where the GCSP’s Head of Peace Operations and Peacebuilding serves on the Board of Directors. In 2023 the focus was on leveraging inclusive leadership in support of the implementation of the *New Agenda for Peace* and for future peace and security engagements and operations.



PART 7

Rethinking geopolitics and global futures



Transformative Technologies

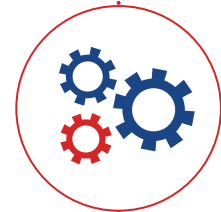
In recent decades the pace of technological innovation has grown at an exponential rate. Some technologies, such as artificial intelligence (AI), generative AI, synthetic biology, quantum computing, ultra-fast microchips and others have been enablers of significant innovation in various fields.

The Transformative Technologies Cluster focuses on AI and a suite of disruptive technologies. AI is the science of engineering intelligent machines. Banking, warfare, aviation, healthcare – all these sectors rely on AI, which means that it plays a critical role in our lives, and its relevance will only increase as AI systems continue to be integrated into a growing number of applications, including autonomous robots. In addition to AI, our Cluster looks at other emerging technologies that could have a revolutionary impact on the future of humankind, including neuro-morphic chips, big data, 3D and 4D printing, nanotechnology, brain-computer interfaces, hypersonic technology, and physical and cognitive enhancement. Perhaps most importantly, these technologies will significantly alter the way nations conduct wars, while forcing us to reconsider existing legal provisions on warfare and humanitarian rules.

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

Our annual course on *Transformative Technologies*, which was presented online on 20 October 2023, provided participants with a comprehensive and analytical overview of the impact of transformative technologies across several domains, including their ethical and security implications. It examined the short- and long-term ramifications of these technologies in today's interconnected world. In addition, the course furthered participants' understanding of how transformative technologies will impact the future of warfare.

Finally, Professor Nayef Al-Rodhan was honoured to be appointed a member of the World Economic Forum's *Global Future Council on the Future of Complex Risks*.



The Future of Outer Space Security

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

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

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

In collaboration with Ambassador Thomas Greminger, Professor Nayef Al-Rodhan spearheaded the establishment of the *GCSPP Outer Space Security and Sustainability Steering Committee*, which held its inaugural meeting on 24 April. The primary objective of this pioneering initiative is to strengthen the GCSPP's role in shaping the global discourse and debate on outer space security and sustainability policy. Mr Tobias Vestner, Director of Research and Policy Advice Department and Head of Security and Law; Ms Alexandra Matas, Director of International Security Dialogue; and Mr Simon Cleobury, Head of Arms Control and Disarmament, have been appointed as members of the committee.

Neurophilosophy

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

Our Neurophilosophy Cluster aims to integrate the interplay of neuroscience, philosophy, and international relations into the larger debate on interstate relations, global security, policy analysis, and global order. While human nature has been central to political theory, the understanding of what drives humans and states has been more speculative than scientific before the advent of neuroscience. Neurophilosophy pioneers this interdisciplinary connection and advances an understanding of human nature that is informed by neuroscience. This has important policy implications and helps us to nuance our understanding of contested and contentious notions such as morality and power. At the heart of this debate is the concept of human dignity, which is central to good governance, societal cohesion, and international peace and security. It is also a profound human need that is more inclusive and consequential than just the need for political freedom. This understanding helps explain political transitions, instability, and peace and war in general.

Professor Nayef Al-Rodhan published a number of *articles* focusing on neurophilosophy that can be accessed at www.sustainablehistory.com.



The GCSP Prize for Innovation in Global Security

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

The 2023 GCSP Prize for Innovation in Global Security was awarded to the project *Measuring Norms in Outer Space*, submitted by Mr Thomas González Roberts of the Massachusetts Institute of Technology and the Center for Strategic and International Studies. This project features a revolutionary data-driven tool for understanding how well satellite operators follow the international rules and guidelines that govern the space domain. In particular, the new tool – called the International Telecommunications Union (ITU) Compliance Assessment Monitor, or ITU-CAM – assesses geosynchronous orbit (GEO) satellite operators' compliance with the ITU Radio Regulations, a dense list of rules designed to prevent harmful interference in the radio-frequency spectrum. To assess satellite operators' compliance with ITU rules, ITU-CAM monitors and evaluates GEO satellites' behaviour in near real time, then compares that behaviour with thousands of publicly available ITU filings. With insight from ITU-CAM, space rule makers in multinational forums can better understand the history of violations of past rules and write new ones that further limit harmful interference, maintain equitable access to GEO, and safeguard global security. As the number of satellites in the near-Earth space environment continues to grow at an exponential rate, and new instruments for space governance are debated and developed, ITU-CAM makes an invaluable, evidence-based contribution to the discussion.



The GCSP Prize for Transformative Futures in Peace and Security

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

The winning project, *Global Governance Innovation Project: Peace, Security and Humanitarian Action*, submitted by the Stimson Center in Washington DC, is an ambitious endeavour aimed at producing four key knowledge products. These include a Global Governance Survey, a Global Governance Index, a Global Governance Innovation Report (GGIR), and a Global Policy Dialogue on Reconstructing the Global Peace and Security Architecture, scheduled at the US Institute of Peace (as part of the Annual Meeting of the Academic Council on the UN System). These products will serve as valuable inputs for a series of launch events and public forums in preparation for the *Summit of the Future* at the United Nations in New York in September 2024. The inaugural GGIR will focus on the theme *Redefining Approaches to Peace, Security, and Humanitarian Action*. Together, these products aim to foster ideas and drive action on global decision-making and pertinent issues among policymakers, scholars, practitioners, and policy advocates. This community will comprise the Global Governance Innovation Network (GGIN), a worldwide consortium of scholars, advocates, and practitioners dedicated to addressing critical global governance challenges, threats, and opportunities.

Anticipating emerging challenges



Human Security

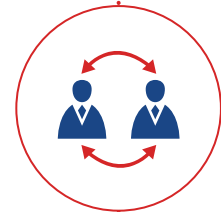
In 2023 the Human Security Cluster provided content and tools through in-person and online courses, workshops, and public events. Our primary goal was to widen the horizons of security professionals by providing insights into the concept of human security and how it can be incorporated into comprehensive security policy- and decision-making.

We focused on three topics. Firstly, around the topic of the environment and security, the Cluster offered two courses: the third edition of the *Climate Security Futures Course* on applying strategic foresight tools to climate security challenges and the fifth edition of the *Environment and Security Course*. These online courses brought together a truly international audience sharing best practices in addressing climate change, environmental degradation, and environmental peacebuilding.

Secondly, with a plethora of emerging security challenges, the further we are from the COVID-19 pandemic the less focus there is on the future response to global security challenges of this kind. We maintain the momentum by running an online course on *Global Health Security*. The 2023 iteration of the course reached a large public and allowed the exchange of best practices for dealing with health security challenges.

Thirdly, we offered the second edition of the online course on *Movement of People and Security*. We examined impact of migration, asylum seekers, and IDP flows on security and discussed practical solutions to the nexus. Finally, our offerings included contributions to the three advanced GCSP courses, the *LISC*, *ESC* and *NISC*, which encouraged the three groups of participants to connect the dots between traditional security challenges and emerging human security challenges and discuss possible solutions.

In addition to executive courses, the Cluster reached out to a wider public by contributing to public events organised by renowned organisations working on peace and security. We accompanied the Institute for Economy and Peace in the *European launch of the Ecological Threat Report 2023*. Realising the need for local communities on the front lines of the natural resource degradation and conflict nexus to be the architects of solutions that suit their needs and contexts, together with our partners from Initiatives of Change and Triple Capital we co-organised a workshop on *“Strengthening the Climate Resilience of Conflict-affected and Vulnerable Communities”*. In this gathering on the margins of the Caux Forum, a diverse group of practitioners, funders, and policymakers discussed the issues and ways forward. The insights shared by participants at the workshop were published in a *policy paper* with the same title as that of the workshop.



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“Climate and Security Futures at the GCSP has shaped my understanding about climate change, as it is a multifaceted, cross-cutting security challenge that impacts every state and community across the world in different ways. Existing conditions of vulnerability can result in climate-related migration and internal displacement, deepen existing conflicts, contribute to new tensions, and may exacerbate inequalities among and within states. Thus, climate-related security risks can have wide-ranging and long-lasting effects on human, community, state, and international security. Hence, Climate and Security Futures is a critical course which is essential for all global societies to be equipped with in this 21st century.”

Mr Abdifatah Saleiman, Ministry of Foreign Affairs, Ethiopia, Climate and Security Futures Course 2023

Cyber Security

2023 began with a continuation of the Russian-Ukraine war, and increased inflation and uncertainty. Cyberattacks continued: according to the Dutch Ministry of Defence, in the context of the war, many cyberattacks against Ukraine and NATO members remain largely unknown to the public. According to Recorded Future, high-profile Russian cyber operations have had a significant psychological effect, and pro-Russia threat actors targeted Ukrainian hospitals. In contrast, according to Recorded Future, Chinese threat actor APT3 targeted US government-affiliated Gmail users in Ukraine. According to the same source, Russia also conducted global cyber influencing operations to support its war efforts, highlighting the increasing role of the information environment as a battlefield.

The GCSP Cyber Security Cluster observed how the Russia-Ukraine war drives innovation in cyber operations and how new technologies such as large language models (e.g. ChatGPT) are weaponised, accelerating how threat actors innovate new tactics, techniques, and procedures. The implications of the digital arms race have far-reaching impacts beyond national borders, posing challenges to global security.

Engagement

In 2023 the Cyber Security Cluster continued to undertake activities related to Executive Education, dialogue and policy analysis. In addition, it participated in a *GCSP Alumni Insight Event on Disinformation* and contributed to *panels*, *publications*, and *research* on cyber security, disinformation, and artificial intelligence. Panels included the *Cyber Symposium* at the Hybrid Centre of Excellence in Helsinki, Finland, and virtual attendance at the *Cyber Defense Conference* in Tokyo, Japan, with an outreach of 27,000 participants.



Executive Education

The Cyber Security Cluster, in collaboration with the Crisis Management team, conducted a *training session* on cyber situational awareness and cyber crisis management. Over 15 participants from a private sector entity in Geneva attended this session. Furthermore, a *session* on personal cyber security training was delivered to a private sector entity, focusing on cyber threats and risks and essential mitigating measures for staff. The training exercise was well received, resulting in *additional requests* for the same personal cyber security training. Finally, the Cyber Security Cluster contributed significantly to all of the GCSP's *advanced courses*.

In partnership with the Atlantic Council, the Cyber Security Cluster planned, organised and hosted the *Cyber 9/12 Strategy Challenge*, welcoming 28 teams. Team Pallas Athena from the University of the Bundeswehr Munich won the 9th Geneva Cyber 9/12 Strategy Challenge. GCSP Cyber Security has also made significant contributions to various GCSP activities. These include the *Annual Senior Officers Seminar* presentation on “*21st Century Peace and Security Challenges – Cyber Security and Disinformation*”, the *Security Orientation Course*, the online *Transformative Technologies and the Future of Global Security* course, and *GCSP Innovation Day*.

Dialogue

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

Policy analysis

The Head of Cyber Security was given the *Best PhD Paper Award* for his paper “Offensive Cyberspace Operations for Cyber Security” at the *International Conference on Cyber Warfare and Security*, Towson University, United States. Additional *published research* included, “Opérations offensives dans le cyberspace ciblant l’Ukraine: Un cyber Pearl Harbor?”, “Digital Geopolitics: A Review of the Current State”, “A Whole-of-Society Approach to Organise for Offensive Cyberspace Operations: The Case of the Smart State Sweden”, and “A State-of-the-art of Scientific Research on Disinformation”.

Global and Emerging Risk

The war in Ukraine, the 7 October Hamas attack on Israel, and the ensuing situation in Gaza acted as a strong catalyst for the activities of the Global and Emerging Risk Cluster (GERC) in 2023. In addition, 2023 saw continuous developments in emerging technologies, notably in the field of generative artificial intelligence (AI), with concrete security implications, some of which have been witnessed in Ukraine and Gaza. The GERC acts as a thought leader on risks at the nexus of geopolitics and emerging and disruptive technologies. It carries out **four key activities**:

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

In 2023 the GERC and its expertise were again in strong demand by the media, and more than **90 interviews** were given to media worldwide such as *Le Temps*, *NZZ*, *Le Parisien*, *La Liberté*, *Pravda (Slovakia)*, *Svenska Dagbladet*, *Tribune de Genève*, *Defense News*, Al Jazeera, RTS, and TV5 Europe, to name a few. Some of these interventions reached more than 6,000 views on social media.

Because policymakers are in need of information about global risks, the GERC contributed to two **policy papers** on the impact of neurotechnologies on international security, an **academic article** on how the concept of Swiss neutrality is challenged by current geopolitical developments, a **book chapter** on the use of AI in military defence, a study on the concept of human-machine teaming and an **op-ed** on AI governance for the World Economic Forum. The head of the GERC was also appointed to the **Advisory Board on Digitalisation** of the Chief of the Swiss Armed Forces and continued the Cluster's work in the **Committee on Ethical Research** at the University of Geneva.

In 2023 the GERC's work continued to strengthen its expertise on the topic of the security implications of emerging technologies. It offered a new edition of its course on **Frontier Risks and Their Geopolitical Implications** and organised a **public discussion** and **workshop** on lethal autonomous weapons for the Geneva Science and Diplomacy Anticipator's science and diplomacy week. The head of the GERC spoke as a **keynote speaker** on the security implication of emerging technologies and on subversion and cognitive warfare in two **NATO conferences**, and **moderated several panels** in the framework of the Trust Valley initiative

supported notably by the cantons of Geneva and Vaud and the Swiss Federal Institute of Technology Lausanne.

The GERC also runs the **Polymath Initiative** (<https://www.gcsp.ch/the-polymath-initiative>), which aims to reduce gaps in understanding and communication between the scientific community and the policymaking world. The Didier and Martine Primat Foundation agreed to renew its support to the Polymath Initiative for 2023-2025. Two **webinars** were organised and four **papers** were published in 2023. The Polymath Initiative also organised a **panel** on AI and swarming at the first conference on the responsible use of AI in the military domain in The Hague in February 2023.

The GERC also contributed to more than 50 **presentations and panels** on subjects ranging from geopolitical developments to the weaponisation of AI to various audiences at the UN, EU, NATO, the World Economic Forum and the European Broadcasting Union, to name a few. Overall, through its various **presentations**, the GERC reached a wide audience composed of policymakers, businesspeople, scientists and international civil servants of more than 2,000 people. The GERC also organised a **workshop** on cognitive warfare, in the framework of the Emerging Security Challenges Working Group of the NATO Partnership for Peace Consortium in Sofia, Bulgaria.



Integrated Risk Management and Civil Protection

Ukraine has been an active member of the GCSP Foundation Council for many years, fostering partnerships and engaging in collaborative projects. Many Ukrainian officials are part of the GCSP Alumni Community, benefitting from specialised workshops and training courses tailored to their needs.

In 2023 we transitioned the Integrated Risk Management and Critical Infrastructure Protection open enrolment course into a fully virtual customised format for participants from various ministries in Ukraine. This allowed them to get a sense for our approach and allowed us to better understand their specific needs, so that we could integrate them into the design of future education offerings for Ukrainian participants.

The course aimed to advance participants' knowledge and skills, particularly by enabling them to:

- identify key elements, methods, and processes related to integrated risk management and critical infrastructure protection (CIP), and recognise the links between risk management, risk trends, and CIP;
- identify current and emerging risks and anticipate new global, European, and Ukrainian risks;
- assess current risk management and CIP practices and develop recommendations to enhance Ukraine's efforts in this regard; and
- enhance Ukraine's resilience by prioritising and implementing urgent risk reduction measures.

The programme focused on different countries' approaches and how participants could adapt these to their current situation. It featured ten expert contributors from various countries with diverse backgrounds, including academics, government officials, and international organisations. Including case studies from different countries proved to be invaluable for understanding various approaches to integrated risk management and CIP. The course successfully implemented the *GCSP Way*, and there is strong interest from Ukraine for further courses.

Participants felt the course met their expectations and objectives, finding it relevant to their current and future positions, with overall positive satisfaction. Participants also gained access to an extensive network of international security experts by becoming GCSP alumni.



Strategic Anticipation

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

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

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

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

The GCSP's work on strategic anticipation in 2023 focused on helping governments, international organisations, humanitarian organisations, and individuals from both the public and private sectors to develop capacities to design and implement forward-thinking and resilient outlooks and strategies. Initiatives included:

- **projects on strategic foresight:** building a more forward-thinking culture and co-creating foresight outputs
- **customised and open-enrolment courses to enhance strategic foresight capacity:** upon request, enhancing strategic foresight capacity through collaboratively designed courses and offering open courses throughout the year
- **GCSP advanced courses (LISC, ESC, NISC):** including strategic foresight simulations and an in-depth multi-week project
- **the GCSP Strategic Foresight Community:** bringing together GCSP Alumni and partners to exchange thinking on the latest developments in the field.



Examples:

1. In support of the UN 2.0 Quintet of Change, GCSP delivered a comprehensive strategic foresight training series for the staff of the UN Executive Office of the Secretary-General entitled “*Preparing for Tomorrow, Today: Strategic Foresight for the United Nations 2.0*”.
2. The three-week open-enrolment course on *Strategic Foresight: Planning for Impact in Uncertain Times* provided participants with knowledge, skills, methods and techniques on how to integrate strategic foresight in their institutions.
3. In partnership with the GCSP’s Human Security, Climate and Health Cluster, the two-day course *Climate and Security Futures* sought to enhance participants’ understanding of the security implications of climate change and how foresight can help prepare for alternative futures.

FOCUS: Developing anticipatory governance capacities in ministries of foreign affairs

In 2023 the GCSP conducted a research project on *Strategic Foresight in Ministries of Foreign Affairs* for the Swiss Federal Department of Foreign Affairs, which included the publication of a GCSP *Strategic Security Analysis*. Departing from the traditionally reactive stance of ministries of foreign affairs (MFAs) in the face of crises, the application of strategic foresight is a critical component of what is institutionally becoming known as anticipatory governance, empowering decision-makers to proactively prepare for future challenges. The analysis outlines three elements that are critical for developing this enabling environment for the pursuit of strategic foresight in MFAs: the *organisational parameters* (“where”); the *skills and resources required* (“who”); and the *concrete processes and activities involved* (“what” and “how”). Read more in the analysis, which is available [here](#).

TESTIMONIAL

“The challenging and transforming world demands from us an augmented understanding and deeper awareness about our future, a change of thinking, an ability to detect early signals and interlinkages we may have never thought of before. Strategic foresight is the right tool, a vital skill, an intellectual challenge and a rising critical necessity, serving as a compass for our future decisions. Thank you, GCSP, I appreciated learning about it with you. I cherish this precious opportunity!”

Amb. Sabina R. Stadler, Ministry of Foreign and European Affairs, Slovenia, Strategic Foresight Course participant 2023

Fostering Dialogue



Mediation and Peace Support

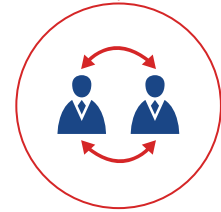
The GCSP's Department of Mediation and Peace Support (DMPS) focuses on supporting mediation processes and other peace efforts around the world.

In 2023 the DMPS continued to provide a safe space and platform for government representatives and experts to discuss political, security, and/or economic challenges.

The DMPS draws on its decades of experience in diplomacy and conflict mediation to focus on leading or supporting peace efforts around the world. In active conflicts or tense contexts, the department identifies opportunities for re-establishing communication flows at the unofficial level, builds trust and confidence between conflict parties, and generates creative and policy-oriented approaches. In some cases the DMPS leads in the facilitation of dialogue process, and in other cases supports mediation efforts being conducted by others, whether states or intergovernmental organisations.

The department works to help states, international organisations, conflict parties, or other relevant stakeholders to manage diplomatic tensions and find peaceful alternatives to conflict or mitigate its worst consequences. It also conveys conclusions and ideas from dialogue efforts directly to decision-makers, and hence influences policymaking. Below are a few examples of our dialogue processes in 2023:

- The GCSP continued to convene representatives from several countries in Eurasia that are not fully integrated into either Western- or Russian-led security or economic institutions, and are therefore particularly vulnerable in the current geopolitical environment. This dialogue process – dubbed the *Bridge States Dialogue* – aims to help such states to navigate the fluid geopolitical environment and smartly position themselves in a way that maximises their security and economic prosperity.
- The DMPS has continued to convene the *High North Talks*, a discreet dialogue format that aims to help prevent the Arctic from becoming the next theatre of geopolitical conflict, by bringing together representatives from the countries most invested in the region to discuss its future, including ways to address its most urgent problems – whether related to security, governance or scientific collaboration.
- In March 2023 the GCSP and Swiss Federal Department of Foreign Affairs (FDFA) hosted the 9th edition of the *Zermatt Roundtable on Security Issues in Northeast Asia*. Around 20 government officials from the People's Republic of China (PRC), Japan, Mongolia, the Republic of Korea (RoK), Switzerland, and the United States, as well as 11 distinguished experts from the PRC, Japan, the RoK, the Russian Federation, Switzerland, and the United States, participated in the discussions.
- In September the GCSP, jointly with its co-facilitators – the European Union Institute for Security Studies, the China Institutes of Contemporary International Relations, and Xiamen University – convened the Third Meeting of the *Sino-European Expert Working Group on the*



Application of International Law in Cyberspace in Xiamen, China. The working group serves as a platform for legal experts from Europe and China to explore the application of international law in cyberspace, address related legal issues from a theoretical perspective, and offer practical policy guidance.

- In October the GCSP hosted the first public event in the framework of the *Eastern Mediterranean Initiative (EMI)*. Launched in 2020, the EMI emerged as an inclusive platform for Track 2 dialogue to address the complex challenges and opportunities facing the Eastern Mediterranean region. With support from the GCSP and swisspeace, the EMI brings together academics and former officials from countries across the region, including Cyprus, Egypt, Greece, Israel, Lebanon, and Türkiye, as well as third-country observers. The EMI's thematic focus spans critical domains such as regional integration, maritime delimitation principles, confidence-building measures, and energy and environmental sustainability. It contributes to fostering dialogue and cooperation, culminating in the development of analytical papers like *“Envisioning a Framework for Eastern Mediterranean Dialogue and Regional Cooperation”* and *“The Recipe for Success: Israeli and Lebanese Analytical Perspectives on the Maritime Delimitation Negotiations”*.



The need to resume dialogue and re-engage with North Korea

The security environment in Northeast Asia is worsening and misperceptions and mistrust between key actors are growing. Relevant states appear to be retreating into different camps, reflecting geopolitical ruptures. The absence of an effective dialogue platform or multilateral negotiation format, such as the previous six-party talks (2003-2009), combined with the chronic deadlock in the UN Security Council makes the need for dialogue on Northeast Asian security issues all the more urgent.

The Zermatt Roundtable aims to be a platform for dialogue that contributes to reducing the risk of conflict in Northeast Asia. Given the growing economic and geopolitical weight of the region, an escalation of conflict, such as on the Korean Peninsula, would lead to serious negative consequences across the globe. Against this backdrop, the Zermatt Roundtable seeks to identify opportunities for promoting cooperation and maintaining peace and stability. Held for the first time in 2012, the roundtable is an annual, high-level dialogue that brings together renowned experts and well-connected personalities from Northeast Asian countries.

Co-organised by the Swiss FDFA (International Security Division) and the GCSP, the format allows government officials and experts to engage in informal, substantive discussions on the security situation in the region, exchange perspectives, and, thanks to the discreet setting, develop creative ideas for averting conflict. The clear thematic focus, namely Northeast Asian security and the Korean conflict, to which all participating states have shown commitment, is a strength of the format. Because antagonism and conflict are growing both globally and in the region, the relevance of the format is increasing.

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

International Security Dialogue

Recent events have reminded us how fragile Europe’s and the world’s security remains. But they have also served to remind us of the importance – indeed, the necessity – of dialogue. Whether to solve common problems, increase mutual understanding, or manage inevitable disagreements, there can be no substitute for keeping the lines of communication open and engaging in trust-building, no matter how limited.

With political will often lacking today, the mission of the GCSP’s International Security Dialogue Department (ISDD) is to create a safe and inclusive space for different actors – likeminded or otherwise – to talk. Dialogue is the ISDD’s – and the GCSP’s – way of building peace together and will only grow in importance as crises continue to proliferate.

To that end, the ISDD convened several Track 1.5 and Track 2 processes in 2023. These include dialogues mandated by the Swiss Federal Department of Foreign Affairs such as the *Chambésy Roundtable on European Security* and the *OSCE Focus Conference*, bringing experts, permanent representatives to the OSCE, and other diplomats around the same table for a direct exchange of views on several critical issues pertaining to the war in Ukraine and the future of Europe’s security order.

The *Chambésy Roundtable*, held in September 2023, addressed the implications of the war in Ukraine for European security, the question of security guarantees for Ukraine, potential de-escalation strategies between the West and Russia, and the future of the continental security order. The *OSCE Focus Conference*, which took place in October, investigated how to revive the Organization for Security and Co-operation in Europe as a unique platform for dialogue; how to make more effective use of its toolbox, for example to promote de-escalation and confidence- and security-building measures; and how to use the organisation as a forum for managing relations more peacefully in Europe in the future. The summary of the 2023 conference can be read [here](#).

ISDD activities also include experts-only dialogues such as *Conversations on the Future of European Security*, which brought together leading analysts from North America, Europe, Ukraine, and Russia three times in 2023 for a frank exchange of views on unfolding developments in Ukraine and their impact on future efforts to rebuild aspects of security and predictability across Europe.

Launched in anticipation of the 50th anniversary of the Helsinki Final Act in 2025, the *Conversations* project has focused on the extent to which an increasingly deterrence-centric European security system can be complemented by aspects of communication, compartmentalisation and cooperative security. Such efforts are aimed at providing policymakers with an array of policy options to navigate an unpredictable world, complement official discussions on a peace formula for

Ukraine, and reduce the potential cost of mounting tensions on the continent. Experts provided ideas and suggestions, which were then communicated to the main stakeholders, and also contributed to [publications](#) focused on a possible roadmap toward a ceasefire in Ukraine.

TESTIMONIAL

“One always comes to GCSP meetings with the guarantee of engaging in exciting and fruitful strategic conversations. More importantly still, the Geneva Centre’s International Security Dialogue Department is unique in providing an opportunity to discuss the long game beyond current events. It offers an essential platform for a long-term perspective which is all the more important when leaders and officials are bogged down in the intricacies of daily crisis management processes. The Department’s activities engender a sense of vision and evidence a breadth of thought which is both wide and long.”

Pierre Vimont, Senior Fellow, Carnegie Europe



Another Track 2 dialogue entitled *P5 Experts' Roundtable on Nuclear Risk Reduction* is co-organised with the Strategic Foresight Group. It was launched in September 2022 in Caen, France to engage the five permanent members of the UN Security Council on addressing nuclear risk reduction. Since 2022, *three experts' roundtables* have taken place in Caen and Geneva. The initiative, inspired by the 2019 Normandy Manifesto for World Peace, seeks to foster dialogue and understanding among the P5 on how to mitigate nuclear threats amid growing global polarisation. A summary of the most recent meeting's discussions, conducted in December 2023 at the GCSP's premises in the Maison de la Paix, can be read [here](#).

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“At a time when the urgency of international dialogue and exchange on nuclear issues has sharply grown, the International Security Dialogue Department has been able to play a critical role as a convener and agenda-setter. I'm grateful to the Department and to the entire GCSP for ensuring that experts are able to engage candidly and freely on these important issues.”

Ankit Panda, Stanton Senior Fellow, Nuclear Policy Program, Carnegie Endowment for International Peace

“In this time of fraught international relations and geopolitical disruption, the GCSP's International Security Dialogue Department has a proven capacity to convene experts and officials to facilitate dialogue and promote practical actions to improve international security. The P5 expert dialogue has filled an important gap by focusing on nuclear risk reduction at a time when the risks are rising but official-level dialogue is nearly moribund.”

Lynn Rusten, Vice President, Global Nuclear Policy Program, Nuclear Threat Initiative



The Global Fellowship Initiative and the Creative Spark

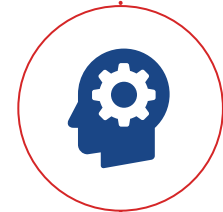
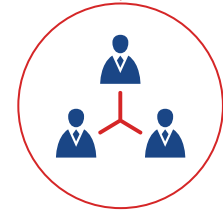


The Global Fellowship Initiative

In 2023 the GCSP *Global Fellowship Initiative (GFI)* welcomed a cohort of **169 fellows** representing diverse backgrounds from across the world. The GFI is dedicated to fostering a dynamic community centred on advancing peace and security through collaboration, innovation, and exchange.

To strengthen connections and facilitate meaningful discussions, the GFI strategically integrates in-residence and digital fellowships, tailoring activities to create inclusive and secure environments for discussions. This approach facilitates the convergence of individuals with shared and differing perspectives, enriching the exchange of ideas and fostering a culture of cooperation. In addition, the GFI further develops partnerships with institutions from the public, private, and academic sectors. In 2023 collaborations were again established with influential entities such as Trust Valley and Seton Hall and Georgetown universities. These partnerships were instrumental in ensuring the continued growth and sustainability of the GFI's initiatives.

The GFI brings together a vibrant and diverse community of experts spanning various disciplines, cultures, and generations. The 2023 cohort was composed of diplomats, military officials, non-profit and corporate leaders, journalists, and scientists hailing from all geographical regions. This rich diversity in terms of backgrounds, ages, and perspectives converges to forge innovative solutions to contemporary peace and security challenges. At the heart of the GFI's mission is the provision of a dynamic platform for fellows to refine their ideas, exchange insights, and broaden their networks. By dismantling traditional barriers, the GCSP model empowers individuals in occupational transitions, offering them a supportive environment conducive to



TESTIMONIAL

“ The camaraderie among the Fellows during the two months was truly exceptional. The depth of professional and personal experiences within the group left a lasting impression. The diverse backgrounds and ethnic origins of the participants, including former ambassadors, senior UN staff, and young leaders, created a dynamic and enriching environment.”

Mr Hichem Khadhraoui, former Executive-in-Residence Fellow

knowledge exchange, research, creativity and collaboration. The GFI serves as a catalyst for transformative discussions, enabling participants to test and refine their concepts while fostering robust connections. Through this comprehensive approach, the GFI not only inspires and prepares individuals for new endeavours, but also nurtures a global network poised to effect positive change in the fields of peace and security.

In 2023 the GFI also welcomed a second batch of *Polymath Fellows*, continuing our work in this important initiative that strives to build bridges between the scientific community and decision-makers. This second edition was again made possible thanks to the generous support of the Primat Foundation.



The GFI at a glance in 2023



113

Associate
Fellows



6

Government
Fellows



39

Executives-in-
Residence



3

Doctoral
Fellows



8

Young Leaders
in Foreign and
Security Policy



169

TOTAL

The Creative Spark

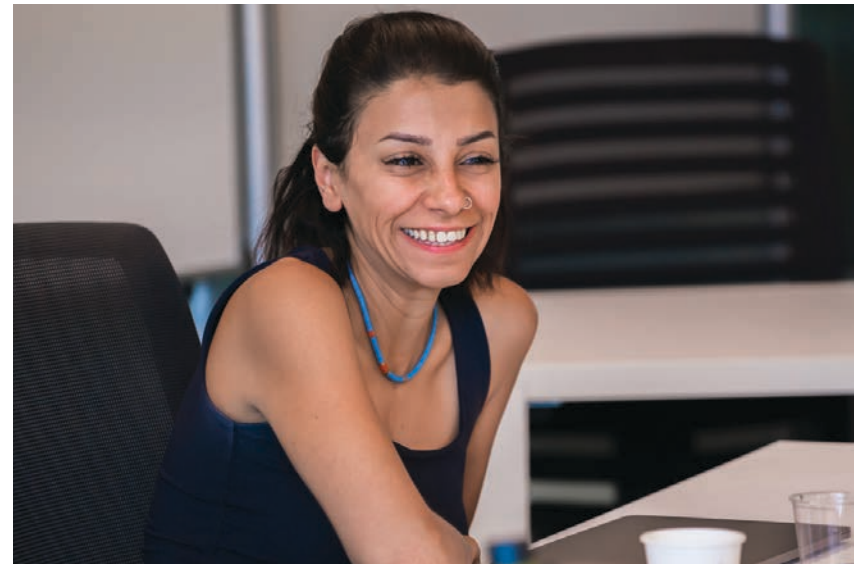
The GCSP's Creative Spark embodies the Centre's mission to promote peace and security through applied research that brings innovative ideas to life. In 2023 the Creative Spark continued its support for selected ground-breaking projects, nurturing their leaders to refine and develop solutions that resonate with and magnify the GCSP's values and mission. In an era marked by escalating crises and polarisation, the Creative Spark offers a safe space to experiment and grow for projects with a strong potential to spark positive transformations in the fields of peace and security.

Over the course of 2023 the Creative Spark incubated the following projects:

- IDE4:** Incubated until July 2023, IDE4 is today a non-profit association whose mission is to propel the domains of data analytics and visualisation in service to academia, International Geneva, and the UN Sustainable Development Goals. By cultivating a dynamic ecosystem of developers, institutions, and enthusiasts, IDE4 promotes open-source solutions, particularly their innovative visual analytics platform, CSX, which was conceived at CERN.
- UNaccountable:** Incubated since March 2023, UNaccountable is a public interest organisation that works for more effective, accountable, and impactful multilateral engagement and consensus-based international cooperation.
- Centre for Humanitarian Action at Sea (CHAS):** Incubated since April 2024, the CHAS aims to mitigate the global humanitarian crisis at sea by facilitating high-level dialogues, coordinating research and advocacy on maritime migration routes, and expanding search and rescue operations at a global scale.
- Equity 4 Humanity (E4H):** Incubated since 2021, E4H is creating an integrated systems model for financing development and associated project coordination to support peace and security for all.

In 2023 we made considerable progress in launching the new *Prize for Transformative Futures in Peace and Security*, a collaboration with the GCSP's Geopolitics and Global Futures Programme. This prize awards ground-breaking ideas with the power to address urgent issues in peace and security. The inaugural prize ceremony took place on 30 May, marking a milestone in our commitment to innovation. Out of 171 applications, the winners were chosen to receive a two-month incubation period in the Creative Spark in 2024 that will provide them with invaluable support to further develop their visionary ideas.

Both the GFI and the Creative Spark embody the GCSP's dedication to fostering innovation, empowering communities, and nurturing projects that evolve into sustainable solutions for global peace and security. Through deliberate, focused and systematic cross-pollination they ignite a spark that fuels transformative progress.



Research and Policy Advice



Today's complex security challenges require careful analysis and smart ideas if they are to be confronted and managed. The goal of the Research and Policy Advice Department is to assist states, international organisations, and firms in their analysis, policymaking, and decision-making processes. Our interdisciplinary approach, in-house expertise, and networks enable us to offer expert and impartial policy advice. This helps those we advise to make sense of and adapt to a complex, interconnected, and rapidly changing world and develop new insights, creative solutions, and novel approaches. The GCSP's Research and Policy Advice Department offers its services in various forms, which are briefly discussed below.

Knowledge and analysis for understanding new trends and issues

To respond to the growing need for research and policy advice in the field of global security, the GCSP offers five [publication series](#). In 2023 the number of publications significantly increased, with a total of 57 publications, compared to 29 in 2022, representing a 97% increase. The two series launched in 2022, *Policy Briefs* and *In Focus*, largely contributed to this increase with the publication of 13 and eight pieces, respectively. These two series complement the already established *Geneva Papers* and *Strategic Security Analyses*. All the series are relevant and timely according to the current global security situations, helping readers to understand the issues affecting global security. The GCSP also offers *Tailored Studies* to address specific requests for written analysis and policy advice, while GCSP experts regularly contribute to *external publications* in academic and policy-oriented journals.



Studies exploring questions according to specific needs

Drawing on its broad spectrum of expertise, the GCSP can respond to pressing global challenges and provide expertise, analysis, and advice on security policy that are particularly relevant to core partners.

In 2023 the GCSP *supported Switzerland's United Nations Security Council (UNSC) mandate* in its priority theme of “Building Sustainable Peace”. To this end, the Centre provided *six Policy Briefs* to the Swiss Federal Department of Foreign Affairs (FDFA):

- [Preventing the Increased/Uncontrolled Militarisation of Outer Space](#)
- [Building Resilience against Terrorist Attacks Involving Uncrewed Aerial Systems](#)
- [Instruments for Sustaining Peace: The Contribution of Strategic Foresight](#)
- [Peace of Mind: Cognitive Warfare and the Governance of Subversion in the 21st Century](#)
- [Reimagining Peace through the Women, Peace and Security Agenda](#)
- [Sanctions against North Korea: From the UN Security Council to a Coalition of the Willing?](#)

The purpose of these publications is to leverage the GCSP's expertise and provide timely recommendations to support Switzerland's membership of the UNSC. These contributions aim to feed into the work of the UNSC as precisely and promptly as possible.

The research project *Trends and Implications of Military Robotics* clarifies the various definitions and trends of military robotics and explores the most significant developments at the global and European levels. By analysing several European countries, the study then compares Switzerland with its peers in terms of institutional structures, and research and development capacities. On 28 November 2023 these findings were presented to the Strategic Advisory Board of the Swiss Drones and Robotics Centre, the Swiss specialist body for issues relating to drone and robotics technology and their significance for national security.

In 2023 the GCSP launched the research project *Strategic Foresight in Ministries of Foreign Affairs*. This project explores how ministries of foreign affairs (MFAs) use strategic foresight and other anticipatory practices. It notably investigates what methods and tools are being employed to conduct long-term planning in MFAs around the world. Good practices are identified by analysing several

countries and their MFAs in terms of institutional foresight capacities and their integration into decision-making processes and procedures. Part of these findings can be found in the GCSP Strategic Security Analysis entitled *“Developing Anticipatory Governance Capacities in Ministries of Foreign Affairs”*.

Publications in 2023 by theme

(in alphabetical order)

Arms Control

March 2023: Fear as a Crisis-management Tool by Bakhtiyar Tuzmukhamedov – In Focus

June 2023: New START: To Succeed, Plan for Failure by John Erath – External Publication

July 2023: Artificial Intelligence and Arms Control – How and Where to Have the Discussion by Simon Cleobury – In Focus

Gender and Inclusive Security

November 2023: Reimagining Peace through the Women, Peace and Security Agenda by Fleur Heyworth – Policy Brief

Geopolitics and Global Order

February 2023: Don't Fear Saudi Arabia's Pivot to China by Ali Ahmadi and Ahmed Alqarout – External Publication

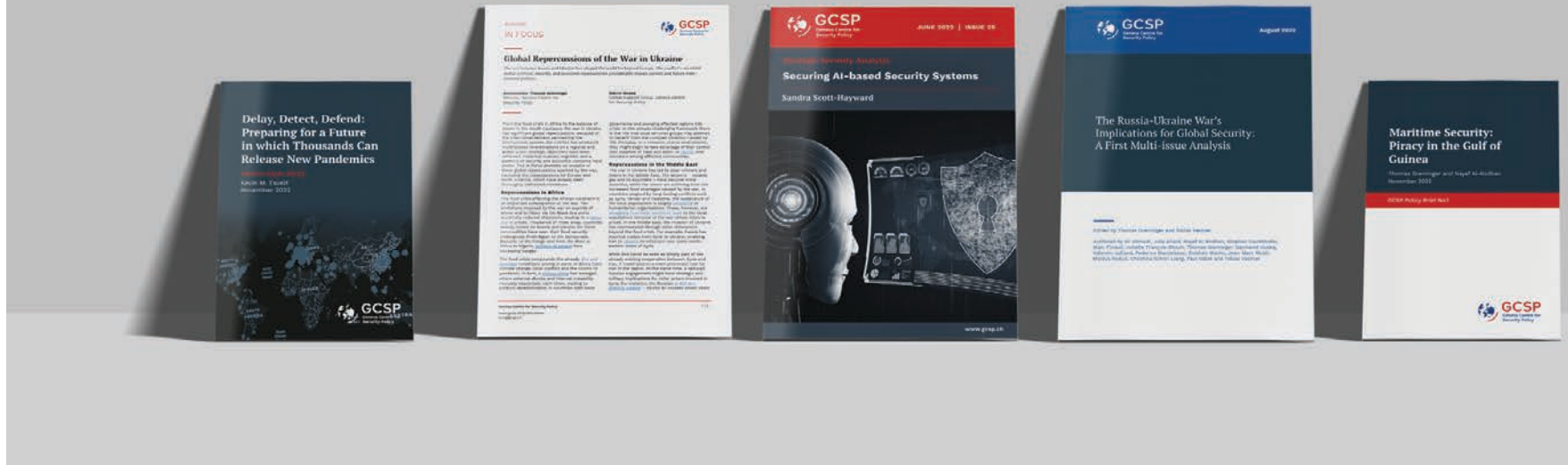
March 2023: Lessons From a Year of War in Ukraine by John Erath – External Publication

March 2023: Cooperative Security in the Future European Security Order by Thomas Greminger – Tailored Study

March 2023: The Future of Neutrality by Pascal Lottaz – Policy Brief

March 2023: Recipe for Success: Israeli and Lebanese Analytical Perspectives on the Maritime Delimitation Negotiations by experts from Israel and Lebanon in the context of the Eastern Mediterranean Initiative (EMI) – Strategic Security Analysis

April 2023: The Future of Multilateralism by Richard Gowan – Policy Brief



May 2023: The Business of War: IDEX 2023 Reveals the Latest Military Acquisition Trends in the Middle East by Gina Bou Serhal, Serhat S. Cubukcuoglu and Kristian Alexander – Strategic Security Analysis

May 2023: Small States in Europe and the Changing International Order by Gezim Vllasi – In Focus

June 2023: Thinking About Post-War Ukraine by Henrik Larsen – External Publication

July 2023: Vilnius NATO Summit and Security Guarantees for Ukraine by Oleksandr Chalyi – Policy Brief

July 2023: A Turning Point: Russia and China's Grip on World Power by Theodor H. Winkler – External Publication

July 2023: Prospects for Ukraine's NATO Membership by Henrik Larsen – External Publication

September 2023: Manage Migration to Save Liberal Order by Henrik Larsen – External Publication

September 2023: Neutrality After the Russian Invasion of Ukraine: The Example of Switzerland and Some Lessons for Ukraine by Thomas Greminger and Jean-Marc Rickli – External Publication

September 2023: The Economic Benefits of Peace in the South Caucasus by experts from Armenia and Azerbaijan – Strategic Security Analysis

September 2023: Arctic Science Diplomacy: With or Without Russia? By Valery Konyshov – Strategic Security Analysis

October 2023: Envisioning a Framework for Eastern Mediterranean Dialogue and Regional Cooperation by the Eastern Mediterranean Initiative (EMI) – Tailored Study

December 2023: US Outbound Investment Screening Programme Targeting Investments in Chinese Tech Companies by Ali Ahmadi – Strategic Security Analysis

December 2023: Diplomatic Deadlock in the Arctic: Science as an Entry Point to Renewed Dialogue by Paul Dziatkowicz – External Publication

December 2023: Can China and America Resolve the Israeli-Palestinian Conflict? by Paul Dziatkowicz and Younes Zangiabadi – External Publication

December 2023: Outlook and Opportunities in the MENA Region by Farrah Hawana – Tailored Study

December 2023: Sanctions against North Korea: From the UN Security Council to a Coalition of the Willing? by Eric J. Ballbach – Policy Brief

Human Security

June 2023: Human Security and Reconstruction in Ukraine by Thomas Greminger and William Lunding – In Focus

September 2023: The Paradox of Human Security by Anna Brach – In Focus

October 2023: Understanding the Crisis of Democracy in West Africa and the Sahel by Olayinka Ajala – In Focus

November 2023: Strengthening the Climate Resilience of Conflict-affected and Vulnerable Communities by workshop participants – Tailored Study

New Technologies and Emerging Risks

January 2023: Human-Machine Teaming in Artificial Intelligence-Driven Air Power by Jean-Marc Rickli and Federico Mantellassi – External Publication

February 2023: From Strategy to Orders: Preparing and Conducting Military Operations with Artificial Intelligence by Tobias Vestner – External Publication

March 2023: Digital Geopolitics: A Review of the Current State by Gazmend Huskaj – External Publication

April 2023: Neurotechnologies: The New Frontier for International Governance by Ricardo Chavarriaga – Strategic Security Analysis

April 2023: Artificial Intelligence in Warfare: Military Uses of AI and Their International Security Implications by Jean-Marc Rickli and Federico Mantellassi – External Publication

July 2023: Great Powers' Military Robotics by Tobias Vestner and Arthur Lusenti – External Publication

July 2023: Does the UN Need a Watchdog to Fight Deepfakes and Other AI Threats? by Jean-Marc Rickli – External Publication

August 2023: Peace of Mind: Cognitive Warfare and the Governance of Subversion in the 21st Century by Jean-Marc Rickli, Federico Mantellassi and Gwyn Glasser – Policy Brief

October 2023: Securing Civilisation Against Catastrophic Pandemics by Anjali Gopal, William Bradshaw, Vaishnav Sunil and Kevin M. Esvelt – Geneva Paper

October 2023: Advancing Norms for Outer Space Security by Natália Archinard – Policy Brief

November 2023: The Future of Peace and War: The Geopolitical Lens by Thomas Greminger, Jean-Marie Guéhenno and Michael Møller – External Publication

Peace Operations and Peacebuilding

October 2023: UN Peacekeeping at 75: Achievements, Challenges, and Prospects by Annika Hilding Norberg – External Publication

Security and Law

January 2023: Responsible AI Symposium – Introduction by Tobias Vestner and Sean Watts – External Publication

January 2023: Legal Implication of Bias Mitigation by Juliette François-Blouin – External Publication

January 2023: The Nexus Between Responsible Military AI and International Law by Tobias Vestner – External Publication

March 2023: Globalizing Responsible AI in the Military Domain by the REAIM Summit by Tobias Vestner and Juliette François-Blouin – External Publication

April 2023: Ethical Dilemmas in the Global Defense Industry by Tobias Vestner and Daniel Schoeni – External Publication

June 2023: The Divide between War and Peace by Tobias Vestner – External Publication

November 2023: Report on the Third Meeting of the Sino-European Expert Working Group on the Application of International Law in Cyberspace by Joanna Kulesza – Tailored Study

November 2023: Navigating the Google Antitrust Case: Why It Matters for Human Rights, Freedom and Online Safety by Erica Harper – In Focus

Strategic Foresight

May 2023: Instruments for Sustaining Peace: The Contribution of Strategic Foresight by Emily Munro – Policy Brief

Terrorism and Preventing of Violent Extremism

March 2023: Terrorist Digitalis: Preventing Terrorists from Using Emerging Technologies by Christina Schori Liang – External Publication

April 2023: Building Resilience against Terrorist Attacks Involving Uncrewed Aerial Systems by Christina Schori Liang – Policy Brief



Public discussions and conferences to share new thinking

In 2023 the GCSP continued to develop its [Geneva Security Debates](#) series. These debates consist of public discussions on current security challenges and invite leading thinkers and practitioners to lead interactive discussions. The debates aim to inform policymakers in Geneva by offering new insights, fostering joint reflection, and facilitating networking. In 2023 *ten Geneva Security Debates were held*, featuring worldwide experts and leaders sharing new perspectives on today's complex security challenges.

- February 2023: [The Humanitarian Response – Marking the One-Year Anniversary of the War in Ukraine](#)
- March 2023: [Discussions on the Dynamics of India and Pakistan Relations and Related Geopolitical Issues](#)
- March 2023: [Book Launch: A World Without War by Sundeep Waslekar](#)
- May 2023: [China's Role in Multilateral Arms Control](#) in cooperation with the Friedrich Ebert Stiftung Geneva Office
- May 2023: [Doing Things Differently: Mediating in Mozambique](#)
- June 2023: [Strategic Trends 2023: The Future of World Order, India's Foreign Policy, and Nuclear Deterrence](#) in partnership with CSS ETH Zürich
- August 2023: [The New Agenda for Peace: An Opportunity to Reshape Peace Operations](#)
- September 2023: [Revisiting Disarmament and Arms Control: Progress or Regression?](#) in cooperation with the University of London's SOAS and Scrap Weapons
- September 2023: [The Role of Media in Conflict Resolution, Peacebuilding and Reconciliation Efforts in the MENA, Iraq as a Model](#) in cooperation with the Permanent Mission of the Republic of Iraq to the United Nations Office and other International Organisations in Geneva, the Iraqi Foundation for Foreign Policies, the Al-Basheer Foundation for Development, and the Iraqi Commission of Media & Communications
- December 2023: [Breaking the Stalemate to Find Peace: The Russia-Ukraine War](#)



Ahead of the Summit of the Future scheduled for September 2024, the GCSP provides regular policy advice, particularly on the *New Agenda for Peace*. This translates into the organisation of several public debates. In addition to the Geneva Security Debate of August 2023 mentioned above, three events explored the policy implications and policy recommendations for the New Agenda for Peace:

- [Preparing for the Summit for the Future – What Future for Multilateralism?](#) This panel discussion was accompanied by the launch of the Policy Brief on the [Future of Multilateralism](#).
- [The New Agenda for Peace – Reflecting on the Future of Peace and Security Engagements](#)
- [Building Trust, Building Peace: Actionable Priorities for the Summit – A Conversation about the Future](#)

These panel discussions contributed to the reflections about the future of peace operations and provided new perspectives on priorities for the Summit of the Future.

The GCSP's policy advice activities therefore respond to relevant security policy debates and also react to rapidly changing security situations. Indeed, a month after the start of the latest and most violent iteration of the Israeli-Palestinian conflict on 7 October 2023, the GCSP, in partnership with the Diplomatic Club of Geneva, convened a *lunch debrief* for professionals based in International Geneva. An *expert panel discussion* provided insight into the evolution of the conflict and its repercussions in the region and beyond.

Workshops to jointly develop new insights

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

In 2023 the GCSP launched its project on *The Future of Peace and War* in collaboration with the Geneva Science and Diplomacy Anticipator (GESDA), and the Kent Global Leadership Program on Conflict Resolution at the School of International and Political Affairs of Columbia University. The project develops, tests, and applies methodological frameworks and tools to subsequently identify trends and countertrends shaping the future of peace and war. Through interdisciplinary expertise, research, workshops, and international conferences this work will lead to the establishment of a permanent forum advising high-level policymakers on the nature of future conflicts and ways to address them.

Two workshops were held:

- in April 2023 at the GCSP to discuss methodologies for anticipation and some of the limitations to foresight
- in June 2023 in New York to apply the methodology that emerged from the first workshop and discuss trends, countertrends and potential critical ruptures.

The *outcomes of these two workshops* were presented to several hundred global experts in the fields of science, diplomacy, business and civil society during GESDA's high-level summit in Geneva on 11-13 October. These presentations set the stage for a *panel discussion* on how new methodologies for anticipation in peace and security can be developed. An *expert workshop* led by the GCSP and GESDA and involving an interdisciplinary group of thinkers further discussed the way in which technology can be a driver of both peace and war. These contributions solidified the GCSP's standing as a leading organisation in the field of science and diplomacy.



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The GCSP *hosted two side events* at the 2023 *Münich Security Conference*. The first addressed the most recent abuse of technologies by terrorists. Overall, the event highlighted how technology is transforming warfare and the need for greater public-private partnership to deal with this. In the second side event the GCSP organised a *tabletop exercise* with Harvard University and the George C. Marshall Center for European Security Studies. Participants discussed how to design a ceasefire agreement between Russia and Ukraine.

In 2023 the GCSP further developed the *Geneva Process on AI Principles*, which aims to increase understanding of the emerging principles underlying the development, use, and regulation of AI for defence and military purposes. The process addresses four analytical and policy-related perspectives on the issue from the legal, technical, ethical, and military points of view. In February 2023 a GCSP delegation participated in the *Responsible AI in the Military Domain Summit*, which was the first conference to launch an international and multistakeholder debate on the responsible use of AI. At the conference the GCSP organised a *panel discussion* on swarming and the future of warfare. Later, the Centre was invited to offer insights to the *Human Rights Council Advisory Committee* regarding the human rights implications of the use of new technologies in the military domain.



Tailored advice for policy- and decision-making

The GCSP aims to develop analytical products and strengthen partnerships with governments (starting with members of the Foundation Council), regional and international organisations, think tanks, NGOs, academic institutions, and the private sector. Products and partnerships of this kind will assist these stakeholders to better understand the international peace and security environment, position themselves in this regard, and equip themselves to effectively anticipate and respond to the challenges and opportunities ahead.

In June 2023 the GCSP organised a *symposium* entitled “*War in Europe: Global Perspectives for Military Leaders*”, during which 85 general staff officers from the Swiss Armed Forces were offered strategic viewpoints and insights into the implications of modern warfare. The day comprised presentations on potential future scenarios, expert panel discussions on the geopolitical implications of modern military conflict, and interactive workshops during which GCSP experts discussed future challenges related to defence postures, modern warfare, and non-military security threats to global security. This marked the first time that the GCSP had organised such a significant event for the Swiss Armed Forces.

On 5 and 6 October 2023 the GCSP organised a workshop entitled “*Outlook and Opportunities in the MENA Region: Analytics and Options for the Swiss MENA Strategy*” in collaboration with the Centre on Conflict, Development and Peacebuilding (CCDP). The workshop brought together 27 international experts to assess current and future challenges and developments in the MENA region. Based on preliminary *desk research*, the experts discussed current geopolitical, social and economic trends in the region. Additionally, a country-specific analysis was undertaken to obtain important inputs from experts based in the region. Following the outcomes of the workshop, GCSP and CCDP experts then discussed policy options for the next Swiss strategy for the MENA region with FDFA representatives, and provided them with *recommendations*.

New Partnerships

From 2023 the GCSP became home to the [Processes of International Negotiation \(PIN\)](#) programme, a network of integrated negotiation academics and practitioners, in partnership with the [Anwar Gargash Diplomatic Academy \(AGDA\)](#). As the host institution, the GCSP can now count on the expertise of PIN's negotiation experts for its education, dialogue, and research activities, while also contributing to PIN's cutting-edge negotiations research and analysis. The GCSP substantially contributed to the biannual PIN publication, [PINPoints 52](#). The [first joint AGDA-GCSP conference](#) was held in Abu Dhabi in May 2023 on identity in negotiations. This three-day conference provided a significant

opportunity to showcase and discuss the latest advances and perspectives in international negotiation research, encompassing both theoretical concepts and pragmatic solutions.

This conference was also an opportunity to launch the AGDA-GCSP collaboration and for the GCSP to sign a memorandum of understanding with AGDA to solidify this partnership. AGDA is a significant organisation active in the field of security policy in the United Arab Emirates. The next conference will be held at the GCSP in 2024 and will help to position the Centre as a key player in the field of negotiation work in International Geneva



The GCSP Alumni and Community



ALUMNI REGIONAL SECURITY CONVERSATION www.gcsp.ch/alumni

Risks in the Information Space:
Tackling Challenging Digital Norms in Relations to the War in Ukraine

Ms Eto Buziashvili
Research Associate,
Digital Forensic
Research Lab,
Atlantic Council

Dr Rashid Gabbulhakov
Assistant Professor,
Centre for Media and
Journalism Studies,
University of
Groningen

Ms Alina Belobra
Humanitarian Field
Researcher

LtCol (GS) retd. Niko Orell
Senior Crisis
Management Advisor,
GCSP

GCSP Alumni

ALUMNI REGIONAL SECURITY CONVERSATION www.gcsp.ch/alumni

Syria - 12 Years of Conflict and Counting
What are the Regional Security Dynamics?

Ümit Seven
Field Security
Officer, UNDP

Tareq Layka
Independent
Lecturer

Salvatore Pedulla
Head of CSSR in
the OSE, United
Nations

GCSP Alumni Community

75 YEARS OF INDO-SWISS DIPLOMATIC RELATIONS www.gcsp.ch/alumni

ALUMNI REGIONAL SECURITY CONVERSATION

India - An Influencing Power in The New World Order?

Mr Sundeep Wastekar

Dr Rajeswari Pillai

Mr Sandeep Chakravorty

Ambassador Thomas Greminger

Ambassador Ralf Heckner

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Switzerland India
SWISS INDIA TO BE CREATIVES

GCSP
Geneva Centre for
Security Policy



Fostering knowledge and exchange

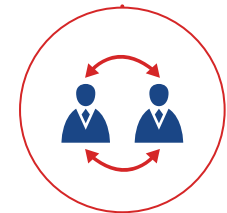
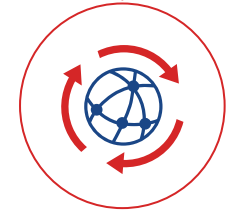
The GCSP Alumni and Community Engagement Office cultivates a 11,000-strong security policy network of GCSP Alumni, former fellows, regular guest speakers, faculty and staff. Through the exchange of knowledge and expertise, we foster collaboration and leverage collective wisdom to empower our community, their respective organisations, and our partners. The year 2023 was marked by the strengthening of our regional and thematic activities with a commitment to enhancing gender and diversity representation in our **70 events and 12 publications**. We draw on a community of alumni speakers from 17 countries in our **event series** and **Regional Security Conversations**. Moreover, the 40 city locations of our **2023 Global Alumni Networking Night (GANN)** marked our presence on five continents.

We issued a call for publications to amplify the already existing representation of **47% female authors and experts in our events**, emphasising gender and diversity to support our Research and Policy Advice Department.

The GCSP Alumni and Community Engagement Office is a cross-organisational department. In 2023 we developed key projects aimed at facilitating:

- GCSP leadership and diplomatic dialogue, with a visit to India on the occasion of the **Raisina Dialogue** and our GCSP **Alumni Regional Security Conversation** in March 2023
- the Geneva Security Debate series with a delegation from Iraq and an event on **“The Role of Media in Conflict Resolution and Reconciliation in the MENA Region”** on 28 September 2023 with the support of our Iraq Alumni Hub.

These accomplishments were possible through partnerships with and the dedication of our alumni volunteers, local hubs, partners and colleagues. We wish to thank in particular the various Swiss Embassies that supported us around the globe, the Graduate Institute, the Institute for Defence Studies and Analysis in New Delhi, the Brazilian Center for International Relations in Rio de Janeiro, and our 30 Alumni and Community Hubs worldwide. To best support our community, showcase regional alumni expertise and facilitate exchanges, we also developed new tools: a new **publications and videos page** on MyGCSP and **secure discussion groups** for our Regional Hubs.



TESTIMONIAL

In New Delhi, Colonel (retired) D.P.K. Pillay facilitated meetings and supported our GCSP leadership with valuable contacts. Thus, 16 years after attending the NISC, Colonel Pillay continues to be a significant connection for the GCSP in India.

Hear what he has to say about his experiences at the GCSP: [Alumni Spotlight: Colonel \(retired\) of the Indian Armed Forces Connects the GCSP in New Delhi | GCSP](#)

GCSP Alumni and Community in numbers



Encouraging gender equality and diversity

While over two-thirds of the Centre's graduates are men, the *participation ratio* in our activities is more balanced. Throughout the year we actively encouraged female GCSP Alumni and Community members to share their perspectives on regional topics and to contribute to our publications series, building a comprehensive view of today's – and tomorrow's – world:

- Authors and experts engaged in our activities: *24 women and 26 men*
- A total of 50 GCSP Alumni experts representing 25 countries
- Events and publications: *47% female authors and experts*

MyGCSP – the exclusive digital library

Consolidated in a unified and visually engaging page, our alumni's exclusive contributions to knowledge are available on the newly introduced **"Publications & Videos"** section on the **MyGCSP** platform. This new feature offers a more dynamic and attractive showcase for the expertise produced by and for our alumni.

Alumni expert contributions include **12 videos and publications**:

January | Syria – 12 Years of Conflict and Counting. What Are the Regional Security Dynamics?, with Ms Waad Al Jarf, Dr Tareq Layka, Mr Salvatore Pedulla, Mr Ümit Seven and Ms Isabelle Gillet

February | Security Implications for Central Asia after the Taliban Takeover in Afghanistan, with Ambassador Thomas Greminger, H.E. Ms Terhi Hakala, H.E. Dr Nasir Andisha, Dr Pal Dunay, Ms Cholpon Orozobekova and Ms Isabelle Gillet

February | The New-Age Multilateralism: The Indian Way, by Dr Neha Khetrapal

March | India – An Influencing Power in the New World Order?, with Ambassador Dr Ralf Heckner, Mr Sandeep Chakravorty, Ambassador Thomas Greminger, Dr Rajeswari Pillai, Mr Sandeep Waslekar and Ms Isabelle Gillet

April | The Challenges of Stability and Security in West Africa, with Ms Nanténé Coulibaly, Dr Victor Abbey, Dr Victor Doke, Ms Beatrice Baiden and Ms Isabelle Gillet

May | Türkiye in the New World Order: The Nuclear Debate, by Mr Muhammed Ali Alkiş

June | Risks in the Information Space: Tackling Challenging Digital Norms in Relations to the War in Ukraine, with Lieut. Col. (GS) (ret'd) Niko Orell, Ms Eto Buziashvili, Dr Rashid Gabdulhakov, Ms Alina Belobra and Ms Isabelle Gillet

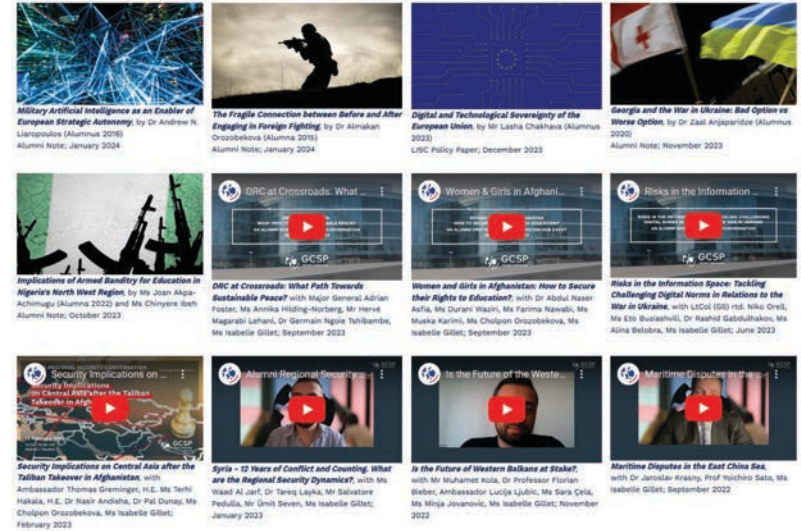
September | Women and Girls in Afghanistan: How to Secure Their Rights to Education?, with Dr Abdul Naser Asfia, Ms Durani Waziri, Ms Farima Nawabi, Ms Muska Karimi, Ms Cholpon Orozobekova and Ms Isabelle Gillet

September | DRC at a Crossroads: What Path Towards Sustainable Peace? with Maj. Gen. Adrian Foster, Ms Annika Hilding Norberg, Mr Hervé Magarabi Lehani, Dr Germain Ngoie Tshibambe and Ms Isabelle Gillet

October | Implications of Armed Banditry for Education in Nigeria's North West Region, by Ms Joan Akpa-Achimugu and Ms Chinyere Ibeh

November | Georgia and the War in Ukraine: Bad Option vs Worse Option, by Dr Zaal Anjaparidze, Alumni Note

December | Digital and Technological Sovereignty of the European Union, by Mr Lasha Chakhava



Inauguration of a new Alumni Hub in Iraq



Iraq became the **54th member of the GCSP Foundation Council** in 2023. Simultaneously, a local Iraqi Hub for our GCSP Alumni Community was inaugurated to foster collaboration and contribute to peacebuilding in the MENA region.

Thematic discussions on regional security challenges



Regional Security Conversations series

Created late 2022, our series of exclusive thematic events brings together experts and participants from the GCSP Alumni Community to discuss security challenges with a regional focus.

Topics and regions covered in 2023:

- **Syria:** 12 Years of Conflict and Counting. What Are the Regional Security Dynamics? – 19 January
- **Central Asia and Afghanistan:** Security Implications for Central Asia after the Taliban Takeover in Afghanistan – 13 February
- **India:** An Influencing Power in the New World Order – 6 March
- **West Africa:** The Challenges of Stability and Security – 27 April
- **Ukraine:** Risks in the Information Space: Tackling Challenging Digital Norms in Relation to the War in Ukraine – 22 June
- **Democratic Republic of the Congo:** DRC at a Crossroads: What Path Towards Sustainable Peace? – 29 September

Alumni Hubs: collaborations and other thematic events

- **West Africa:** The Continued Relevance of the Durban Declaration and Programme of Action on Racism – 26 January
- **Ukraine:** Alumni discussion – 27 January
- **Brazil:** As a Great Player in Governance and Cybersecurity – 2 February

- **USA:** Major General John M. Klein Jr, USAF Commander, USAF Expeditionary Center – Leadership Insights – 17 February



- **Belgium:** Russia's War in Ukraine: Testing Assumptions about the End of State – 12 April, Brussels
- **Austria:** The Security and Geopolitical Impacts of Emerging Technologies – 4 May, Vienna
- **Austria:** Robotics Insights – 13 June, Vienna
- **Egypt:** The New Agenda for Peace and the Future of Peace Operations – What Lessons from Observer Missions? – 15 June, Cairo
- **Central Asia and Afghanistan:** Women and Girls in Afghanistan: How to Secure Their Rights to Education? – 14 September



- **West Africa:** Alumni discussion – 25 September
- **China:** Alumni meeting – Beijing, 15 November

Expanding the GCSP's reach



In 2023 the GCSP continued to expand its online footprint by focusing on key areas of development: brand positioning, data-driven decision-making and enhanced digital innovation.

Brand positioning

Our brand refinement journey began in 2021 and our goal of a sharper GCSP brand identity is steadily developing. The world is dealing with an interconnected set of threats and challenges. This makes the GCSP more relevant than ever, because it provides a unique, holistic approach to resolving peace and security challenges on a global scale. Our Foundation is a safe place for education, dialogue, and research and a forum for developing solutions for government officials, diplomats, military personnel, NGOs, international organisations, and private sector companies. Housed in the Maison de la Paix in Geneva, which is the capital of peace, the site of the headquarters of humanitarian organisations, and a worldwide centre for diplomacy, the GCSP creates an inclusive environment for our global community from 174 nations to come together to exchange ideas and develop sustainable solutions for a more peaceful future.

Data-driven decision-making

Using predictive intelligence to better understand users' needs, in 2023 the GCSP extended its commitment to continuously improve its website by putting in place robust key performance indicators to track, analyse and measure the website's performance. The insights generated by this process will not only guide further technological development and bolster marketing initiatives, but will also provide the Centre's leadership with the data needed to inform their decision-making. In 2023 more than **200,000 people visited our website**.

Enhanced digital innovation

Through its social media presence, the GCSP aims to foster a culture of shared expertise and knowledge, with our daily activities creating a space for conversations and networking among members of the international security landscape. In 2023 we published **1,751 social media posts** and saw a gain of **12,491 new followers** across our **five social media platforms**, showcasing our various activities to a wide network of both professionals and interested members of the public at large.



Total followers:

 **18,471**

 **13,663**

 **61,378**

 **2,142**

 **3,310**

Podcast 2023

June

15 June | DiplomacyLight podcast #009 – Ambassador Thomas Greminger interviewed by DiploFoundation for Diplo Podcast
<https://www.gcsp.ch/digital-hub/ambassador-thomas-greminger-diplomacylight-podcast-009>

Trending articles and communications 2023

January

3 January | Testimonials from 2022 course participants
<https://www.gcsp.ch/global-insights/testimonials-2022-course-participants>

February

6 February | The Future of Political Leadership: A Shift in Practices and Mindsets Is Needed to Create the Conditions for a Democratic Revival
<https://www.gcsp.ch/global-insights/future-political-leadership-shift-practices-and-mindsets-needed-create-conditions>

20 February | Virtual seminar on current geopolitics with the China Institutes of Contemporary International Relations
<https://www.gcsp.ch/global-insights/virtual-seminar-current-geopolitics-china-institutes-contemporary-international>

March

6 March | Call for GlobalArctic book chapters
<https://www.gcsp.ch/global-insights/call-globalarctic-book-chapters>

8 March | What's Coming for Gender and Security in 2023?
<https://www.gcsp.ch/global-insights/whats-coming-gender-and-security-2023>

8 March | Women of the GCSP – Discover Our Deputy Director and Head of Executive Education
<https://www.gcsp.ch/global-insights/women-gcsp-discover-our-deputy-director-and-head-executive-education>

9 March | Women of the GCSP – A Swiss Diplomat and Government Fellow's Perspective
<https://www.gcsp.ch/global-insights/women-gcsp-swiss-diplomat-and-government-fellows-perspective>

10 March | Women of the GCSP – From Crisis Management to Military Integration
<https://www.gcsp.ch/global-insights/women-gcsp-crisis-management-military-integration>

11 March | Women of the GCSP – A 20-year Journey as a Woman at the GCSP
<https://www.gcsp.ch/global-insights/women-gcsp-20-year-journey-woman-gcsp>

12 March | Women of the GCSP – Paving the Way for Future Women Leaders
<https://www.gcsp.ch/global-insights/women-gcsp-paving-way-future-women-leaders>

17 March | Speech: Trends at Raisina: Musings Over Millets – Thomas Greminger
<https://www.gcsp.ch/global-insights/speech-trends-raisina-musings-over-millets>

23 March | Speech: Neutrality in Today's Geopolitically Contested World
<https://www.gcsp.ch/global-insights/speech-neutrality-todays-geopolitically-contested-world>

28 March | Women of the GCSP – Insights from a Women's Leadership Course Team Member
<https://www.gcsp.ch/global-insights/women-gcsp-insights-womens-leadership-course-team-member>

29 March | Women of the GCSP – Inspiring the Younger Generation to Change the World
<https://www.gcsp.ch/global-insights/women-gcsp-inspiring-younger-generation-change-world>

30 March | Women of the GCSP – Overcoming Challenges through Resilience
<https://www.gcsp.ch/global-insights/women-gcsp-overcoming-challenges-through-resilience>

31 March | Women of the GCSP – Strengthening Women's Participation in Peace Processes
<https://www.gcsp.ch/global-insights/women-gcsp-strengthening-womens-participation-peace-processes>

April

19 April | Team Pallas Athena from University of the Bundeswehr Munich Wins the 9th Geneva Cyber 9/12 Strategy Challenge
<https://www.gcsp.ch/global-insights/team-pallas-athena-university-bundeswehr-munich-wins-9th-geneva-cyber-912-strategy>

May

8 May | Speech: Anticipating the Future of Peace and War – Thomas Greminger
<https://www.gcsp.ch/global-insights/speech-anticipating-future-peace-and-war>

10 May | 9th Zermatt Roundtable on Security Issues in Northeast Asia
<https://www.gcsp.ch/global-insights/9th-zermatt-roundtable-security-issues-northeast-asia>

10 May | Speech: Doing Things Differently: Mediating in Mozambique – Thomas Greminger
<https://www.gcsp.ch/global-insights/speech-doing-things-differently-mediating-mozambique>

11 May | Speech: China's Role in Multilateral Arms Control – Thomas Greminger
<https://www.gcsp.ch/global-insights/speech-chinas-role-multilateral-arms-control>

30 May | Celebrating Innovative Solutions: Winners of the 2023 GCSP Prize for Transformative Futures in Peace and Security Announced
<https://www.gcsp.ch/global-insights/celebrating-innovative-solutions-winners-2023-gcsp-prize-transformative-futures>

June

6 June | Meet a Member of the Diplomatic Dialogue Team: Dr Linda Maduz – Programme Manager, Asia
<https://www.gcsp.ch/global-insights/meet-member-diplomatic-dialogue-team-dr-linda-maduz-programme-manager-asia>

8 June | Release of the GCSP Annual Report 2022
<https://www.gcsp.ch/global-insights/gcsp-annual-report-2022>

15 June | Fostering Inclusivity and Celebrating Diversity at the GCSP
<https://www.gcsp.ch/global-insights/fostering-inclusivity-and-celebrating-diversity-gcsp>

24 June | Iraq Becomes the 54th Member of the Foundation Council of the Geneva Centre for Security Policy
<https://www.gcsp.ch/global-insights/iraq-becomes-54th-member-foundation-council-geneva-centre-security-policy>

August

17 August | Fostering Collaborative Solutions at the Nexus of Climate Resilience, Conflict, and Peace – Aili Channer
<https://www.gcsp.ch/global-insights/fostering-collaborative-solutions-nexus-climate-resilience-conflict-and-peace>

September

4 September | Let Us Continue Dialogue: Statement by Greek and Turkish Members of the Eastern Mediterranean Initiative
<https://www.gcsp.ch/global-insights/let-us-continue-dialogue-statement-greek-and-turkish-members-eastern-mediterranean>

28 September | Geneva Peace Week 2023
<https://www.gcsp.ch/global-insights/geneva-peace-week-2023>

October

19 October | Speech: On the Results of the Project on the Future of Peace and War – Thomas Greminger
<https://www.gcsp.ch/global-insights/speech-results-project-future-peace-and-war>

26 October | Speech: Thoughts on Global Political and Geostrategic Governance – Jean-David Levitte
<https://www.gcsp.ch/global-insights/thoughts-global-political-and-geostrategic-governance>

December

7 December | Innovation in Security: Unveiling the Pioneering Projects of the 2023 GCSP Prize for Innovation in Global Security
<https://www.gcsp.ch/global-insights/innovation-security-unveiling-pioneering-projects-2023-gcsp-prize-innovation-global>

14 December | P5 Experts' Roundtable on Nuclear Risk Reduction – Co-Convenors' Summary
<https://www.gcsp.ch/global-insights/p5-experts-roundtable-nuclear-risk-reduction-co-convenors-summary>

27 December | Top 10 Content of 2023
<https://www.gcsp.ch/global-insights/top-10-content-2023>

Video 2023

January

19 January | Multilateralism and Countering Terrorism in Heavily Impacted States – A Geneva Security Debate – Thomas Greminger, Natascha Hryckow, Abdisaid Muse Ali, Edmund Fitton-Brown and Christina Schori Liang
<https://www.gcsp.ch/digital-hub/multilateralism-and-countering-terrorism-heavily-impacted-states-geneva-security-debate>

March

14 March | The Humanitarian Response – Marking the One-Year Anniversary of the War in Ukraine – A Geneva Security Debate – Thomas Greminger, Jürg Lauber, Mark Walsh, Marie Lequin, Miren Bengoa and Christina Schori Liang
<https://www.gcsp.ch/digital-hub/humanitarian-response-marking-one-year-anniversary-war-ukraine-geneva-security-debate>

April

11 April | Book Launch: A World Without War by Sundeep Waslekar – Sundeep Waslekar, Thomas Greminger and Christina Schori Liang
<https://www.gcsp.ch/digital-hub/book-launch-world-without-war-sundeep-waslekar>

May

2 May | Preparing for the Summit of the Future – What Future for Multilateralism? – Thomas Greminger, Richard Gowan and Annika Hilding Norberg
<https://www.gcsp.ch/digital-hub/preparing-summit-future-what-future-multilateralism>

11 May | Doing Things Differently: Mediating in Mozambique – A Geneva Security Debate – Thomas Greminger, Mirko Manzoni, Neha Sanghrajka, Eduardo Namburete, Katia Papagianni and Fleur Heyworth
<https://www.gcsp.ch/digital-hub/doing-things-differently-mediating-mozambique-geneva-security-debate>

12 May | China's Role in Multilateral Arms Control – A Geneva Security Debate – Thomas Greminger, Hajo Lanz, Oliver Meier, Michael Staack, Tong Zhao and Linda Maduz
<https://www.gcsp.ch/digital-hub/chinas-role-multilateral-arms-control-geneva-security-debate>

15 May | Emerging Technologies: What Opportunities for International Security – Jean-Marc Rickli, Kevin Esvelt, Ricardo Chavarriaga and Paola Gaeta
<https://www.gcsp.ch/digital-hub/emerging-technologies-what-opportunities-international-security>

30 May | Launch of the CGIAR Climate Security Observatory – Thomas Greminger, Adam Day, Ana María Loboguerrero, Gamal Hassan, Theresa Liebig, Andrew Harper and Annika Erickson-Pearson
<https://www.gcsp.ch/digital-hub/launch-cgiar-climate-security-observatory>

June

5 June | Discussion on the Dynamics of India and Pakistan Relations and Related Geopolitical Issues – Asad Durrani, Amarjit Singh Dulat, Saad Muhammad and Tony Antoury
<https://www.gcsp.ch/digital-hub/discussion-dynamics-india-and-pakistan-relations-and-related-geopolitical-issues>

13 June | Webinar: 2023 GCSP Prize for Transformative Futures in Peace and Security Ceremony – Paul Vallet, Thomas Greminger, Nayef Al-Rodhan and Anne Caroline Pissis-Martel
<https://www.gcsp.ch/digital-hub/2023-gcsp-prize-transformative-futures-peace-and-security-ceremony>

20 June | Webinar: The AI Wave in Defence Innovation – Michael Raska, S. Kate Devitt, Samuel Bendett, Simona Soare, Federico Mantellassi, Richard Bitzinger and Jean-Marc Rickli
<https://www.gcsp.ch/digital-hub/ai-wave-defence-innovation>

29 June | Strategic Trends 2023: The Future of World Order, India's Foreign Policy, and Nuclear Deterrence – Oliver Thränert, Brian Carlson, Boas Lieberherr, Névine Schepers and Emily Munro
<https://www.gcsp.ch/digital-hub/strategic-trends-2023-future-world-order-indias-foreign-policy-and-nuclear-deterrence>

July

7 July | Global Peace Index 2023 European Launch – Serge Stroobants, Stefano Toscano, Denise Garcia, Adam Day and Annika Hilding Norberg
<https://www.gcsp.ch/digital-hub/global-peace-index-2023-european-launch>

August

28 August | The New Agenda for Peace: An Opportunity to Reshape Peace Operations – A Geneva Security Debate – Annika Hilding Norberg, Renato Mariani, Adam Day, Emma Birikorang, Cedric de Coning and Jibecke Joensson
<https://www.gcsp.ch/digital-hub/new-agenda-peace-opportunity-reshape-peace-operations-geneva-security-debate>

September

12 September | GCSP Global Capabilities Video
<https://www.gcsp.ch/digital-hub/gcsp-global-capabilities-video>

22 September | Revisiting Disarmament and Arms Control: Progress or Regression? – A Geneva Security Debate – Dan Plesch, Flávio Damico, Amanda Gorely, Aidan Liddle, Husham Ahmed, Aixa Paumier López and Simon Cleobury

<https://www.gcsp.ch/digital-hub/revisiting-disarmament-and-arms-control-progress-or-regression-geneva-security-debate>

October

10 October | The Role of Media in Conflict Resolution, Peacebuilding and Reconciliation Efforts in the MENA, Iraq as a Model – A Geneva Security Debate – Thomas Greminger, Abdul-Karim Hashim Mostafa, Ali Al-Muayed, Abdul-Karim Hashim Mostafa, Laurent Sierro, Christina Schori Liang and Paul Dziatkowicz

<https://www.gcsp.ch/digital-hub/role-media-conflict-resolution-peacebuilding-and-reconciliation-efforts-mena-iraq-model>

19 October | Eastern Mediterranean Initiative: Energy as a Catalyst for Cooperation – Laury Haytayan, Ahmed Kandil, Talha Köse and Constantinos Yiallourides

<https://www.gcsp.ch/digital-hub/eastern-mediterranean-initiative-energy-catalyst-cooperation>

19 October | Eastern Mediterranean Initiative: Towards a Regional Political Framework – Antonia Dimou, Karim Haggag, Michael Harari and Hayriye Kahveci Özgür

<https://www.gcsp.ch/digital-hub/eastern-mediterranean-initiative-towards-regional-political-framework>

25 October | A Word from Ambassador Thomas Greminger for the Geneva Peace Week 2023

<https://www.gcsp.ch/digital-hub/word-ambassador-thomas-greminger-geneva-peace-week-2023>

November

13 November | European Launch of the Ecological Threat Report 2023 – Serge Stroobants, Lilla Schumicky-Logan, Armen Grigoryan and Ruyfikiri Gervais

<https://www.gcsp.ch/digital-hub/european-launch-ecological-threat-report-2023>

December

7 December | #LIMPACTYOUth 2023: Lead and Influence with Impact

<https://www.gcsp.ch/digital-hub/limpactyouth-2023-lead-and-influence-impact>

14 December | The Biological Weapons Convention and the Need for a Compliance and Verification Mechanism – Simon Cleobury

<https://www.gcsp.ch/digital-hub/biological-weapons-convention-and-need-compliance-and-verification-mechanism>

20 December | GCSP End of the Year Greeting

<https://www.gcsp.ch/digital-hub/gcsp-end-year-greeting>

21 December | Webinar: 2023 Innovation Day – Webinar and Prize for Innovation in Global Security Ceremony – Paul Vallet, Thomas Greminger, Nayef Al-Rodhan, Gazmend Huskaj, Lauren Anderson, Thomas Roberts, Matteo Cese and Claire McAllister

<https://www.gcsp.ch/digital-hub/2023-innovation-day-webinar-and-prize-innovation-global-security-ceremony>

22 December | Breaking the Stalemate to Find Peace: The Russia-Ukraine War – A Geneva Security Debate – Thomas Greminger, Graeme P. Herd,

Oleksandr Chalyi, Zachary Paikin and Christina Schori Liang

<https://www.gcsp.ch/digital-hub/breaking-stalemate-find-peace-russia-ukraine-war-geneva-security-debate>

The GCSP in the Maison de la Paix

The Maison de la Paix is a venue of choice for the world's leading academics, influential policymakers, and recognised practitioners who develop pioneering ideas and design effective operational responses in the areas of peace, security, and sustainable development. Together with its partners in the Maison de la Paix, the GCSP helps to bring this vision to life by engaging international leaders in shaping solutions to the most pressing peace and security issues of our time. The GCSP was a founding member of and/or contributes to the following Maison de la Paix hubs, joint initiatives, and platforms: the Maison de la Paix Gender and Diversity Hub, Maison de la Paix Sustainable Development Goals Hub, Peace and Security Initiative, Results Based Management Consortium, Geneva Peacebuilding Platform, and Arms Trade Treaty Network.



Financial Report



Income statement summary

Stated in CHF

	Budget 2024	Actual 2023	Budget 2023	Actual 2022
Expenses				
Project related expenditure	6,596,572	6,289,172	7,403,320	5,781,657
Representation expenses	60,000	54,102	60,000	68,590
Administrative expenses	9,655,358	9,719,211	9,897,670	9,212,793
Depreciation and amortisation	45,000	36,807	-	49,557
Financial result	26,000	18,570	17,000	49,026
Total expenses	16,382,930	16,117,862	17,377,990	15,161,623
Income				
Contributions received	15,672,450	15,431,456	15,400,100	14,529,001
Other income	278,500	479,634	332,900	524,244
Change in fund capital	432,075	32,241	1,646,000	113,408
Total Income	16,383,025	15,943,331	17,379,000	15,166,653
Surplus / (deficit) for the year	95	(174,531)	1,010	5,030

Annexes



Foundation Council members

The GCSP is an international foundation supported by the Swiss government with 54 member states plus the Canton of Geneva.

Chair

Ambassador Jean-David Levitte

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

Council Bureau

Ambassador Jean-David Levitte

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

Ambassador Simon Geissbühler

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

Ambassador Julien Thöni

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

Ambassador Camille Petit

Permanent Representative of France to the Conference on Disarmament, Geneva

Dr Philippe Roch

Independent Consultant, Geneva

Members of the Council as of 31 December 2023 (date of membership)



Albania (2002)

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



Armenia (2002)

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



Australia (2015)

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



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



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



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



Belgium (2002)
TBC



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



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



Canada (2016)
TBC
 Department of National Defence of Canada



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



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



Denmark (1997)
Ambassador Ib Petersen
 Permanent Representative of Denmark to the United Nations and other International Organisations in Geneva



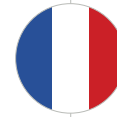
Egypt (2010)
Ambassador Ahmed Ihab Abdelahad Gamaleldin
 Permanent Representative of the Arab Republic of Egypt to the United Nations and other International Organisations in Geneva



Estonia (1998)
Ambassador Riia Salsa-Audiffren
 Permanent Representative of Estonia to the United Nations and other International Organisations in Geneva



Finland (1995)
Ambassador Heidi Schorderus-Fox
 Permanent Representative of Finland to the United Nations Office and other International Organisations in Geneva



France (1995)
Ambassador Camille Petit
 Permanent Representative of France to the Conference on Disarmament, Geneva



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



Germany (1995)
Brigadier General Maik Keller
 Chief of Security, Directorate-General for Security and Defence Policy, Federal Ministry of Defence



Hungary (1995)
TBC
 Deputy State Secretary for Defence Policy Planning, Ministry of Defence, Budapest



India (2011)
Ambassador Anupam Ray
 Permanent Representative of India to the Conference on Disarmament, Geneva



Iraq (2023)

Ambassador Abdul-Karim Hashim Mostafa

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



Ireland (2009)

Ambassador Noel White

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



Italy (1997)

Ambassador Leonardo Bencini

Permanent Representative of Italy to the Conference on Disarmament, Geneva



Japan (2017)

Ambassador Tomiko Ichikawa

Permanent Representative of Japan to the Conference on Disarmament, Geneva



Kazakhstan (2013)

Ambassador Yerlan Alimbayev

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



Kyrgyz Republic (2003)

Ambassador Omar Sultanov

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



Latvia (2001)

Mr Rolands Henins

Policy Director, Ministry of Defence of Latvia



Lithuania (2001)

Ambassador Darius Staniulis

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



North Macedonia (2003)

Ambassador Teuta Agai-Demjaha

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



Mongolia (2014)

Ambassador Davaasuren Gerelmaa

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



Montenegro (2007)

Ambassador Slavica Milačić

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



Morocco (2009)

Ambassador Omar Zniber

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



Netherlands (2008)

Ambassador Paul Bekkers

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



Norway (2006)

Ambassador Tormod C. Endresen

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



Pakistan (2016)

Ambassador Bilal Ahmad

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



Philippines (2012)

Ambassador Carlos D. Sorreta

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



Poland (1995)

Ambassador Zbigniew Czech

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



Portugal (2009)

Ambassador Rui Macieira

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



Romania (2001)

Ambassador Razvan Victor Rusu
Permanent Representative of Romania to the United Nations Office and other International Organisations in Geneva



Senegal (2015)

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



Serbia (2002)

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



Singapore (2020)

H.E. Mr Umej Singh Bhatia
Permanent Representative of Singapore to the United Nations Office and other International Organisations in Geneva



Slovak Republic (2001)

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



Slovenia (2004)

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



Spain (2002)

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



Sri Lanka (2016)

H.E. Ms Himalee Subhashini Arunatilaka
Permanent Representative of Sri Lanka to the United Nations Office and other International Organisations in Geneva



Sweden (1995)

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



Switzerland (1995)

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

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

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

Ambassador Dr Theodor H. Winkler
Honorary Member, former Director, Geneva Centre for the Democratic Control of Armed Forces (DCAF)

Ambassador Dr Theodor H. Winkler
Honorary Member, Former Director, Geneva Centre for the Democratic Control of Armed Forces (DCAF)



Thailand (2022)

H.E. Mr Suphatra Srimaitreephithak
Permanent Representative of Thailand to the United Nations Office and other International Organisations in Geneva



Türkiye (2000)

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



Ukraine (1995)

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



United Kingdom (1997)

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



United States of America (1996)

Colonel Ricardo Gonzales
Senior Defense Official and Defense Attaché, United States Embassy, Bern



Canton of Geneva (1995)

Dr Jean F. Freymond
Director, Geneva Dialogues, Geneva

Dr Philippe Roch
Independent Consultant, Geneva

Global Fellows in 2023

Associate Fellows

1. **Amb. Dr Sameh Aboul-Enein**, Deputy Foreign Minister and Director of the Egyptian Diplomatic Academy
2. **Dr Khalid Al Khalifa**, Founder and Executive Chairman of Board of Trustees, University College of Bahrain
3. **Ms Honey Al-Sayed**, creative consultant, producer, coach and award-winning National Radio host in Syria
4. **Dr Jon Alterman**, Senior Vice President, Center for Strategic and International Studies
5. **Lieut. Gen. (ret'd) Dominique Andrey**, former Military Advisor to the Swiss Ministry of Defence
6. **Mr Jose Victor Angelo**, Board Member of PeaceNexus and former Special Representative of the UN Secretary-General for Peacekeeping Operations
7. **Mr Nick Ashton-Hart**, Geneva Representative, Digital Trade Network
8. **Prof. Dr. Elena Atanassova-Cornelis**, Senior Lecturer in International Relations of East Asia at the Department of Politics, University of Antwerp; Professor at the School of Political and Social Sciences, Université Catholique de Louvain, Belgium; Visiting Professor, University of Kent at Brussels
9. **Prof. Joseph Bahout**, Director, Issam Fares Institute for Public Policy and International Affairs, American University of Beirut
10. **Amb. Andrey G. Baklanov**, Head of the International Affairs Department of the Federation Council of the Russian Federal Assembly; Professor, Faculty of World Economy and International Affairs, School of International Regional Studies, HSE University
11. **Dr Paul Barnes**, Head, Risk and Resilience, Australian Strategic Policy Institute
12. **Mr Ben Baseley-Walker**, Partner, ANDART GLOBAL
13. **Dr Peter Batchelor**, former Head of UNDP's Crisis Bureau Policy and Engagement Team
14. **Mr Karim Emile Bitar**, Senior Research Fellow, Institute for International and Strategic Relations and Associate Professor of International Relations, Saint Joseph University, Beirut
15. **Lieut. Gen. (ret'd) André Blattmann**, former Chief of the Swiss Armed Forces
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18. **Dr Ricardo Borges de Castro**, Associate Director and Head of Europe in the World Programme, European Policy Centre
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20. **Mr Aaron Boyd**, expert in cybersecurity strategy and technology policy
21. **Mr Oli Brown**, Associate Fellow, Chatham House; Senior Advisor, TrustWorks Global; Trustee, Conflict and Environment Observatory
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36. **Gen. Yves De Kermabon**, Special Advisor to NATO; Vice President, Mars Analogies
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62. **Dr Khalid Koser**, Founder and Executive Director, Global Community Engagement and Resilience Fund
63. **Mr Antoine Laham**, Senior Political Officer, Office of the Joint Special Representative for the UN and League of Arab States for Syria
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- 73. Amb. Chitra Narayanan**, former Ambassador of India to Switzerland, Liechtenstein and the Holy See
- 74. 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
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- 80. Mr Dave Piscitello**, Vice President Security and ICT Coordination, ICANN
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- 82. Amb. Michael Reiterer**, Distinguished Professor, Centre for Security, Diplomacy and Strategy of the Brussels School of Governance
- 83. Col. (retd) Wolfgang Richter**, former Security Analyst, Senior Associate, German Institute for International and Security Affairs, Berlin
- 84. Prof. Robert I. Rotberg**, former Director, Program on Intrastate Conflict and Conflict Resolution, Belfer Center for Science and International Affairs, Kennedy School of Government, Harvard University
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- 87. Mr Tim Sebastian**, host of DW's flagship interview programme Conflict Zone; original presenter of the BBC's HARDtalk programme
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- 89. Gen. Sir Alexander Richard David Shirreff**, former Deputy Supreme Allied Commander Europe
- 90. Dr Waheguru Pal Singh Sidhu**, Non-Resident Senior Fellow, Brookings India
- 91. Prof. Timothy Sisk**, Professor and Associate Dean for Research, Josef Korbel School of International Studies, University of Denver
- 92. Amb. Ali Asghar Soltanieh**, Multilateral Diplomat on International Security and Disarmament and nuclear scientist
- 93. Mr Scott Spence**, Expert to the Security Council Committee established pursuant to UN Security Council Resolution 1540 (2004)
- 94. Prof. Gareth Stansfield**, Professor of Middle East Politics and the Al-Qasimi Chair of Arab Gulf Studies, University of Exeter
- 95. Adm. USN (retd) James Stavridis**, Dean, Fletcher School of Law and Diplomacy, Tufts University; former Supreme Allied Commander, NATO
- 96. Mr Matthias Stiefel**, Founder and Vice Chairman, Interpeace; Managing Director, Stiefel, Irvin and Associates SA and Andorinha Lda
- 97. Dr Andreea Stoian Karadeli**, independent expert on counterterrorism and national security

98. **Col. (GS, ret)** Johan Swennen, former Deputy Commander, Military Intelligence and Security Service, Belgian Armed Forces
99. **Amb. Fred Tanner**, Visiting Professor at the Graduate Institute, Geneva; former Senior Advisor to the OSCE Secretary General; former Director, GCSP
100. **Mr Jean-Pierre Therre**, Executive Vice President, Head of Technology Risk and Corporate Continuity Management, Pictet & Cie Group
101. **Dr Dmitri V. Trenin**, Director, Moscow Center, Carnegie Endowment for International Peace
102. **Dr Catherine Turner**, Associate Professor of International Law at Durham University; Deputy Director of the Durham Global Security Institute
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105. **Dr Alexandre Vautravers**, Security Expert, Global Studies Institute, University of Geneva; Editor-in-Chief, Revue Militaire Suisse
106. **Mr Alexander Verbeek**, Founder, Institute for Planetary Security
107. **Dr Konrade von Bremen MD**, CEO of SWAN Isotopen AG
108. **Amb. Franz von Daeniken**, former State Secretary and Political Director in the Swiss Foreign Ministry
109. **Mr Karim Wasfi**, Founder of Peace through Art; former Chief Conductor and Director, Iraqi National Symphony Orchestra
110. **Prof. Dr. Andreas Wenger**, Professor, International and Swiss Security Policy and Director, Centre for Security Studies, ETH Zurich
111. **Dr Carsten Wieland**, Political Advisor and former Senior Expert for Intra-Syrian Talks in the Office of the Special Envoy for Syria, UN Office in Geneva
112. **Ms Mona Yacoubian**, Vice President of the Middle East and North Africa Center, United States Institute of Peace
113. **Mr Vicente Paolo Yu**, independent consultant; Senior Legal Adviser, Third World Network; Visiting Research Fellow, UN Research Institute for Social Development

Government Fellows

1. **Capt. James E. Fanell**, former Director of Intelligence and Information Operations for the US Pacific Fleet, US Navy
2. **Amb. Anna Ifkovits Horner**, Deputy Permanent Representative, Permanent Mission of Switzerland to the UN Office and other international organisations in Geneva
3. **Ms Vivienne Talsma**, Senior Associate in the Intergovernmental Relations Unit of the Asset Management Corporation of Nigeria
4. **Ms Sarah Yip**, Deputy Director, Ministry of Defence, Singapore
5. **Amb. Alexander Hoffet**, Government Fellow at the GCSP; former Chargé d'affaires a.i., Embassy of Switzerland to the Republic of Azerbaijan and Turkmenistan
6. **Mr Matteo Fachinotti**, former Deputy Head of Mission and Head of the Multilateral Division at the Swiss Embassy in The Hague with the rank of Minister; Deputy Permanent Representative to the Organisation for the Prohibition of Chemical Weapons

Executives-in-Residence

1. **Mr Omar Aboud**, Head of Goma Office, UN Organization Stabilization Mission in the DRC; MENA Regional Representative, NOREF Norwegian Centre for Conflict Resolution
2. **Mr Shaun Adam**, Community Lead, Regional and Global Cooperation, Asia-Pacific, World Economic Forum
3. **Mr Ali Ahmadi**, External Research Fellow at Vocal Europe
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5. **Dr Dominik Balthasar**, international development expert and foresight consultant
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7. **Mr Pablo E. Carrillo**, former Chief of Staff for Senator John McCain
8. **Mr Ricardo Andres Chavarriaga Lozano**, Polymath Fellow; Head, CLAIRE-Confederation of Laboratories for AI Research in Europe office Switzerland

9. **Mr Andrea Cellino**, Senior Fellow at the Middle East Institute Switzerland; Executive-in-Residence at the GCSP
10. **Mr Eden Cole**, Co-founder and Director, Raidillon Associates
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13. **Dr Kevin Esvelt**, Polymath Fellow, Leader, Sculpting Evolution Group; Assistant Professor, Massachusetts Institute of Technology Media Lab
14. **Mr Itonde Kakoma**, Head of Delegation and Permanent Representative to the African Union, International Federation of the Red Cross and Red Crescent Societies
15. **Mr Michael Fazekas**, Executive Coordinator of the Southeast European Cooperative Initiative in the framework of the Organization for Security and Co-operation in Europe
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19. **Ms Kiki Lawal**, former Programme Management Officer, UN Office for Disaster Risk Reduction, New York
20. **Mr Harry Richard Leefe**, former UNHCR Global Staff Accommodation Manager, Geneva
21. **Ms Maricela Muñoz**, former Minister Counsellor, Permanent Mission of Costa Rica to the UN in Geneva
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29. **Dr Sanjay Pooran**, MD, FRCPI, FFPHMI, FFPH, FHKCCM, MFFLM, LLB, MBA, MSc (International Relations), Global Specialist Infectious Disease and Public Health Physician (Health Security)
30. **Dr Guy Rhodes**, former Chief Technical Advisor and Director of Operations, GICHD
31. **Ms Florence Rossetti**, Philanthropy Advisor and Executive, former Secretary General at the Primat Foundation
32. **Dr Gervais Rufyikiri**, former Vice President of Burundi
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34. **Ms Suman Sharma**, award-winning defence, security and foreign policy journalist
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Doctoral Fellows

1. **Dr Anila Jelesijević**, Doctoral Fellow, GCSP Global Fellowship Initiative; PhD in Political Sciences, University of Belgrade
2. **Mr Gezim Vllasi**, PhD candidate, University of Graz
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Young Leaders in Foreign and Security Policy

1. **Ms Balkis Chaabane**, Young Leader in Foreign and Security Policy, GCSP; peace and security researcher; AMEL Institute Programme Manager; Project Officer at the Migration Constituency of the UN Major Group for Children and Youth
2. **Ms Naomi Chepkemoi**, Young Leader in Foreign and Security Policy, GCSP; Fellow, Future for Africa
3. **Ms Tuvshinjargal (Tundaa) Dorjnamjim**, International Political Economy student, Walsh School of Foreign Service, Georgetown University
4. **Ms Ambre Julliard**, BSc student in International Relations, London School of Economics
5. **Mr George Monastiriakos**, Young Leader in Foreign and Security Policy, GCSP
6. **Ms Madeline Olden**, Global Intelligence Analyst, Royal Caribbean Group
7. **Ms Lucrezia Sapienza**, project manager in virtual reality training with expertise in security, defence and arms control
8. **Mr Andrew Travis**, BSc student, School of Diplomacy, Seton Hall University





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