Clingendael
Netherlands Institute of International Relations

Clingendael Annual Report 2017

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Cover photo: Dutch citizens of Turkish origin during their protest against the failed coup in Turkey
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Introduction

Monika Sie Dhian Ho
General Director

Photo Credit: Marjolein Vinkenoog

2017 was a year in which major international institutions in the West came under pressure. Multilateral cooperation between allies was tested by the policy of the new US President Donald Trump. Since he came to office in early 2017, the United States has withdrawn from the UN climate treaty, cancelled the nuclear deal with Iran, unleashed an international trade war and cast doubt on solidarity within NATO. European cooperation was also tested when Prime Minister May gave formal notice at the end of March 2017 of the UK's intention to leave the European Union after the country voted for Brexit by a narrow majority in the referendum on EU membership.

The testing of these key institutions coincided with developments calling precisely for effective international and European cooperation. How can the post-2011 conflicts and crises in the Middle East and North Africa be de-escalated and what can be done to help build a more durable basis for peaceful coexistence? Is it possible to forge a common European response to the global refugee crisis and irregular migration resulting from the lack of prospects in countries of origin? Can democratic societies and welfare states be better protected against the negative impacts of globalisation and digitisation? How can the energy transition be accelerated to curb the dangers of climate change? What is the right response to the assertive and authoritarian governments of the EU's neighbours such as Russia and Turkey? And what is the best way to interpret and respond to China's growing strategic influence in the world?

Clingendael provided research and training for policymakers, diplomats, politicians, aid workers and businesses to equip them to tackle these issues and sought to contribute to an evidence-based public debate through media commentaries and public meetings. *Clingendael Research* analysed key trends in international relations and international security in the Clingendael Strategic Monitor 2017. The Monitor highlighted the increasing levels of threat across all individual areas, but at the same time pointed to continuing cooperation efforts, with countries opposed to each other in some areas often working closely together in others. The Monitor's authors contend that rather than 'world disorder', with political leaders sowing fear among the population, there is in fact 'multi-order', a term subsequently adopted in the

policy debate, as evidenced by the Dutch government's Integrated Foreign and Security Strategy 2018-2022[1]. The Monitor was presented to the Minister of Foreign Affairs at a public event and on request to a number of large companies and received widespread media attention.

In 2017 *Clingendael Academy* expanded its training portfolio of diplomatic training courses in the Netherlands and abroad (reaching around 130 countries) to include training on conflict and humanitarian negotiations. In the European training courses Clingendael helped organisations and countries to get more out of their lobbying activities in Brussels. Clingendael also became one of the major providers of EU presidency training, the high point in 2017 being the training of over 700 officials in Sofia to prepare Bulgaria for its European Presidency in 2018. Further investments were made in 2017 in specialised themes such as innovative diplomacy, cyber, blue economy and promotion of the rule of law, in addition to the various skills programmes such as mediation, scenario planning, network analysis and lobbying. As well as individual training, Clingendael provided capacity-building support for the establishment and development of foreign diplomatic and defence academies. A unique feature of *Clingendael Academy* is that it has in-house capacity to develop interactive learning formats, developing a large number of new practical exercises, simulations and cases. In 2017 *Clingendael Academy* was admitted to the prestigious Mediation Support Network (MSN) and other new strategic cooperations were established, for instance with the Centre of Competence in Humanitarian Negotiations (CCHN) in Geneva.

Clingendael's public platform function was further strengthened in 2017. The Institute introduced a new, primarily English-language website, of which the 'Clingendael Spectator' magazine forms an integral part. Online publications and contemporary tools such as infographics, storyboards and a series of podcasts enabled Clingendael to reach a wider audience. With support from the Adessium Foundation, Clingendael was able to contribute to an informed public debate on the hot European issues in the important elections in Europe in 2017, providing accessible 'mattermaps' on these issues and contributions from various EU member states in an online forum and debates in various cities in the Netherlands. Experts gave commentaries on international developments and events in Dutch and foreign media. The number of media appearances and opinion articles was further increased and internationalised, with Clingendael appearing in leading media on average twice a day. Clingendael held a series of meetings for the general public, various expert groups and young professionals. The newly formed Clingendael Corporate Membership

1 See https://www.rijksoverheid.nl/actueel/nieuws/2018/03/20/wereldwijd-voor-een-veilig-nederland---geintegreerde-buitenland--en-veiligheidsstrategie-2018-2022, p. 13.

Programme is worthy of special mention in this regard. It is a community of around 30 large international companies based in the Netherlands for and with which Clingendael analyses the opportunities and political risks of doing business in unstable and fragile environments.

The breadth (research, training, commentary and debate) and the multidisciplinary nature of Clingendael's work allows comprehensive analysis of complex issues involving a long chain of factors. This distinctive quality of Clingendael's work, combined with investments in local networks and in the security and language skills of staff destined to work in unstable regions, helped build a strong position for Clingendael in primary research and training in the MENA region. The original research into the effects and effectiveness of EU migration policy in the Sahel region, for example, was well received internationally. It was also precisely the combination of research and training that led the National Postcode Lottery to finance Clingendael's support for aid organisations in the Levant to improve the living conditions of refugees and host communities in Lebanon. *Clingendael's public platform* function ensures that the lessons from this work are also shared and discussed with a large number of experts and the wider public. This was the case, for example, during the international 'Crossing Borders' conference in The Hague in June 2017, with its focus on the various pillars of an integrated migration policy that also featured in the Dutch government's Integrated Migration agenda.[2]

Breath and multidisciplinary nature of Clingendael's work also allowed us to launch Clingendael International Sustainability Centre (CISC) in 2017. Through CISC, the Clingendael Institute aims to integrate sustainability with expertise on European and international (policy) processes and discussions. This enables Clingendael to showcase its work on pressing sustainability themes, such as climate change and the circular economy with regard to: the role of the EU, international security, the politics of development cooperation and geopolitics. In this field there are moreover ample opportunities to cooperate with the well-established Clingendael International Energy Programme, that focuses its research, training, events and contributions to the public debate on international political and economic developments in the energy sector (oil, gas and electricity).

Clingendael continued the internationalisation of its work in 2017. By investing in its internationally well-established website and issuing publications in French it was able to internationalise its audience. Both the Academy and Research frequently form consortiums with foreign partners to take part in international tenders. The number of clients outside the Netherlands increased, as did the number of invitations to participate in expert meetings abroad. More generally, Clingendael sought to diversify its order book to encompass not only the European Union, international

2 https://www.rijksoverheid.nl/actueel/nieuws/2018/03/30/migratiebeleid-toekomstbestendig

organisations and foreign governments, but also domestic security actors such as the National Coordinator for Security and Counterterrorism (NCTV) and local actors.

The expansion of Clingendael's client base meets the growing demand for interpretation and training in international relations among various actors, and is important for Clingendael in view of the termination of its institutional funding from the ministries of Foreign Affairs and Defence. The relationships between *Clingendael Research* and the two ministries nevertheless remain close, with Clingendael playing a role in all components of the PROGRESS research tender organised by the ministries. A multi-annual partnership also generates high added value for demand-driven research and training, which is why Clingendael is nurturing the relationships between the Ministry of Foreign Affairs and the Academy, the Conflict Research Unit, the Knowledge Platform Security & Rule of Law (KPSRL), Clingendael's public platform, the Planetary Security Initiative and the International Centre for Counter Terrorism (ICCT, the collaboration programme of Clingendael, the Asser Institute and Leiden University). The aim of developing such multi-annual partnerships with other clients is being pursued with bodies such as NCTV and other domestic security actors through long-term research and secondments.

Some of the above developments require a restatement of our public mission, a vision of how we can fulfil our mission in a changing environment and a demanding business transition. Key developments include expanding the client portfolio (to include domestic security actors, local and regional actors, businesses, foreign governments, the European Union, international organisations and others), a shift in Clingendael's funding towards market-based contracts and increasing cooperation in international consortiums, an aspiration to conduct long-term primary research and provide training even in unsafe regions, the termination of Clingendael's institutional subsidy and preparation for Clingendael's formal decoupling from the ministries of Foreign Affairs and Defence. Against this backdrop a Multi-Annual Vision was compiled in 2017, a new job structure was drawn up for the organisation and preparations were made for a reorganisation to implement the Multi-Annual Vision, as well as the transition to a Supervisory Board model. The decision-making on the reorganisation, its implementation, the continuation of the business transition and an investment in the quality of Clingendael's financial, HR and marketing functions will remain a priority for 2018.

The Institute's substantive output continued apace during the 2017 business transition and the rising trend in its international ratings since 2016 even accelerated. In the 2017 rankings of the TTCSP Global Think Tank Index the Institute rose from 17th to 10th place in the 'Best Think Tanks in Western Europe' category and from 48th to 30th place in the 'Best Think Tanks Worldwide' category. At national level Clingendael remains by far the highest-scoring think tank in these influential rankings of Top Think Tanks Worldwide produced annually by the University of Pennsylvania.

The Clingendael Institute is located in the partially 17th century country manor house 'Huys Clingendael', which is surrounded by the Park Clingendael

About the **Clingendael Institute**

Clingendael - the Netherlands Institute of International Relations - is a leading think tank and academy on international affairs. Through our analyses, training and public debate we aim to inspire and equip governments, businesses, and civil society in order to contribute to a secure, sustainable and just world.

Research

Clingendael Research provides independent, interdisciplinary, evidence-based and policy-relevant recommendations about urgent international issues. Clingendael analyses the most important trends and issues in international environments and policy, evaluates international policy, studies opinions concerning and buy-in for international policy, develops new ideas and approaches to clarifying international developments, and provides advice on how to approach critical international issues. The Institutes' research focuses on the following themes: Conflict and Fragility, Security and Defence (including Strategic Foresight), Europe in the World, Europe and the EU, Trade and Globalisation, Migration, and Sustainability.

Academy

Clingendael Academy provides diplomatic training courses, thematic programmes (European Union, sustainability issues, economics and trade, security and conflict management) skills programmes, tailor-made training, expert seminars, open application courses and individual coaching in order to operate effectively at the international level. The Academy also offers capacity-building programmes to support the development of diplomatic academies or other training institutes. These programmes include advice on institutional development, training programmes and training methodologies, as well as train-the-trainer workshops.

Public Platform

Clingendael Public Platform clarifies current international developments and shares knowledge with the public at large by means of an active role for Clingendael experts in traditional and online media; it offers a platform for sharing knowledge among scientists, politicians, policy-makers, social partners and businesses and, with this, provides inspiration for informed action by these parties; it publishes the online magazine Clingendael Spectator, organises idea exchanges and programs public events aimed at debate and dialogue with a broader audience about international relations from a Dutch perspective.

Our research, training and public outreach activities are deployed in combination. Expertise in all three of these dimensions makes our institute unique.

Independent

The Clingendael Institute is academically independent and unaffiliated to any political, social, or religious movement. As an independent platform, the Institute organises policy exchanges, conferences and roundtables, aimed at enhancing the quality of debate about international affairs.

Network

The Clingendael Institute has a vast network of local and international partners. Among others, it is member of the The Hague Academic Coalition (HAC), a platform for academic institutions in The Hague, which develops activities in the field of peace, justice and international affairs. It is also partner of the International Centre for Counter-Terrorism (ICCT - The Hague) and the Knowledge Platform for Security & Rule of Law (KPSRL). In cooperation with Leiden University the Institute contributes to a two-year Master's Programme International Relations and Diplomacy (MIRD). The Clingendael Institute is affiliated to the Clingendael International Energy Programme (CIEP).

Chair Executive Board /general director

Monika Sie Dhian Ho is Clingendael's general director and, as from 16 March 2018, Chair of the Executive Board.

Board of Governors 2017*

Name	Title
Prof. Dr. P.F. (Paul) van der Heijden	President Emeritus Leiden University; Professor of International Law at Leiden Law School - *Chairman*
Lt Gen. (ret.) M.L.M. (Marcel) Urlings	Former Commander-in-Chief, Royal Netherlands Army; member of the Advisory Council on International Affairs – *Vice-Chairman*
A. (Arjan) Buteijn, RA	Partner, Dubois & Co., Registered Accountants - *Treasurer*
Ms. M. (Maria) Henneman, MA	Director/Owner, Henneman Strategies BV
D.P. (Dick) Scherjon, MA	Advisor to the Board of Rabobank Nederland; Colonel in the Reserves
H.H. (Hugo) Siblesz, MA	Former Director-General for Political Affairs (DGPZ-MFA); former Dutch Ambassador to France
Ms. A.Ch. (Andrée) van Es, MA **)	Former MP and alderman of Amsterdam; chairman of the Netherlands National Commission for UNESCO

* As from 16 March 2018 the Board of Governors continued as Supervisory Board.

** Mrs. A. Ch. van Es MA has stepped down per 1 January 2018. The resulting vacancy will be filled in the course of 2018.

Clingendael Advisory Council on Research and Training (CAROO)

Name	Title
E. (Eimert) van Middelkoop	Former Dutch Minister of Defence – *Chairman*
Ms. Dr. W. (Wendy) Asbeek Brusse	Director, Policy and Operations Evaluation Department, Dutch Ministry of Foreign Affairs – *Vice-Chairman*
Prof. N.M. (Niels) Blokker	Professor of Public International Law, Leiden University
Prof. M. (Monica) den Boer	Professor of Comparative Public Administration, Free University Amsterdam (VU) – stepped down in December 2017
B. (Bert) Bruning	Managing Director, Atradius
Dr. N. (Nikolaos) van Dam	Ambassador, Special Envoy to Syria
C. (Carlos) Estarippa	Owner, Estarippa Consultancy
B. (Bas) Pulles	Director of International Programmes, Netherlands Enterprise Agenda (RVO) – stepped down in May 2017
Ms B. (Barbara) Rutgers	Department of International Affairs, ING
H. (Hidde) van der Veer	Manager, Carnegie Consult

Research

Conflict and Fragility

Clingendael's Conflict Research Unit (CRU) conducts research on the causes and consequences of conflict and fragility. As the world faces a surge in violent conflicts,[3] resulting in grave human suffering and an unprecedented flow of internally displaced persons and refugees, it has become clear that existing international conflict mitigation mechanisms have reached their limits. Taking the broader political economy of conflict as a starting point, CRU's research aims to identify new ways of addressing conflict and fragility, and to make policymakers and practitioners feel urged and enabled to take informed action

3 As stated in the recent UN/World Bank study on *Pathways for Peace*, in 2016 more countries experienced violent conflict than at any time in nearly 30 years. See: https://www.pathwaysforpeace.org/

against the human suffering caused by modern-day violent conflict.

Working with a wide variety of clients and partners – such as the European External Action Service, the World Bank Group's International Finance Corporation, the UN Development Programme, the German development agency GIZ and the OECD – we have organised our work in three regional research programmes: our Sahel research programme looks into the nature of local governance in situations of conflict, organised crime and migration in the wider Sahel region; our Levant research programme analyses the impact of hybrid security actors on state performance and development in Syria, Iraq and Lebanon; and our Horn of Africa research programme focuses on how informality – and specifically informal economies – can be harnessed to strengthen stabilisation strategies in the region. In addition, CRU has continued to develop its work on the linkages between migration and conflict (see Migration section in this report).

In our programmes, we combine expertise in the fields of security and justice; politics and crime; and business and fragility. In 2017, for instance, we explored how customary justice systems in Northern Mali work and perform in order to provide national and international stakeholders with action points on how to engage with these systems as part of their efforts to bring peace to Mali in the wake of the 2012 crisis. We also conducted a study on how well donors understand political relations, power and interests in fragile societies from the perspectives of inclusiveness and legitimacy, offering an evidence-based call for the international community to increase its ability to understand and act upon the politics of development in its aid and diplomatic efforts. And in collaboration with Wageningen University we conducted an analysis of donor policies aimed at supporting socioeconomic development in fragile settings, to help forge more effective donor interventions focused on livelihoods (instead of job creation) and inclusive institutions (instead of elite pacts).

In terms of partnerships, the continued working relationship with the Netherlands Ministry of Foreign Affairs is an important pillar in CRU's project portfolio. In 2017, CRU entered into a new four-year partnership with the Ministry under the Conflict & Fragility Research Partnership, aiming to produce relevant and timely input that will contribute to the development and implementation of more effective policies and programming in response to 21st century conflict dynamics. In addition, CRU won the tender to manage the Secretariat for the Knowledge Platform Security and Rule of Law on behalf of the Ministry of Foreign Affairs for another four years (2017-2020), this time in collaboration with the UK-based NGO Saferworld and the International Development Law Organization. As such, CRU will continue to contribute to the enhancement of an exchange of knowledge between policymakers, practitioners and researchers working on the strengthening of security and rule of law in fragile settings.

For all publications on Conflict & Fragility please see our website.

Security and Defence

In 2017 the Security Unit contributed to the new initiatives and developments with regard to European security and defence with a wide range of events, publications and comments in the media. Particular attention was devoted to the launch of Permanent Structured Cooperation and the European Commission's European Defence Fund, providing analysis and recommendations focused particularly on governance matters. Another report was devoted to the consequences of Brexit in the area of European defence, listing several options for how best to engage the United Kingdom in the Common Security and Defence Policy after it leaves the EU. The report received wide attention, including through a contribution by one of the authors to hearings in the British House of Commons. The Security Unit furthermore organised a high-level conference in Washington D.C. on the state of transatlantic security cooperation, commissioned by the Dutch and Finnish Ministries of Defence.

Commissioned by the Organisation for the Prohibition of Chemical Weapons (OPCW), the Unit produced a report identifying the challenges for this multilateral organisation in the near future after its disarmament work has come to an end. The report proposes potential steps that policymakers could take to prepare the OPCW for the future. Together with PwC a project on interdepartmental cyber security policies was conducted for the Dutch Ministries of Economic Affairs, Foreign Affairs and Security & Justice. A study was also published providing ideas on how to manage the proliferation of missiles as well as drones.

During the year the Security Unit undertook a range of activities in relation to the geopolitical and security impact of China's rise with several contributions to public events, such as in Beijing and in the European Parliament. A study commissioned by Dutch regional governments was conducted on the geopolitical relevance of the Chinese Belt and Road initiative. The Unit also provided input to the 'Chinese Futures: Horizon 2020' project of the EU Institute of Security Studies.

For all publications on Security and Defence please see our website.

Strategic Foresight

Throughout 2017 the Clingendael Strategic Foresight Programme has had many assignments for a wide spectrum of clients; including ministries and government agencies, NGO's, the National Police and businesses.

The highlight of the year was the publication of the Clingendael Strategic Monitor 2017: Multi-Order, the flagship study of our Institute. Based upon a completely new and improved *evidence-based* methodology, it identifies major trends in international relations and international security. It sets out the increasing levels of threat and, at the same time, continuing collaborative efforts in the world. It is based upon ten trend studies, written by in-house Clingendael experts: territorial integrity, terrorism, CBRN weapons, fragile states, energy, free trade, the crisis of confidence in the EU, cross-border criminality, climate change and cyber security. In each area Clingendael experts assessed the threats posed and the climate of international collaboration - based on indicators from a newly set up Clingendael Trend Database -as well as anticipated trends for the next five years. In addition to the ten individual trend studies, the authors added an overview in the synthesis report. A separate epilogue devoted attention to the issue of what Donald Trump's election means for the world order. The most significant conclusion, is that the strategic focus on Dutch security policy must be reviewed.

Think Tank session at the Clingendael Institute with a.o. the Dutch Minister and State Secretary of Defence, December 2017

In February 2017, this Monitor was presented to the former Dutch Minister of Foreign Affairs, Bert Koenders, jointly with the HCSS Monitor in a well-visited public event in the "Glazen Zaal" in The Hague. The Monitor received a lot of attention in both the media and in policy circles. The term "Multi-Order" has even been coined in the new Integrated Foreign and Security Strategy of the Netherlands.

Other eye-catching publications of our Strategic Foresight Programme were trend studies on political violence, a report on biases in conflict data, and a scenario study on the Future of Syria. The Programme also released the Clingendael Radar Series; a horizon scan that aims to detect new and novel developments in five selected fields: terrorism, migration, free trade, climate change and CBRN. Results from the scan have been validated and prioritised by our annual Clingendael Expert Survey, in which we approached around 2,000 experts for the views on tomorrow's key security problems.

For all publications on Strategic Foresight please see our website.

Counter-Terrorism

With respect to the issues of (counter-) terrorism and countering and preventing violent extremism several high-level activities were organised and publications were issued. Together with our partners in the International Centre for Counter-Terrorism (ICCT) as well as with PricewaterhouseCoopers (PWC), a report was prepared for the LIBE Committee of the European Parliament evaluating the relevance, coherence and effectiveness of EU policies on counter-terrorism. In cooperation with the United Nations Counter-Terrorism Executive Directorate a side event was organised during the United Nations General Assembly week in ew York on the role the military can play in collecting evidence in terrorist cases for the purpose of prosecuting individuals before ordinary national criminal courts.

Throughout the year our security experts contributed to public debates and commented in the media – nationally and internationally - on a range of current security matters.

Presentation of the Clingendael Strategic Monitor with Bert Koenders (former Dutch Minister of Foreign Affairs – l.) and Monika Sie Dhian Ho (General Director of the Clingendael Institute)

International Centre for Counter-Terrorism (ICCT)-The Hague

ICCT is supported by a unique partnership comprising three renowned institutions based in The Hague: the T.M.C Asser Instituut, the Clingendael Institute and the Institute of Security and Global Affairs, Leiden University.

In 2017, ICCT's output was reorganised to fulfil three thematic programmes compromising of (1) Current Trends and Threats, (2) Prevention of Violent Extremism, and (3) Responses to Terrorism. ICCT has continued to produce relevant research on counter-terrorism; strategic communications; young IS returnees and the challenge of reintegration; the types of media terrorists collect as well as research on suicide attacks, lone-actor terrorism and radicalisation. Throughout 2017, ICCT successfully implemented workshops, expert meetings and trainings around the world on projects funded by the US State Department, the Government of Switzerland and the United Nations Counter-Terrorism Executive Directorate (UN CTED).

In 2017 ICCT staff and fellows continued to promote ICCT's research and implementation capacities in numerous international conferences. With regard to staffing, three Visiting Fellows from Italy, the United States and the United Kingdom conducted research at ICCT and one new Associate Fellow published multiple articles in affiliation with the Centre.

Europe in the World

Most of our work on the European neighbourhood in 2017 consisted of confidential (and hence unpublished) outputs. These were often written in cooperation with partners, including the European Council for Foreign Relations and Chatham House, as part of the 'Progress Lot 2' framework contract with the Netherlands Ministries of Foreign Affairs and Defence. These outputs revolved around EU relations with Eastern Europe, Northern Africa, Turkey and the Western Balkans, as well as Syria, Iraq, Iran and the Gulf. In addition, closed seminars were held on EU migration policies and EU-Russia relations.

Our published work included publications on the US-Russia relationship and its consequences for NATO, competition in Eurasia and Belarus, the Nord Stream 2 pipeline and Dutch narratives concerning Russian-Western relations.

In the academic sphere, Clingendael continued its cooperation with Leiden University. Several researchers taught courses in the Master in International Relations and Diplomacy (MIRD) and at the University's Institute for Security and Global Affairs. We also co-taught a course on EU external representation at the College of Europe in Bruges.

For all publications on Europe in the world please see our website.

Europe and the EU

After the hectic years of crises related to the euro and migration, 2017 was a year of reflections on many areas ranging from labour mobility after Brexit, strengthening the Eurozone, to public support. A large share of the unit's work was devoted to analysing aggregate trends in Europe's fault lines. This resulted in an expert meeting and policy brief on labour mobility, an expert meeting and policy brief analysing Public support for European integration, and a policy brief titled ´The missing dimension in rule of law policy - From EU policies to multilevel capacity building´. Moreover, 2017 was also the year of the celebrations of 60 years of the Treaty of Rome in Rome. Clingendael was invited by the Italian government for a high level group to produce a collection of discussions papers on the future of European integration.

For all publications on Europe and the EU please see our website.

European Monetary Union

Regarding the European Monetary Union, the unit produced a policy paper on Economic Councils and Productivity Boards, as well as a policy brief titled 'Economic convergence as the cornerstone of EMU resilience? Competitiveness, indicators and institutions'. A critique of the European Commission's EMU Reflection Paper was offered in the form of a policy brief titled The EMU does not have any flaws - A Critique of the European Commission's Reflection Paper on the Deepening of the EMU. This paper was also the basis of an expert meeting on Essential EMU Reform Measures in August, bring together experts from across the EU and Dutch senior civil servants. 2017 was also the year of important elections which has had major implications

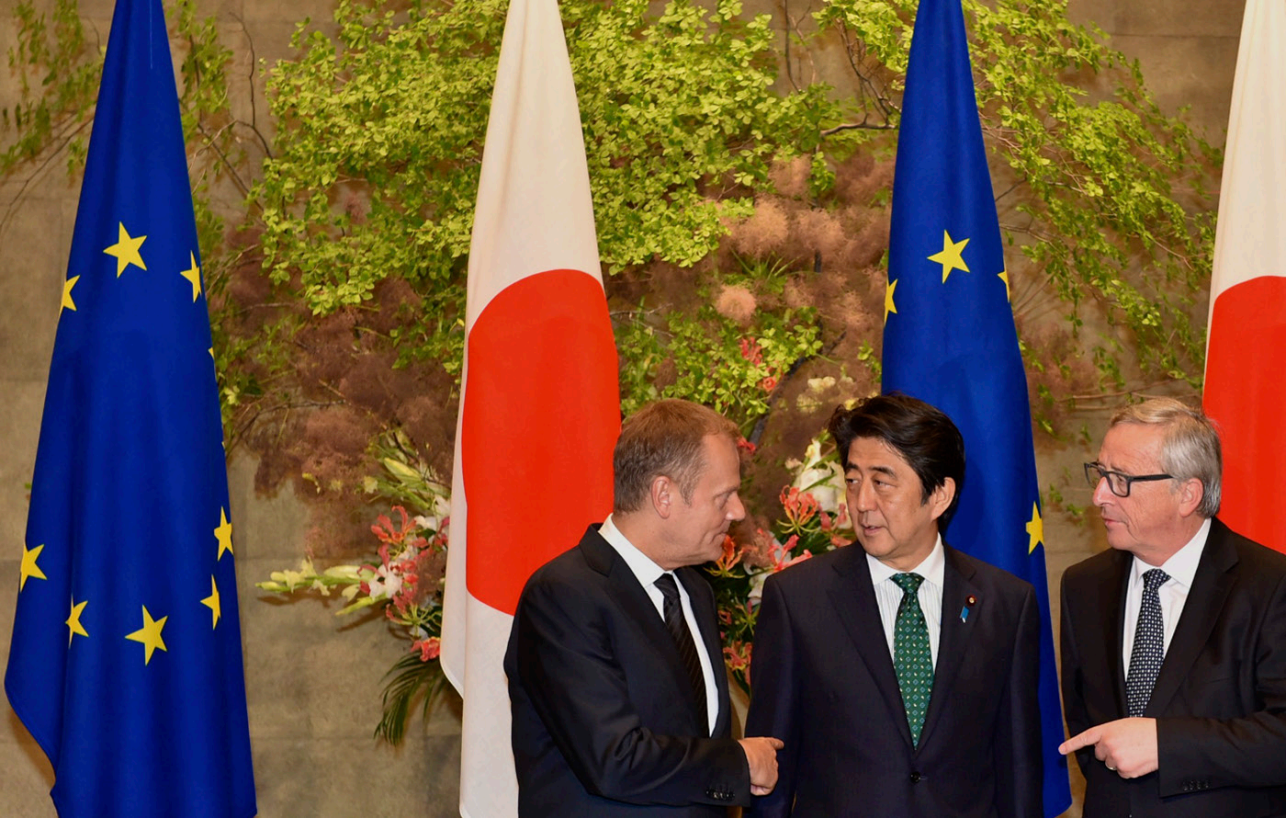
for the EU and European policies. Through EUforum, we could organise, in close cooperation and with financial support of the Adessium Foundation, a public platform on the themes of Social Europe, Support for the EU, Migration, EU Integration, and Security. The platform published over 50 articles by international and Dutch authors. As part of the same project, an event cycle on European elections (French, British, German, and reflecting on the election year) was organised at Humanity House The Hague.

Given the major developments in the EU, a State of the EU conference was initiated which finally took place in January 2018 as well as a Clingendael State of the Union report.

Brexit

Researchers at the Clingendael Institute played an active role in helping make sense of the ongoing Brexit negotiations. Clingendael experts, including Margriet Drent and Rem Korteweg, published op-eds, offered media commentary, contributed to panel discussions and drafted analyses on various dimensions of Britain's departure from the EU. Publications included a report on Brexit and defence by Margriet Drent, Anne Bakker and Dick Zandee. Rem Korteweg co-authored a chapter on responses of the Benelux countries to Britain's EU referendum, which will be published in an edited volume. Besides regular interaction with policymakers, Clingendael experts contributed to the Brexit event series organised by the Netherlands-British Chamber of Commerce (NBCC). In particular, Clingendael hosted the 2017 NBCC Brexit Forum, which brought Dutch and British businesses together to discuss the implications of Brexit.

On the basis of the varied themes and reports, Clingendael´s EU unit was present in major national and international media.



Trade and Globalisation

In the field of trade and globalisation, Clingendael continued its work on EU-Asia relations, including under the 'Progress Lot 1' framework contract for the Netherlands Ministry of Foreign Affairs and Defence. Apart from several confidential papers on the consequences of China's rise as a global trading power and the economic nationalism of US president Donald Trump, the project resulted in a policy brief arguing for greater EU-Japan leadership on global economic governance. Together with Chatham House and the Konrad Adenauer Stiftung, Clingendael continued its research for the EU's external action service (EEAS) as part of the Asia-Pacific Research and Advice Network (APRAN), focussing on key added value in Connectivity. This resulted in a number of confidential papers and events. In 2017, Clingendael continued its Silk Road forum, a platform to discuss ongoing developments related to China's Belt and Road Initiative. Moreover, we published an article on the EU-Japan Free Trade Agreement.

In addition, a Clingendael Radar (horizon scan) focused on upcoming threats to free trade pertaining to the EU's security.

Clingendael also worked on various dimensions of Dutch and European diplomacy. For example, we published an article on the EU's Partnership instrument in the European Foreign Affairs Review and wrote an op-ed in Euractiv. In a Clingendael policy brief, we addressed the way in which digitisation is changing the nature of governmental consular and diplomatic services. Broader trends in diplomacy were addressed in two articles on digital diplomacy and an article on country power rankings.

For all publications on Trade and Globalisation please see our website.

Processes of International Negotiation (PIN)

2017 was the last year in which Clingendael functioned as the secretariat of the Processes of International Negotiation (PIN). We were the secretariat since 2011. During the tenure of PIN at Clingendael we conducted many different projects, some of which reached completion in 2017. We published two books: Negotiating Reconciliation in Peacemaking (Valerie Rosoux and Mark Anstey, eds) and Tug of War: Negotiating Security in Eurasia (Fen Hampson and Mikhail Troitskyi, eds). We also published another edition of our network magazine. We had a roadshow in Hamburg with GIGA in September followed by the launch of new project on negotiations and concepts of justice in Uppsala, convened by Cecilia Albin. PIN will be hosted from 2018 by GIGA.

Migration

In the course of 2017, the social, political and economic impact of mixed-migration flows and forced displacement continued to affect all regions of the world. Be it mass displacement from Myanmar or in the Middle East, migrant flows in the Americas, Sub-Saharan and North Africa, or political dynamics inside the European Union, migration continued to be acutely present in the contemporary political discourse – and, as importantly, in policy-making.

The policies put in place to respond to the increasing human mobility have thus far been aimed at minimising the – real or perceived – negative impact of migration and displacement on host countries and countries of destination. They were designed to ensure containment of migration flows or temporary stability of refugee-hosting countries, addressing only the immediate and most urgent fall-outs. Attempts to address the root causes of migration have either been politically paralysed – as in the case of Syria – or have been designed and implemented in a way that doesn't take into account the conflict dynamics in regions of origin and transit.

The Clingendael Institute's research on migration focuses on understanding the drivers of migration, and the effect that contemporary migration policies (with a specific focus on EU policies) have on the stability of countries where migration originates and through which it transits (with a specific focus on the Sahel, Horn of Africa and Levant – in line with the

Conflict Research Unit (CRU) research programmes). It looks into how migration forms a response to – but also is a driver of – conflict and stability dynamics, and how migration policies can be designed in a humane and conflict-sensitive manner.

In 2017, our CRU received funding from NWO-WOTRO to conduct field research into the implications of the EU policies on the conflict dynamics in Agadez (Niger), allowing the Unit to further extend its research portfolio on migration routes in the Sahel – an issue on which Clingendael was invited to share findings and insights with Dutch and European policy makers on numerous occasions. Furthermore, in 2017 CRU's migration research was expanded to include issues of forced displacement in the Levant, with support from the National Postcode Lottery (NPL) and the German GIZ. On the basis of fieldwork in Lebanon and Armenia, CRU strengthened its evidence base on the political economy of the refugee response in the region. Specifically, research has focused on issues of social capital in protracted displacement and refugee economic integration. On the basis of both these research lines, CRU has been able to produce a series of well-read comments on the challenges of refugee response in conflict-affected regions.

In addition to this, the Clingendael International Sustainability Centre (CISC) started to explore the linkages between climate change, migration and security by producing a policy brief on this in 2017. And the Europe researchers of the Institute have looked into the issue of European border control in relation to migration streams – work that will be published in 2018. Finally, Clingendael Academy organised a large-scale training in The Hague and a series of workshops in Lebanon for NGO representatives active in the refugee response in Lebanon – with support from the NPL.

Clingendael migration experts have organised and participated in numerous events on migration and gave over 20 presentations for donor governments and NGOs (like GIZ, MSF and Amnesty International), to public platforms (like De Balie, Amsterdam and Humanity House, The Hague), to other think tanks (like EU ISS, ECFR, and the George C. Marshall European Center for Security Studies). One of the most high-profile events organised in 2017 was the book presentation "Across the Borders", chaired by Clingendael Director and the book's contributor Monika Sie Dhian Ho. The event was attended by high-level participants that included Carnegie Europe's Visiting Scholar and the former Director General at the Austrian MFA Stefan Lehne, and the former Netherlands MFA special envoy on migration, Bram van Ojik.

For all publications on Migration please see our website.

Sustainability

The 21st of February (2017) marked the official launch of the Clingendael International Sustainability Centre (CISC). Through CISC, the Clingendael Institute aims to integrate sustainability with expertise on European and international (policy) processes and discussions. This enables Clingendael to showcase its work on pressing sustainability themes, such as climate change and the circular economy with regard to: the role of the EU, European integration, international security, the politics of development cooperation and geopolitics.

In support of this aim, the CISC published a briefing note, outlining how Clingendaels' track record and ambitions with regard to think tank activities in the field of planetary security, multilateral commitments, international competitiveness, and governance innovations towards the circular and climate-friendly economy transition. The Sustainable Development Goals (SDGs), and the potential they offer for public-private partnership were subject of a project for the Netherlands Ministry of Foreign Affairs. They clearly are a test for such partnerships, which are promoted by the EU, but still face a lot of resistance by new powers, such as Brazil, China and India.

The Clingendael sustainability team organised roundtables on global health. In a report with partners the Netherlands was called for to be more po-active in this field. This agenda clearly is supportive for Dutch economic, health and life sciences interests. Another report, for the Netherlands Ministry of Infrastructure & Water, analysed the EU's research and innovation policy with regard to the issue of water and climate adaptation. As European funds are shifting towards global challenges and moonshot missions, where water is often part of a

larger agenda, the sector-based approach deserves reconsideration.

2017 saw the advancement of the Planetary Security Initiative, a think tank consortium which operates at the international level and is spearheaded by Clingendael. In 2015, the Netherlands Ministry of Foreign Affairs launched this initiative to promote good practice guidance, create a platform for the community of practice to meet and deepen knowledge and awareness.

The third annual Planetary Security Conference aimed to move from Analysis to Action. The conference, held on 12 and 13 December, brought together of over 300 members of the community of practice working on the climate-security policy interface. The call for action was resonated through the signing of the Hague Declaration on Planetary Security. The declaration set into momentum an Agenda for Action, consisting of: creating an institutional home for climate security, coordinating migration and climate change responses, promoting urban resilience, supporting joint risk assessment in Lake Chad, strengthening climate and conflict sensitive development in Mali, and supporting sustainable water strategies in Iraq.

The Planetary Security Initiative was involved in a set of related activities, among which a Youth Challenge on climate change and migration, a side event at the Stockholm World Water Week, a side event at the UNFCCC COP In Bonn, regional consultation meetings in the Lebanon, Jordan and Mali. With several publications per month, the consortium was highly active in discussing the latest developments in the realm of climate and security. The brief on the time-sensitive contested relationship between climate, migration, and security was widely used at the 2017 Planetary Security Conference. It fostered awareness of the urgency on the issue and acknowledgement to move beyond the academic debate. At the Conference, it was an underpinning document for a high level side-meeting on climate, land, migration and peace, organised jointly with the European Climate Foundation.

For all publications on Sustainability please see our website.

Press conference at the start of the Planetary Security Conference on 12 December 2017 with Hassan Janabi, Iraqi Minister of Water Resources (c.), Clingendael general director Monika Sie Dhian Ho (2nd r.) and Clingendael's head of Sustainability Louise van Schaik (r.)

Academy

Clingendael Academy is one of the world's largest independent diplomatic academies. 2017 was another successful year for the Clingendael Academy. We continued to expand in terms of the number of projects, number of training sessions and number of staff.

Continuous success and a larger organization meant that we had to redesign some of our work processes to ensure that we can continue to deliver the high level of quality that our participants and clients are used to. We for instance strongly invested in quality control cycles and monitoring & evaluation. In addition, we further invested in implementing our Clingendael Method, which is a mix of content, competences and work processes. We also continued to experiment on the further incorporation of digital and blended learning within our trainings.

Perhaps most importantly we continued to invest in our staff, who remain a key factor in the successes of the Academy.

Some 2017 Facts and Figures

- Clingendael Academy trained about 640 diplomats from over 150 countries in 42 different projects in the Netherlands and abroad.
- Clingendael trainers visited over 35 countries on all 5 continents to provide 130 training sessions abroad in the fields of diplomatic practice, personal effectiveness, (humanitarian) negotiations, capacity-building, security and conflict resolution.
- In total, we trained over 3100 professionals in more than 135 projects.
- We supported Bulgaria by enlarging the capacity of their civil service to operate in Brussels by training over 750 civil servants in 60 missions in Sofia.
- The trainings at Clingendael normally last between one week and three months, on location the sessions are between two and five days.
- We cooperated extensively with the UNDP in three negotiation training and three Insider Mediation training sessions on location and one twee-week training for Insider Mediators at Clingendael.
- In total, we conducted 25 programmes on negotiation and mediation skills in conflict resolution.
- As part of our new training facility for frontline negotiators on humanitarian access, we conducted 3 trainings for humanitarian negotiators at Clingendael and 4 training sessions on location.
- Participants evaluated our trainings with an average score of 4.4 on a scale of 1-5.
- We trained 49 Ambassadors from the Republic of Cyprus in trade promotion and public diplomacy.
- We conducted the first seven trainings in Tbilisi in the framework of our capacity building project for the Georgian Defense Institution Building School.
- The Clingendael Academy team expanded from 20 to 24 Training Fellows.

Diplomatic practice

Diplomatic training is at the heart of Clingendael Academy and builds on an experience of more than 25 years. 2017 has been a productive year, with no less than 30 training programmes organised, reaching out to about 400 diplomats coming from more than 120 countries. Each of these diplomatic trainings is unique and tailor-made to the specific needs of the participating countries, but all the programmes share a common purpose. In two to six week training interventions, we equip the participants with the tools to connect (people and cultures), to address (dilemmas and audiences) and to deliver (policies and results). In this, all Clingendael Academy diplomatic trainings follow the Clingendael Method (linking knowledge, competences and working processes). It incorporates three main elements: knowledge sessions (to understand contemporary international relations), skills training (to develop professional competences) and interactive assignments (linking these to actual work processes).

CONTENT

- Consular affairs and migration
- International law, humanitarian policy and human rights
- Political affairs
- Regional integration
- Economic diplomacy and trade
- Environmental, water and energy issues
- International development cooperation
- Security and stability
- Cultural relations
- Corporate strategy
- Government relations
- Public-private cooperation

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COMPETENCES

- Social skills
- Verbal and written communication skills
- Management skills
- Analytical thinking
- Empathy
- Flexibility
- Cooperation and teamwork
- Personal leadership
- Integrity
- Creativity
- Result-orientation
- Organisational sensitivity
- Adaptability
- Political sensitivity
- Networking and lobbying skills
- Negotiation skills
- Intercultural awareness
- Perseverance
- Mediation skills
- Scenario building
- Project management

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WORKPROCESSES

- Policy writing
- Stakeholder and network analysis
- Political influence analysis
- Political risk assessment
- Writing of mandates/instructions
- Writing of memoranda
- Preparing a dossier for parliamentary/political debates
- Macro-economic analysis
- Coordinating policy processes
- Legal text comprehension
- Explaining policies to the public
- Lobbying
- Developing a negotiation strategy
- Public-private cooperation
- SWOT analysis
- Policy planning
- Political reporting
- Speech writing

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THE CLINGENDAEL METHOD™

In 2017 diplomatic trainings were conducted on three levels.

1. For general and entry level training we welcomed junior diplomats from a.o. Indonesia, ASEAN, Pakistan and Bangladesh, Eastern Europe, East-Africa, West-Africa, the MENA region, Latin America and the Caribbean, Central Asia, the Balkans and Turkey.

2. Mid-career diplomats from West Africa and the Sahel, Indonesia, SAARC, China, *inter alia* focused additionally on building their skills in policy coordination and management.

3. Senior diplomats from West Africa and the Sahel, Indonesia and Afghanistan explored strategic thinking, high-level communication and leadership competences.

We conducted new training activities in Bhutan, where Bhutan diplomats were trained in negotiation techniques, and in New York, where diplomats from the permanent representations of the upcoming members of Security Council also received a dedicated training. Finally, we trained Dutch junior diplomats in the 'Klasje' preparing them for their new jobs at the Netherlands Ministry of Foreign Affairs (MFA).

Other tailor-made courses included a training on the Law of the Sea for ASEAN and a course on Agricultural Diplomacy (for the Dutch Ministry of Economic Affairs' DG on Agriculture). We also conducted two open enrollments courses, including our longest running programme: the Course in International Relations, which celebrated its fiftieth anniversary in 2017.

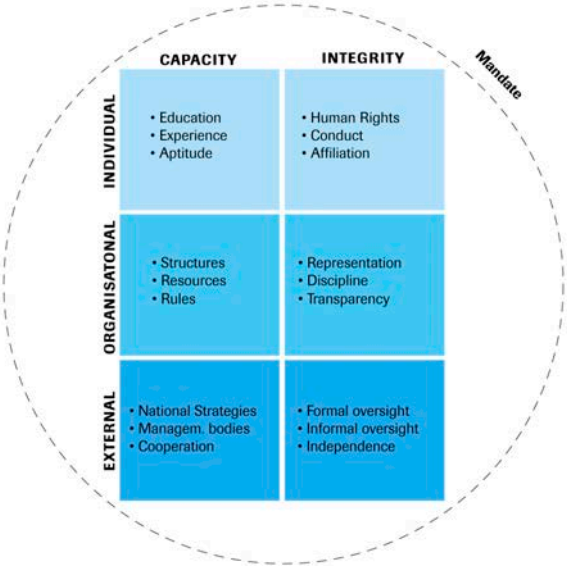
2017 was also a year of didactical innovations, including:

1. new e-learning module on the work of the United Nations, in order for our participants to prepare before attending a course at Clingendael. Other modules are currently being finalised and will be online soon.

2. In our new media training sessions, participants have been provided with a theoretical framework on basic interview techniques and other aspects to consider when interacting with the media. Equipped with this newfound knowledge, they were then subjected to a series of recorded simulated interviews on subjects relevant to the specific target group and challenged to apply the lessons learned earlier on in the session.

3. Analytical tools have been incorporated in specific trainings, such as the Capacity and Integrity Matrix (CIM) - a tool designed to support Rule of Law strengthening processes in the planning phase of such processes.

A Justice/security institution



Negotiation and mediation in conflict resolution

Supported by the Dutch MFA we continued our work with mediators and groups in conflicts We work with international organisations and NGOs who have a longer running engagement with the mediators of groups in conflict. In 2017 we worked with UNDP, the Centre for Humanitarian Dialogue, SSF, OSCE, UNWomen, ECOWAS and the African Union.

In 2017 we conducted 25 training programmes. Eight of them took place at Clingendael or in The Hague, the others were training missions on location. A selection of the training sessions is described below.

We continued our work with the UNDP. We conducted our two-week annual training programme in Insider Mediator to peace-builders worldwide at Clingendael. We visited the Philippines for six training sessions. Next to government officials, we trained the MILF and MNLF focusing on cooperation between the different factions of the Bangsamoro. We also conducted a couple of sessions in the wake of the Marawi crisis with religious and community leaders on mediation and reconciliation.

We started a new project with the UNDP in Myanmar, where we cooperated on an with follow-ups planned in 2018. As the JMC has to monitor peace in the regions where the Myanmar government signed the National Ceasefire Agreement (NCA) together with eight Ethnic Armed Groups and civilians, these skills are necessary to contain situations in those regions where conflict could rise again.

Another training project that should be mentioned is the training conducted in negotiation skills in cooperation with the Somalia Stability Fund (SSF) for the Galmudug Federal Member State Administration, and Ahlul Sunna Wal Jama, a moderate Sufi opposition group. The workshop focused on tools of negotiation and problem solving, intended to support the parties in bringing the

current talks to a successful closure. Three days after the completion of the workshop, the parties signed a power sharing deal.

Other trainings conducted in 2017 included amongst others, the trainings for for women negotiators from Moldova, Ukraine and Georgia, Insider Mediators from Kenya dealing with electoral violence, Syrians, African women mediators and members of the Palestinian technical committees and ECOWAS' Mediation Facilitation Division (MFD), among others.

We also continued our work in preparing new insights and materials for our training. One of the new developments in 2017, is using seven distinct phases of negotiation. In addition, we started working on a handbook on the basis of these phases to complement our workbook.

Finally, we are proud that we became a member of the Mediation Support Network in 2017.

International Security

Issues of international security were at the forefront of geopolitical developments in 2017. Media were dominated with news about nuclear threats between North Korea and the US, the military defeat of ISIS and cyberattacks. Against this backdrop, Clingendael Academy offered its successful open enrolment Course on International Security ("CIV") during the spring and in the fall. The courses were well attended by participants from the Netherlands and abroad and provided interactive knowledge sessions on trends in international security, in which the most recent developments were put into a broader perspective. Furthermore, the Course was also organized as an in-company training for the Ministry of Interior Affairs and the Ministry of Defense.

Our continued cooperation with the Netherlands Defense Academy (NLDA) resulted in another successful two week training for the Advanced Staff and Command Course. With the Netherlands National Police Academy (PA) we delivered the year-long Columbus International Orientation programme for high level national police personnel. 2017 also saw another successful implementation of the two annual UNTSO/UNDOF/USSC training courses, which prepare Dutch military personnel for deployment to the UN missions in the Golan Hights.

As a result of our advice on pre-mission training needs to the Ministry of Foreign Affairs in 2016, as well as a successful pilot training, Clingendael in 2017, was commissioned to develop a new extensive pre-deployment training program for civilian experts from the Ministry of Foreign Affairs, preparing them for deployment to conflict zones. We also continued our cooperation in the ENTRi framework, which in December resulted in a negotiation and mediation training in Tbilisi.

In 2017 we have actively strengthened our training capacity and training output in cyber governance and cyber security. As part of this, and in cooperation with the Australian Strategic Policy Institute, we initiated a new, multi-year project training high level Indonesian officials in cyber governance.

European Affairs

European Affairs training for Clingendael Academy means specialized training programs on policy making in the European context, ranging from the legislative cycle and the interplay between the EU institutions to the effective influencing of EU decision makers and the understanding of the working culture, or "Brusselisation".

One of the absolute highlights of 2017 were the EU-skills trainings provided by Clingendael Academy to around 700 civil servants in Sofia to prepare Bulgaria for their six-month term holding the EU Presidency in 2018. Over more than 60 trainings sessions, participants sharpened their skills in EU negotiations, conflict management, effective communication, and expanded their understanding of the functioning of the EU and its foreign policy mechanisms. The Bulgarian Presidency

training follows the training for the Dutch (2015) and the Slovaks (2016).

In 2017 we also conducted three new editions of our Orientation on the European Union Course for Dutch government officials working with the EU, which this year included diplomats, financial experts and a member of the Dutch Brexit Taskforce. These courses are constantly adapted to reflect the quickly changing EU dynamics, allowing participants to come to grips with the shifting power balances in Brussels.

The Academy's EU experts also conducted another successful edition of our open-enrollment course Advocacy and Lobbying in the European Union, in addition to several tailor-made lobby trainings, among others for the Netherlands Organisation for Applied Scientific Research and a group of Lebanon-based NGO's.

A final highlight of 2017 was the expansion of our EU experts' contributions to regional integration initiatives outside the EU, providing lectures on EU integration processes in both Ethiopia and Indonesia, the latter of which was broadcasted live to over 40 universities.

Humanitarian negotiations

In response to a growing need for negotiation training in the humanitarian aid sector and after the success of the facility for peace negotiations, Clingendael Academy and the Dutch MFA started a project focusing on humanitarian aid workers.

In 2017 we focused on developing a curriculum for the different target groups for humanitarian negotiations. The trainings differ in length and in content. In training for HQ and regional staff for example attention is paid to the interactions between different political levels and the manner these impede on humanitarian negotiations, while with frontline negotiators we put more emphasis on negotiating in unsafe circumstances. We developed brand new exercises for these training

Target groups

sessions, including an exercise with actors in which the participants have to negotiate on two levels (field and capital) while keeping the communication lines open between the two levels.

We conducted three training sessions at Clingendael, two in Beirut (of which one was organized in combination of our NPL project), one in Kampala and two in New Delhi. In these eight training sessions we trained 135 participants from 21 different humanitarian organisations.

We invested heavily in setting up a new monitoring and evaluation (M&E) system to measure the impact of our training sessions over the long run. Insights coming from M&E also flow back into the set-up of the training. Furthermore, we worked on new insights and a handbook on the basis of the seven phases of negotiations, specifically for humanitarian negotiations.

An important step in 2017 was strengthening our network inside the humanitarian sector. We visited all members of the Dutch Relief Alliance. We had an excellent first cooperation meeting with the UNCHR Global Learning Center about cooperation. We were also part of the annual meeting for frontline negotiators in Geneva, organized by the Centre of Competence.

Personal effectiveness

We provided hundreds of personal effectiveness trainings throughout all Academy project on skills such as negotiation, intercultural communication, presentation skills and effective influencing.

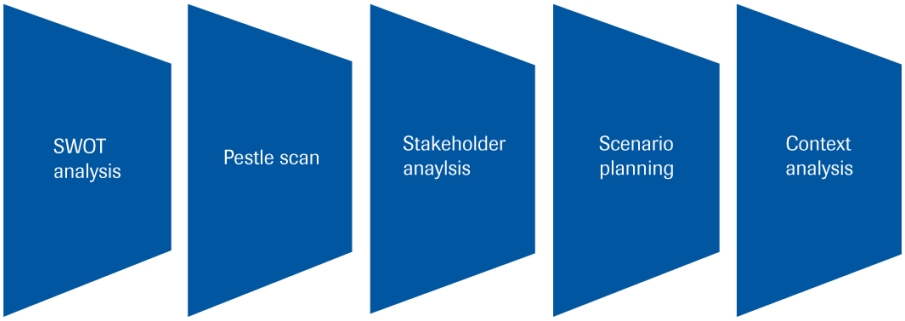
Clingendael Academy staff also provided stand-alone training sessions focusing specifically on one or two skills, including successful editions of our open enrollment courses on negotiation, mediation and consensus building and intercultural communication. Highlights furthermore included the negotiation training conducted within the European Diplomatic Programme (EDP), as well as several workshops for the EDP during the closing module on Malta, intercultural communication for the European External Action Service and two training sessions for the Public Prosecutor Office in the Netherlands on diplomatic skills. We also conducted in company tranings of intercultural communication for the private sector.

We expect further growth in 2018. We for example were successful in a procurement procedure to provide intercultural communication training for the Deutsche Bundesbank, starting next year.

Strategic thinking

Clingendael Academy offers training in a variety of strategic planning tools that can be implemented in different contexts – allowing professionals and organisations to anticipate as much as possible international developments. We provide standalone trainings and incorporate tools in different types of programmes.

In 2017, we conducted a scenario planning training for the Ethiopian Foreign Relations and Strategic Studies Institute and delivered the first strategic policy planning course in cooperation with the Defence Institution Building School in Georgia. Additionally, we train humanitarian aid workers in stakeholder analysis and context analysis in order to support their preparation for a specific negotiation.



Economic and sustainable development

We are further developing our portfolio in trainings at home and abroad on economic and sustainable development. We expect further grow in this theme.

At Clingendael we welcomed trade promotion and water experts from the MENA-region in two different trainings as part of the Shiraka Training Programme (STP). The training for water experts focuses on the skills for effective Integrated water Resources Management (IWRM), including negotiations about transboundary water issues and gaining insights from the Netherlands model for water management.

The training for trade experts focused on practical elements of economic diplomacy such as organizing trade missions, negotiating trade deals and attracting sustainable investment.

Water management, trade promotion and sustainability were again featured in the second edition of the Blue Economy training for representatives from 20 Small Island Development States (SIDS). Participants from countries such as Samoa, Tuvalu and St. Kitts and Nevis spent two weeks at Clingendael, focusing on sustainable ocean development and effective ocean management.

We traveled abroad to provide training sessions on Economic Diplomacy at the ambassadors conference in Cyprus, in which we linked trade promotion to public diplomacy.

We were also part of a programme together with the Free University of Amsterdam to prepare Indonesian civil servants for trade negotiations in two sessions, one at Clingendael and the other in Jakarta.

Institutional development

Clingendael Academy builds capacity at the individual level, but also shares best educational and management practices with partner institutes. We explore integrated training, coach trainers and tutors to deliver different ways of learning, and help introduce interactive elements. Focal points include: designing and using interactive exercises; training needs analysis and curriculum development; institutional development, and training of trainers.

In Georgia, the one-year anniversary of Defense Institution Building School bookmarked a successful starting year. During this year, Clingendael facilitated stakeholder consultations, helped conduct DIBS' first full training needs analysis for professionals in the Georgian security sector, and delivered concrete workshops, including for instance, curriculum development. Through the close cooperation with the DIBS director, staff and advisers, Clingendael helped provide the basis for DIBS' institutional development for the next three years.

Clingendael also continued to support Ethiopia's Foreign Relations Strategic Studies Institute (EFRSSI) in strategic foreign policy thinking, through workshops in scenario planning, political reporting, negotiation and mediation and country analysis. Furthermore, as part of our longstanding cooperation with Indonesia, we delivered a diverse, competence-oriented programme for its Centre for Education and Training of the Indonesian Ministry of Foreign Affairs. And together with Maastricht university, we continued to support the development of the Law Faculty of Padjajaran University in Bandung. Additionally, Clingendael trainers supported diplomatic academies in Latin-America in using interactive working forms and effective classroom communication and interaction and cooperated with Analitika in Sarajevo to prepare programmes to improve policy making and good governance in Bosnia and Herzegovina. Finally, we continued with our programme to support the Vietnamese Police on integrating universal human rights standards in police curricula, specifically focusing on international anti-torture laws.

Public Platform

The Clingendael Institute's public platform function was significantly strengthened in 2017. Clingendael also introduced a contemporary, primarily English-language website (.org) in 2017, of which the "Clingendael Spectator" magazine forms an integral part. The publications also increasingly include accessible infographics and storyboards. This online proposition enables the Institute to reach a wider audience and to achieve the objective of this programme – to make a nationally and internationally valued contribution to the national and international public debate (particularly with regard to Europe) in the field of international relations. Clingendael rose significantly in the rankings of the TTCSP Global Think Tank Index in 2017: from 17th to 10th place in the 'Best Think Tank in Western Europe' ranking and from 48th to 30th place in the 'Best Think Tank Worldwide' ranking.

Audience research: 'Netherlands in the World' Barometer

Work started in 2017 on the development of a 'Barometer' to track the views of Dutch people on subjects such as security and international/European cooperation and the position the Netherlands should adopt on these issues relative to Europe and the world. In collaboration with Prof. Mark Elchardus, emeritus professor of sociology at Vrije Universiteit Brussel (VUB), and Dr Alex Lehr, university lecturer at Radboud University Nijmegen, Monika Sie Dhian Ho and a team of Clingendael experts drew up an initial draft questionnaire. The possibility of collaborating with Statistics Netherlands (CBS) on the field research was also investigated in 2017.

The preliminary work conducted in 2017 provides a basis for the work on the Barometer in 2018. This work includes finalising the questionnaire by means of qualitative and quantitative assessments and conducting negotiations with Statistics Netherlands on the field research, which is scheduled to take place after the summer. The results will be published in collaboration with a Dutch newspaper and will serve as input for a series of public discussions on the Netherlands in the world at various places arounds the country. A proposal for additional financing from a private fund is also being prepared to make all this possible.

Clingendael Alerts

The following Alerts – concise analyses that cast fresh light on relevant international developments – have been produced in 2017:

Title of Alert	Expert
Violent extremism and development: Witnessing a fundamental pivot	Bibi van Ginkel **
The EU and North Korea: sanctions alone are not enough	Sico van der Meer
Reflectie op regeerakkoord Rutte III / Reflection on Rutte III Coalition Agreement	Rem Korteweg, Margriet Drent, Dick Zandee, Fransje Molenaar, Louise van Schaik
Europe and Japan schould look to each other amid uncertainty about Trump and Xi	Maaike Okano-Heijmans
Five Reasons Why The Iran Nuclear Deal Has To Go	Peter van Ham
Fake news – and what (not) to do about it	Jan Melissen **
Dutch perspectives on the security of the Baltic States	Anne Bakker
Rutte en de Europese januskop	Adriaan Schout
PIN: Processes of International Negotiation #44	Wilbur Perlot, Paul Meerts, et al.
The EMU does not have any flaws (also published in Beleid en Maatschappij)	Adriaan Schout **

**) These Alerts were issued in conjunction with a public meeting and/or expert panel. See inter alia: https://www.clingendael.org/event/debate-and-preview-steven-spielbergs-post

Clingendael Policy Briefs

The following Policy Briefs – longer in-depth analyses on socially relevant subjects – were produced in 2017 (some were completed in 2017 but will be published in the forthcoming weeks/months):

Title of Policy Brief	Expert
Climate-migration-security: Making the most of a contested relationship	Louise van Schaik
Geopolitics of the sustainability transition – risks and opportunities	Louise van Schaik
Clingendael Radar Series (five 'Radars' on Terrorism, CBRN, Migration, Climate and Free Trade)	Kars de Bruijne, Minke Meijnders, Bibi van Ginkel, Louise van Schaik, Fransje Molenaar, Maaike Okano-Heijmans, Sico van der Meer
The 2017 elections across Europe: facts, expectations and consequences (EPC)	Adriaan Schout
De valkuilen voor een sociaal Europa zijn groot - Burger ziet EU als sociale bedreiging; niet als oplossing	Adriaan Schout, Yuri van Loon, Michiel Luining
"The Dutch EU Presidency: The Continuing Relevance of the Rotating Presidency in a Political Union" (Journal of Common Market Studies, Vol. 55 (S1))	Adriaan Schout
"Benelux: The Netherlands, Belgium and Luxembourg" (with Fabian Willermain, Alexander Mattelaer and Martine Huberty) in Oliver, T. (ed.), *Europe's Brexit*	Rem Korteweg
Geïntegreerd veiligheidsbeleid	Margriet Drent
Why the EU should help former smugglers get a job: an integrated approach for Agadez (and beyond)	Fransje Molenaar
The Relevance of Geopolitics for Business	Frans-Paul van der Putten

Café Clingendael Podcasts

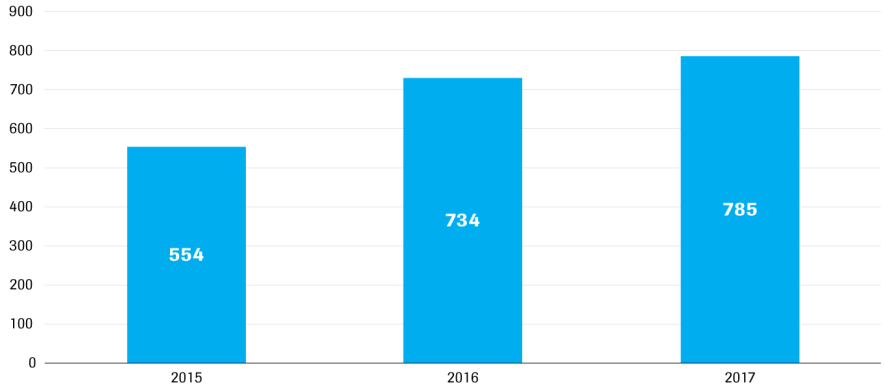
In mid-2017 Clingendael started producing podcasts to reach a new, wider audience. In these podcasts we invite experts from the Netherlands and abroad, including Clingendael experts, and politicians to share their insights and analyses with the public, thereby emphasising the Institute's hub function. This series of podcasts is being expanded in 2018. Seven podcasts were released in 2017, through the website, social media and weekly Clingendael newsletter. All podcasts are available through the Clingendael website and SoundCloud.

Title of Podcast	Interviewee
The North Korea crisis	Sico van der Meer
The Middle East Peace Process	Erwin van Veen
EU Migration Policies towards Niger	Fransje Molenaar
Rhissa Feltou, mayor of Agadez on Migration and the EU	Rhissa Feltou, Mayor of Agadez (in French)
Macron's EU speech and European Defence	Margriet Drent
Jeroen Dijsselbloem on the future of the Eurozone	Jeroen Dijsselbloem
May's Brexit speech	Rem Korteweg

Media

Clingendael experts increasingly provided commentaries in Dutch and foreign media on international developments and events. Our experts were also increasingly approached by media outlets in response to Clingendael publications. The number of media appearances has consequently been rising since 2016, with Clingendael appearing in the media on average twice a day:

Number of media appearances *



* in Dutch and foreign media

A full list of media appearances can be found at our website. This list can be filtered by year and type of media appearance (Online, Radio, Paper/Magazine, TV/Video).

Foreign media

We have fulfilled our ambition of internationalising our visibility in the media; half of the media appearances in 2017 were in foreign media, including:

CNN
Washington Post
Wall Street Journal
Financial Times
The Guardian
Süddeutsche Zeitung
Politico
Rzeczpospolita
De Morgen
De Standaard
Reuters

Dutch Top-15

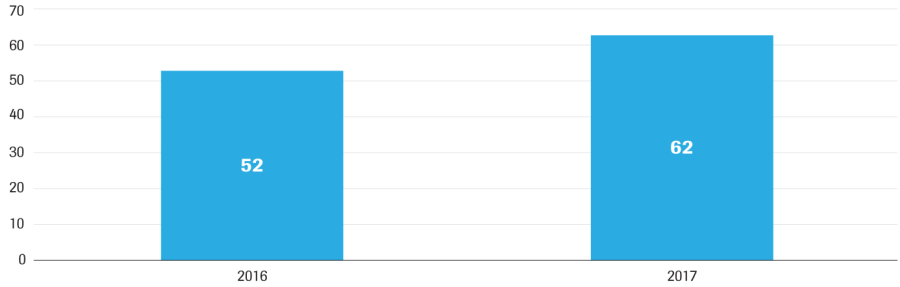
With regard to Dutch-language media, our experts appeared particularly in or on:

	Medium
1	NOS.nl
2	BNR Nieuwsradio
3	NPO/Radio 1
4	De Volkskrant
5	Trouw
6	De Telegraaf
7	Bureau Buitenland (Radio)
8	De Morgen
9	NRC Handelsblad
10	NU.nl
11	Het Financieele Dagblad
12	EenVandaag (TV)
13	RTL Nieuws (TV)
14	De Standaard
15	Nederlands Dagblad

Op-eds

It is noteworthy that Clingendael also published more opinion articles in Dutch and foreign media in 2017 than in 2016. These op-eds are usually related to published Alerts or Policy Briefs:

Opinion articles



Clingendael Spectator
Magazine for International Relations

Want to know more about tomorrow's world today?

The Clingendael Spectator (published since 1947) is the leading Dutch *online magazine for International Relations*, freely accessible for everyone interested in analysis of and debate on foreign policy.

Don't miss our weekly analyses, essays and specials.

spectator.clingendael.org

Clingendael Magazine

In 2017, the *Internationale Spectator* celebrated its 70th anniversary with a relaunch, transforming into a bilingual online magazine retitled as *Clingendael Spectator*. The restyled magazine is bilingual in the sense that readers using a web browser in Dutch will see both Dutch and English articles, but visitors using a browser in any other language will only see English articles and dossiers (in the media landscape quite a unique construction). By serving a wider audience, Clingendael's magazine stimulated the international exchange of views and knowledge on a broad range of international issues.

Almost 80 articles, columns and reviews in Dutch or English were published online by the Editorial Office in 2017, as well as the following 'Dossiers' appearing as web publications:

Title dossier
Populism: Between renewal & breakdown of democracy
The Western Balkans at the edge?
De geopolitiek van de circulaire economie
Nederland kiest…Europa verliest?

The number of subscribers to the *Clingendael Spectator* newsletter grew from 2,800 to 3,100; and extensive use was also made of the *Spectator*'s Twitter and Facebook accounts (over 3,000 followers all in all). The website attracted over 8,000 unique visitors every month.

The Editorial Office, which evaluates articles and other contributions during its weekly meetings, consisted of editor-in-chief Jan Rood, and managing editors Bram Peeters and Peter Schregardus. During 2017, three students served a four-months' internship at the Editorial Office.

Public meetings

In order to strengthen the public debate function, the following public meetings were hosted or cohosted in 2017:

- Debate on populism, 2 February 2017 (Glazen Zaal, The Hague)
- Presentation on Clingendael Strategic Monitor 2017, 20 February 2017 (Glazen Zaal, The Hague)
- "Brexit, Trump and elections: the impact on your business" 23 March 2017, Amsterdam
- Public meeting: does Trump have a policy?, 8 May 2017 (Leiden University campus, The Hague)
- Conference on 'Crossing Borders', 8 June 2017 (Clingendael Institute, The Hague)
- "Preparing Dutch Business for Brexit" 13 September 2017, Clingendael Institute
- "Debating Security Plus: Rapid fire chat on the future of EU defence" 26-28 September 2017
- "Nederland in de Veiligheidsraad: Wat zijn de ambities" 25 October 2017, Humanity House, The Hague
- "Nacht van de VN" 30 October 2017, Amsterdam
- Lecture by the Polish minister of Foreign Affairs, 31 October 2017 (Clingendael Institute, The Hague)
- Lecture by the deputy minister of Foreign Affairs of Georgia, 29 November 2017 (Clingendael Institute, The Hague)

Public meetings of the Netherlands Society for International Affairs (NGIZ):

- 2 February 2017: Debate on Populism with Monika Sie, Nausica Marbee, Thierry Baudet, René Cuperus & Hans Wansink among others
- 24 February 2017: How United is the United States with Jocelyn Kiley among others
- 11 April 2017: Turkije voor en na het referendum with Joost Lagendijk among others
- 2 May 2017: De Franse Verkiezingen – Weg van Europa? with Niek Pas & Marnix Krop among others
- 31 May 2017: De Britse verkiezingen – Wat betekent dit voor Brexit? with Rem Korteweg & Margriet Drent among others
- 25 September 2017: De Duitse verkiezingen – Merkel opnieuw aan zet? with Hanco Jurgens, Monika Sie & Adriaan Schout among others
- 19 October 2017: Making Europe Great Again with Sven Biscop & Rem Korteweg
- 7 November 2017: Wat willen Macron, Merkel & Rutte voor Europa? with Stefan de Vries, Monika Sie & Wouter Meijer among others
- 14 November 2017: De Wil van het Volk? De erosie van de democratische rechtsstaat in Europa with Ernst Hirsch Ballin, Bastiaan Rijpkema, Thomas von der Dunk & Jan-Marinus Wiersma among others.
- 30 November 2017: Autonome wapensystemen binnen de krijgsmacht – wat geven we uit handen? with Leon Kester, Miriam Struyk & Frans Osinga among others.
- 14 December 2017: Nederland in de Veiligheidsraad with Peter van der Vliet & Marriët Schuurman among others.

NGIZ & Clingendael held the following meetings for young professionals:

- NGIZ Club Clingendael on elections, democracy and populism (8 March 2017)
- NGIZ Club Clingendael on climate as an opportunity?!? (11 October 2017)
- NGIZ Club Clingendael on European defence cooperation (22 November 2017)

The local divisions of NGIZ (NGIZ Southern, Northern Netherlands, Rotterdam, Leiden, Amsterdam and Utrecht) held 20 meetings on a wide range of international subjects in 2017.

Expert meetings

Clingendael's international hub function is also demonstrated by the contributions which Clingendael experts make to expert meetings and panel discussions in Europe and further afield. For example, our experts were invited to make substantive contributions to events in: Brussels (including during hearings of the European Parliament), Germany, Sweden, Finland, France, the United Kingdom, Ireland, Poland, Italy, Greece, Malta, Austria, Israel, Lebanon, Morocco, Tunisia, the United States, Belarus, Russia, China, Japan, Myanmar, Australia and, of course, the Netherlands.

Former Dutch Finance minister Jeroen Dijsselbloem (c.) and Clingendael's Sr. Research Fellow Rem Korteweg (l.) during a Future of Europe Breakfast Meeting on the European Monetary Union (December 2017).

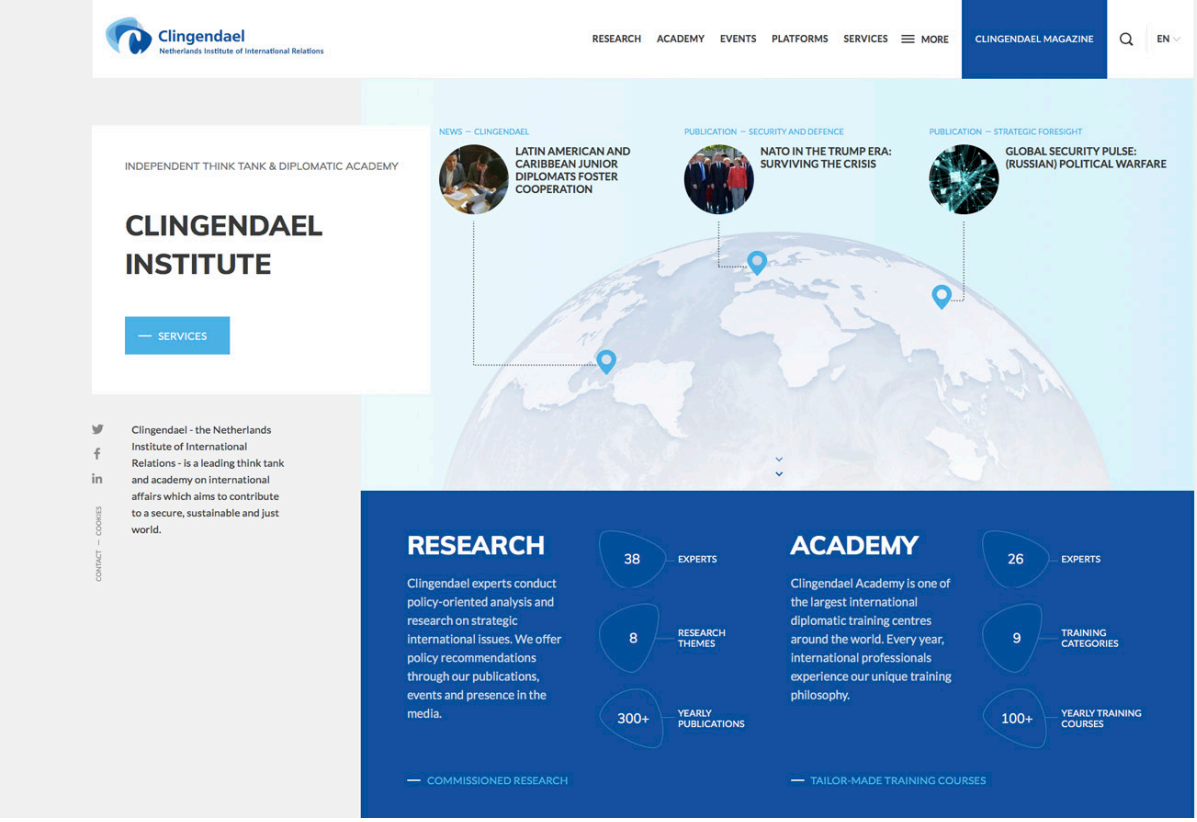
Clingendael also held the following expert meetings:

- "Rethinking the EU's relations with strategic partners: more pragmatism and flexibility" 29 May 2017, with Jan Melissen & Wouter Zweers (Egmont Institute, Brussels)
- "State capture, political risk & international business", 22 May 2017
- "Now what? Transatlantische betrekkingen na Trump's bezoek aan de NAVO & G7" (30 May 2017) with Amb. Henne Schuwer
- "Libya's militias: how will they shape the future of Libya…and what does it mean for Europe?" 28 August 2017 with Ziad Akl
- "The EU-Turkey refugee deal" 3 November 2017 with Fransje Molenaar
- "Reconstructing Syria: Limitations and Possibilities" 8 November 2017, with Nikolaos van Dam & Hadi al-Bahra among others
- "Iraq Beyond Mosul: Avoiding the next conflict" 21 November 2017 with Erwin van Veen, Saywan Barzani & Ali al-Mawlaki among others
- "Chemical Weapons and Challenge Ahead: Past & Future of the OPCW" 27 November 2017 with Peter van Ham & Sico van der Meer
- "Future of Europe" Breakfast with Jeroen Dijsselbloem

Crisis Watch - Libya

Three Crises Alerts concerning Libya were published In 2017. On the basis of these alerts an expert meeting was organised at the Clingendael Institute and Kars de Bruijne took part in a hearing at the invitation of the European Parliament in August. The planned theme for 2008 is "Turkey".

Clingendael expert meeting on Libya's militias, the Clingendael Institute, The Hague, August 2017



Corporate Staff

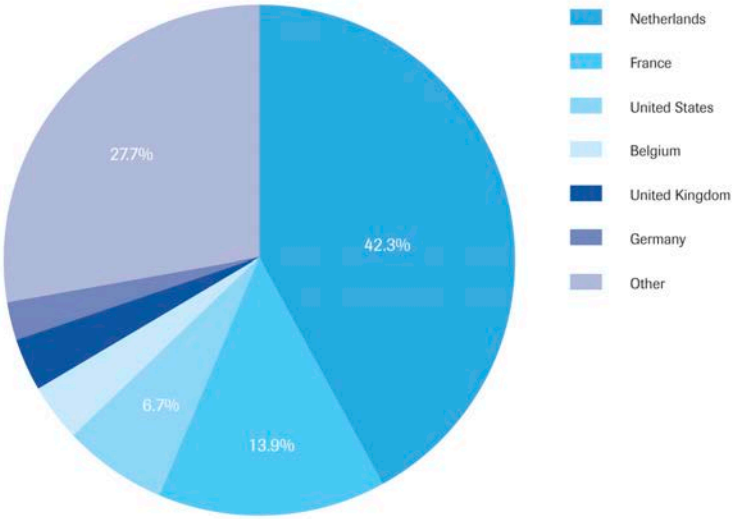
Marketing and Communications

In 2017, the Clingendael Institute further strengthened its outreach strategies towards public sector, NGOs, private sector, media and other stakeholders. The Marketing and Communications team invested in more targeted approaches for the 'delivery' of Clingendael publications, training and events, partly by supporting the organisation with relation management. At the same time, the Institute broadened and internationalised its audience by launching a state-of-the-art, more marketing-driven and primarily English-language website (www.clingendael.org), of which Clingendael Magazine forms an integral part.

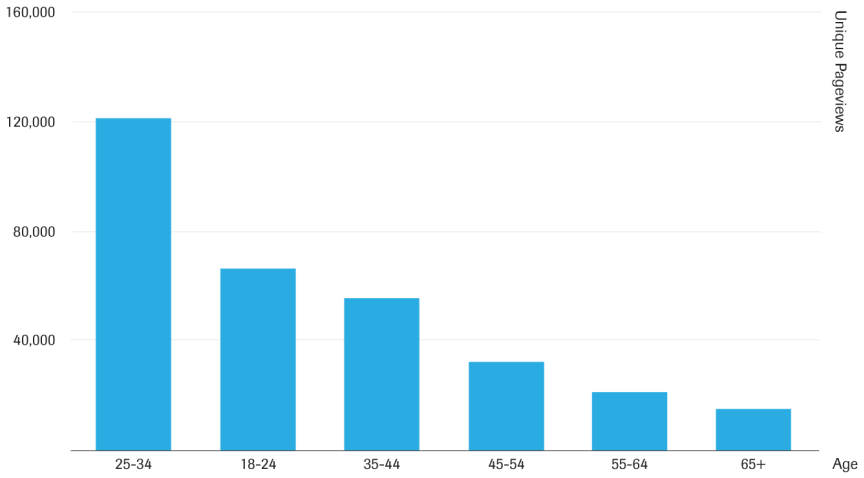
Facts and figures new website (Sept. 2017 - August 2018)[4]

By launching the new website (Sept. 2017), Clingendael more than doubled its yearly unique pageviews from 335,140 (2016) to 708,452 (September 2017-August 2018).

Unique pageviews by Country top-10

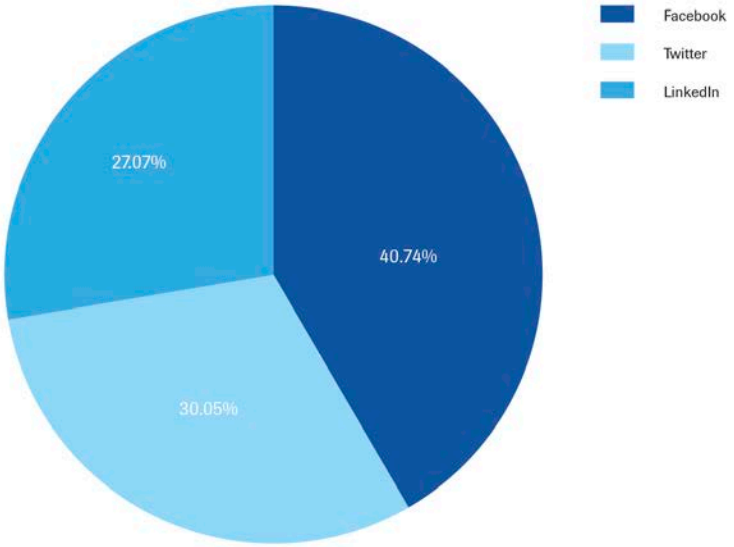


Unique pageviews by age



4 source: Google Analytics

Unique page views by social network



Key figures Newsletter and socials	31/12/2016	31/12/2017
Clingendael's weekly Newsletter (subscriptions)	5,292	6,259
Twitter (followers)	7,383	9,120
LinkedIn (followers)	6,969	9,023
Facebook (followers)	3,298	4,820

Human Resources

On 1 January 2017, the Clingendael Institute employed 97 staff. On 1 January 2018 this number had decreased to 94.

In 2017, the Institute offered 30 vacancies, 18 of which were for internships and 12 of which were for regular jobs.

The Clingendael Institute primarily recruits by announcing vacancies on its website, via social media platforms such as Twitter, and through its own networks.

In 2017 Clingendael spent more on training than in 2016, because of security training for the Institute's own staff.

Overview of personnel 2017	
Total number of employees (1-1-2018)	94
New employees hired	12
Total number of departing employees	15
Employees on indefinite-term contracts (1-1-2018)	63
Employees on fixed-term contracts (1-1-2018)	31
Male/female ratio	43/57

Finances

The pre-tax result is €596,000 lower than budgeted. This is mainly due to below-budget net revenues offset only partly by lower costs.

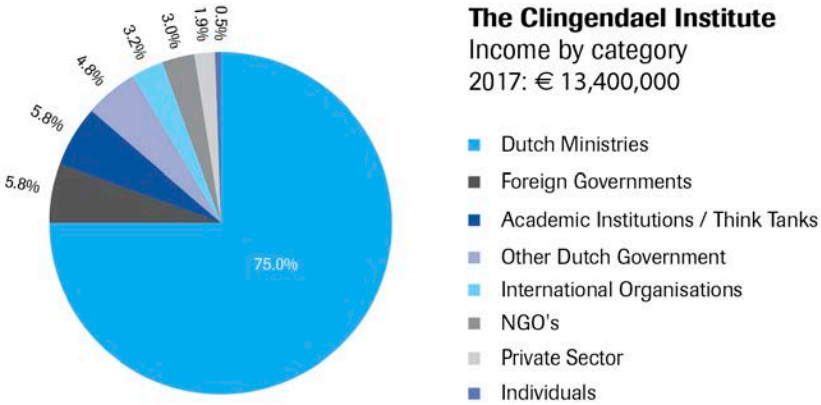
A key factor in the result is that 2017 was the first year in which the Clingendael Institute no longer received any basic subsidy from the ministries of Foreign Affairs and Defence and in which the Research department's relationship with the Ministries of Foreign Affairs and Defence was based on the PROGRESS tender. Although Clingendael won all five parts of the tender, this actually caused a sharp fall in Clingendael's income, partly due to the formation of international consortia to obtain the PROGRESS contracts.

The decrease in income resulting from the abolition of the basic subsidy was not fully offset by contracts won from other clients in 2017. At the same time, there is a rising trend in contract acquisition.

Clingendael is currently conducting an analysis of products and markets against the background of the changed relationship with the Ministries of Foreign Affairs and Defence and the increasing demand from other clients.

Combined with the Multi-Year Vision, this forms the basis for the reorganisation that is due to be implemented in the near term. This will make it possible to achieve the required efficiency improvement and a structural reduction in organisational costs in cases where these are too high.

	2015	2016	2017
Funding Type			
Projects	€12.0 M	€12.4 M	€ 12.6 M
Core funding (Dutch MFA and MOD) Financial and other result	€ 1.1 M	€ 1.1 M	€ 0.8 M € 0.3 M
Costs			
Staff costs	€ 5.2 M	€ 6.2 M	€ 6.5 M
Corporate costs	€ 2.3 M	€ 1.6 M	€ 1.6 M
Project costs	€ 5.0 M	€ 5.7 M	€ 5.9 M
Result	€ 0.6 M	€ 0.0 M	€-/- 0.3 M



An overview of all clients and income can be found here.