

## INTRODUCTION

In 2003 the Clingendael Institute celebrated its 20th anniversary. It is beyond the scope of this report to elaborate on the stormy developments the Institute has undergone, with the generous support of its subsidizers (the Dutch Ministries of Foreign Affairs and Defence). Suffice to note that the Clingendael Institute at this moment is one of Europe's leading think-tanks in the field of international affairs. It is a cause for satisfaction that this conclusion is justified by our endeavours both in the area of research and training. At the occasion of our jubilee, Clingendael published a special Yearbook, intended to give an overview of the results of the intellectual efforts of a large number of Clingendael staff members to a broad audience. The first official copy of this Yearbook, entitled *Cannons and Canons. Clingendael views of global and regional politics*, was presented during a special gathering at 24 October by Clingendael's Chairman of the Board, Mr. Hans van den Broek, to H.E. Mr. Jaap de Hoop Scheffer, at that time Dutch Minister of Foreign Affairs, who held a lecture entitled "Naar een effectief multilateraal systeem" (*Towards an effective multilateral system*).

The past year was also heavily affected by the war in Iraq. This event left its mark, as was done by other dramatic international crises in the past, on the Institute's activities. Staff members have on many occasions appeared in the news as well as in current affairs programmes on radio and television, thus contributing by way of giving their professional analysis. At the same time the background, developments and consequences of the armed conflict were also highlighted within the framework of Clingendael's public events and current research activities. The lasting significance of the Middle - East as a crystallization point of conflicts in the field of politics, culture and religion, prompted the Institute's management to appoint Mr. Maurits Berger MA as expert on the developments in this region. Other considerations have led to the appointment of Dr. John Löwenhardt, renowned expert on Russian affairs, to deal with the international role of the Russian Federation, and more specifically, its relationship with the European Union.

One of the most important new initiatives was the foundation of the *Clingendael Centre for Strategic Studies* (CCSS), a partnership between the Clingendael Institute and the Netherlands Organization for Applied Scientific Research (TNO-FEL). The main objective of this partnership is to acquire projects that are externally financed, on the intersection of politics/ strategy and military technology. Major considerations to embark on this initiative were the complementary expertise of both participating institutions and the existence of an attractive European market for assignments in the area of defence, expectations regarding the feasibility of this objective are positive. Prof. Rob de Wijk has been appointed head of CCSS.

The Training Department succeeded in realizing the larger part of its ambitions, as described in the Clingendael Policy Plan, through organizing more programmes for participants from abroad. Due to the support from the Minister for Development Cooperation two courses were held for representatives from Sudan, one for diplomats from the official government and one for high officials of the SPLA (the political liberation movement from the South of Sudan). Furthermore it succeeded in acquiring permission to organize a special course for diplomats from Indonesia. This course will be held in 2004 alongside the programme on "Good Governance" for the military and other security staff from Indonesia.

The policy- advisory role of the Research Department concentrated itself largely on the Dutch OSCE-chairmanship. For the purpose of this important task, policy studies have been conducted regarding the effectiveness of OSCE-missions and the concept of comprehensive security, which is developed within the framework of OSCE. With these studies, the intentions as formulated in the Policy Plan, could be carried into effect. Within the framework of the extension of the financial support for the *Conflict Research Unit* (CRU) it is agreed with the Ministry of Foreign Affairs that Clingendael researchers will also be available for providing short- term policy advise.

The presidency of the European Union that will be conducted by the Netherlands in the second half of 2004 already cast its shadow in the year 2003. A lot of time and energy have been put into the proposal that was presented in cooperation with the *European Institute for Public Administration* (EIPA) on the public tender of the Ministry of the Interior and Kingdom Relations regarding the training of hundreds of Dutch civil servants who will be involved in the Dutch EU-presidency. Clingendael was not disappointed in its expectations. In December 2003 word was received that this important project had been assigned to the Clingendael-EIPA consortium.

Other positive developments were the commitments of sponsors from the business community to continue their financial support for the *Clingendael International Energy Program* (CIEP), as well as a consolidation of the number of subscribers to the monthly journal *Internationale Spectator*. Developments concerning the two Joint Project Groups, uniting researchers and training staff, namely Public Diplomacy and European Process Management, were less favourable. The amount of time that Clingendael staff could spend came under pressure in the course of the year, especially as a result of the work strain, which people experienced as high. As a consequence of these circumstances the Institute still has to look for effective ways to achieve more synergy between staff members of both Training and Research Departments.

Apart from organizing visitor's programmes and meetings with representatives of the international community, the External Relations Office has put a great deal of effort into maintaining contact with municipal and academic institutions in The Hague. With the latter, Clingendael participates in the *The Hague Academic Coalition* (HAC), founded in 2003.

The composition of the Board of Governors underwent two changes. Mr. A.P.R. Jacobovits de Szeged resigned as vice-president. In his place the sitting member of the Board, Mrs Prof. G. Lycklama á Nijeholt was elected. Furthermore General (ret.) A.K. van der Vlis succeeded General (ret.) P.J. Graaff as member of the Board. Another vacancy could not be filled, since the two intended candidates were both appointed as cabinet ministers.

Consultations with the Employees Council, which the Management experienced as very rewarding, primarily focused on the Institute's financial situation and the consequences for the staff of a revised revenue strategy, improvement of the internal communication and the progress of the two Joint Project Groups (Public Diplomacy and European Process Management).

Finally it is mentioned that the Clingendael Institute in 2003 again cooperated very constructively with the *Strategic Policy Planning Department* (SPL) of the Dutch Ministry of Foreign Affairs. The Institute would like to express its appreciation towards this department for their positive involvement in the activities of Clingendael.

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