

A New World Order on the Horizon

Annual Report 2021



Clingendael

Netherlands Institute of International Relations

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**A Message
from Our Board**

Looking back at 2021 requires focus due to the impact of the events since 24 February 2022 and the urgency of today. Russia's war against Ukraine is having brutal consequences there, causing severe aftershocks for security and stability in Europe and neighbouring countries, and is undermining the international order. In these turbulent times, Clingendael is at its strongest, due to the team's great commitment to our mission, and because relevant knowledge has been built up.

Clingendael experts have argued structurally for a Europe that becomes more of a player in geopolitics in order not to end up as a plaything. The Rutte IV cabinet that took office in December 2021 has made that geopolitical turn, and Clingendael supports ministries and other stakeholders with research, training and advice in developing this new strategy.

With our training courses, we equip professionals to operate effectively in this rapidly changing international environment. The trainers of the Clingendael Academy traditionally focus on diplomats, but also increasingly on aid and peacebuilding organisations in conflict countries, as well as strengthening young democracies and supporting the development of diplomatic academies around the world through capacity building.

The extra efforts of our researchers in the context of the Clingendael Russia and Eastern Europe Centre and the Clingendael China Centre were rewarded in May 2021 with winning the secretariat of the knowledge networks China and Russia/ Eastern Europe of the Dutch government, in a consortium with Raam op Rusland and the Leiden Asia Centre.

This prioritisation in recent years and investments in the knowledge infrastructure of the Netherlands help

Clingendael to add value with solid information for different audiences and the media. As the war in Ukraine affects inflation, energy security, budgets and currency in Europe, and leads to a food crisis in countries around Europe, building knowledge and capacity for the next crisis and drawing attention to forgotten crises remain important tasks for Clingendael.

Early capacity building and rapid response to a crisis has also helped Clingendael through the lockdowns of the COVID-19 pandemic. Investment in teleworking for the staff and innovations of the Clingendael Academy in recent years have laid a foundation for the full digitalisation of our training courses, conferences and seminars. This digitalisation enables us to continue to work in a hybrid and online way in addition to live training and events, with economies of scale, and profit in view of sustainability, inclusiveness and corporate communication.

Looking back at 2021, it is also worthwhile to remember that the threat of Russian assertiveness scored relatively low in the surveys among the Dutch public conducted as part of the Clingendael Foreign Affairs Barometer. Significant irregular migration pressure on Europe's external borders, the rise of China and climate change were among the top three concerns about international

developments of the Dutch population. Closer examination of the remarkably low score of the Russian threat showed that it was caused by the polarisation of perceptions along cultural lines: twenty per cent of the Dutch appreciated the Russian government's commitment to patriotism and conservative values and saw Russia less as threat.

Although the polarisation in the specific case of Russia has been somewhat reduced by the war, the polarisation of international relations and the 'world in the neighbourhood' in general is an important factor for Clingendael's work. The hardening of politics can lead to tensions with and between (potential) clients. And experts are increasingly being asked to also take a political stand in the media. In this context, Clingendael as a whole and each colleague individually has a great responsibility to be transparent and safeguard our independence. With a combination of thematic, regional and methodological expertise, close cooperation with in-country researchers, and strong partnerships with clients and an understanding of their needs, we deliver added value.

We are proud to present the results of our team in this Clingendael Annual 2021. These were made possible by the support of our clients. We are very grateful for their involvement and for the quality they insert in the articulation of their demands

and critical reflection on our services and products. This interaction is indispensable for the quality of our products.

We are also deeply grateful to the Clingendael advisory council CAROO and the Clingendael Supervisory Board. Maria Henneman, Hugo Siblesz and Dick Scherjon left the Supervisory Board after two intensive terms in which they guided Clingendael from being a Dutch institute with a basic subsidy from the Ministries of Foreign Affairs and Defense to an independent foundation with a public mission that operates on the international market with good financial results.

We would have liked to enjoy the excellent chairmanship of the Supervisory Board by Tom de Bruijn for years to come, but he was called upon to become a minister in the caretaker cabinet Rutte III. In the years in which Tom de Bruijn chaired the Supervisory Board, Clingendael has flourished and the Board has benefited from his great wisdom. We would like to thank Yvonne Zonderop, who has been acting chairman since Tom de Bruijn left, and with her extensive social and journalistic experience is a great support in times of polarisation. We will warmly welcome the new chairman of the Supervisory Board, who will take office in September 2022.

*Monika Sie Dhian Ho, general director,
and Peter Haasbroek, financial director*



Monika Sie Dhian Ho
General director



Peter Haasbroek
Financial director



About Clingendael



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

Clingendael – the Netherlands Institute of International Relations – is the leading independent Dutch think tank and academy for international relations, based in The Hague – City of Peace and Justice. Our research, training and public debate inspire and equip societies, businesses and governments to encourage a secure, sustainable, prosperous and just world.

Clingendael Research

Clingendael Research provides independent, interdisciplinary, evidence-based and policy-relevant analyses and recommendations about urgent international issues. Clingendael analyses the most important trends and issues in international environments and policies, evaluates international policies, studies public opinions concerning international developments and public support for international policies, contributes to new

concepts and perspectives regarding international developments, and provides advice on how to approach critical international issues.

Clingendael 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

The Clingendael Public Platform clarifies current international developments and shares knowledge with the public at large by means of an active role of Clingendael experts in traditional and online media. It also offers a platform for sharing knowledge among politicians, policymakers, social partners and businesses and, with this, provides inspiration for informed action by these parties. Furthermore, Clingendael's Public Platform organises idea exchanges and programmes public meetings aimed at debate and dialogue with a broader audience about international relations from a Dutch perspective, and publishes the online magazine [Clingendael Spectator](#).

Our research, training and Public Platform activities require specialisation, but are also combined to best serve our customers. Expertise in all three dimensions makes our institute unique.

Independence

Clingendael is independent and not affiliated 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.



Executive and Supervisory Board



BOARD

Executive Board



Monika Sie Dhian Ho

General director



Peter Haasbroek

Financial director

Supervisory Board



Yvonne Zonderop

Chair as of 14 July 2021

Independent author, inspirator and director



Tom de Bruijn

Chair until 14 July 2021

Former Permanent Representative of The Netherlands to the EU, former State Councillor, former Deputy Mayor of The Hague



Arjan Buteijn

Partner at Dubois & Co.



Jan Maarten de Vet

Director of Ecorys Brussels



Koen Berden

Managing Director at Trade Impact BV; external Executive Director for International Affairs at EFPIA



Jan Broeks

Lieutenant-General (Ret); former Director General NATO International Military Staff



Inge Bryan

Managing Director NCC Europe / Fox-IT



Dick Scherjon

Stepped down, 28 April 2021

Advisor to the board of Rabobank Nederland; Colonel in the Reserves



Hugo Siblesz

Stepped down, 2 March 2021

Former Secretary General of the Permanent Court of Arbitration



Maria Henneman

Stepped down, 17 December 2020

Director/Owner of Henneman Strategies BV

Clingendael Academy



OUR ACADEMY EXPERTS

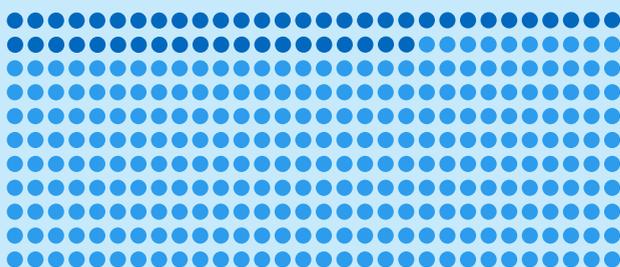


FACTS & FIGURES

Academy

IN 2021

320 trainings



50

in-person
training courses



280

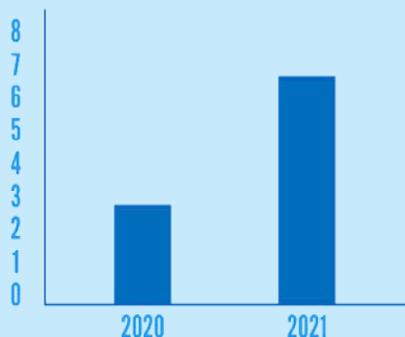
online
courses



3750 professionals
from **164 countries**



400+ digital
exercises



From **3 to 7 studios**
for broadcasting
online trainings

The Clingendael Academy is proud to be one of the largest independent diplomatic training centres in the world. The Clingendael Academy offers diplomatic training courses, thematic and skills development programmes, tailor-made training, expert seminars, open application courses and individual coaching to professionals worldwide, in order to allow them to operate effectively at the international level. We also offer capacity-building programmes to strengthen young democracies and support the development of diplomatic academies or other training institutes around the world.

Making an impact

In 2021, the Clingendael Academy continued to enhance the capacities of professionals within the context of international relations. We provided training programmes for diplomats, security sector personnel, mediators and parties in conflict resolution processes, humanitarian aid workers, and civil servants working with or within the EU, and offered open-registration courses as well.

In addition to live training, both on-site and at Clingendael's HQ in the Hague, we continued to offer innovative online and

blended workshops using an advanced set of tools and professional recording studios.

Throughout 2021, the Clingendael Academy delivered high end, interactive online training courses for participants from all parts of the globe. Through our digitalisation efforts, we have been able to maintain top-level professional training to the satisfaction of our participants and trainers, also during the COVID-19 lockdowns. These efforts led to the organisation of no less than 170 online training courses and the development of more than 400 digital exercises, with varying duration, scope and complexity.

Tweet by Marc Gerritsen, Strategy Director at the Dutch Ministry of Foreign Affairs during the COVID-19 pandemic.



Marc Gerritsen
@gerritsen_marc

On a rare external visit and probably my last in this job, I met with [@Monika_Sie](#), director of [@Clingendaelorg](#) and a main partner in strengthening the Dutch foreign policy and think tank landscape over the last couple of years. Thank you Monika and keep up the good work! [@MinBZ](#)

Our digitalisation efforts included:

- Extending and professionalising the broadcasting studios at the Institute;
- Developing the digital skillset of our trainers and coordinators for interactive and challenging online training products, such as multilateral negotiation and crisis management simulations;
- Increased usage of various digital tools and platforms such as Articulate Rise, Mentimeter and Miro to ensure the blended nature of our curricula;
- Increased usage of various hardware combinations to allow for the facilitation of hybrid training and events;
- Sharing our expertise on digitalisation, for example with the Georgian Defense Institution Building School;
- Continuous evaluation and analysis of our digitalisation efforts, as well as an ongoing search for innovation windows that result from integrating technological developments.

“The Institute has played a very important role in the international solidarity that South Africa, through the Liberation Movement, inculcated in the international community.”



South Africa's Minister Naledi Pandor [recognised](#) Clingendael's part in training many ANC political leaders of the first hour and underlined the importance of democratic state building during her visit to Clingendael on 22 November 2021.

Looking ahead

In the upcoming year, we expect, for the most part, a return to physical training courses as travel restrictions are being lifted and health and safety measures allow us to organise in-person trainings again. Hundreds of professionals from around the world will participate in residential tailor-made training courses at Clingendael in the Hague.

At the same time, the e-learning products and digital training experience we have built will add value to our in-person and hybrid training programmes and courses for participants around the world. We will build on and further professionalise our digital services and products. This will be achieved, amongst other things, through the development of two new broadcasting studios to optimise production quality, and the continued training and support of our staff members to utilise the studios to their full effect.

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



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



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



THE CLINGENDAEL METHOD™

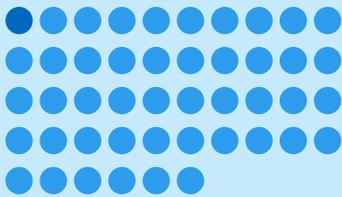
Diplomatic training

FACTS & FIGURES

Academy

DIPLOMATIC TRAINING

45 trainings



1

in-person
training course



44

online
courses

723 foreign diplomats trained



49%

declared female
participants



51%

declared male
participants



from 120
countries

9/10

Average participant
satisfaction rate



Making an impact

Despite the challenges of online learning and digital fatigue, our diplomatic training programmes made a lasting impact globally in 2021 – the second year of the COVID-19 pandemic. 723 diplomats from 120 different countries across all continents participated in one of our 45 tailor-made diplomatic courses. With a participant satisfaction rate of 9.08 out of 10, we can safely say that the online courses were extremely well received by participants and partners alike.

In 2021, we built on the experience and developments from the first year of the pandemic and continued to develop our diplomatic training courses, both didactically and digitally, with strengthened online learning and training approaches. We expanded the use of innovative digital training tools, developed e-learning courses in addition to live training sessions and further facilitated interactions through specialised software that simulated physical meetings.

We developed a self-paced crisis game for our diplomatic alumni and created an online escape room challenge, in which diplomats were put in different crisis management teams against each other to resolve a fictional diplomatic crisis.



Roleplay in the Course of International Relations ('Leergang Buitenlandse Betrekkingen') in November 2021.

Highlights

The online environment allowed us to invite diplomats from different time zones to participate in highly specialised joint training courses for experts on various topics, on top of our country and regional specific courses. We implemented courses on [global health diplomacy](#), [diplomacy and the humanitarian world](#), [cyber diplomacy](#) and [economic diplomacy](#) for a diverse range of global diplomatic audiences.

Furthermore, for the incoming diplomat class for the Dutch Ministry of Foreign Affairs, and a select number of

internationally operating staff from the Ministry of Economic Affairs and the Ministry of Agriculture, we offered a seven-week [online course](#) with modules covering the areas of Dutch Foreign Policy and working practices at the MFA. Throughout the many online seminars in this programme, participants could upvote each other's questions to high-level speakers to ensure the most pertinent questions were asked. They debated and negotiated in online sessions, worked together on tailor-made assignments and created bonds that will serve them positively throughout their careers.

Clingendael's distinct degrees of focus for training diplomats in every phase of their career.

	JUNIOR	MID-CAREER	SENIOR
OBJECTIVE	To train beginning diplomats in all content, competences and work processes needed to make a promising start in their new career.	To refresh and enhance the capacities of more experienced diplomats.	To help (future) ambassadors enhance their diplomatic skills and competences with a training methodology suited to their career phase.
TRAINING FOCUS	Analysis of current international affairs and diplomacy, and strengthening of diplomatic skills.	Policy coordination, targeted skills training and topical knowledge seminars.	Advanced diplomatic skills and competences such as consensus building, management and leadership, and strategy formulation.
DURATION	4 weeks to 3 months	1 to 3 weeks	A few days to 2 weeks

Negotiation and mediation in conflict resolution

FACTS & FIGURES

Academy

NEGOTIATION AND MEDIATION IN
CONFLICT RESOLUTION

30 trainings



3

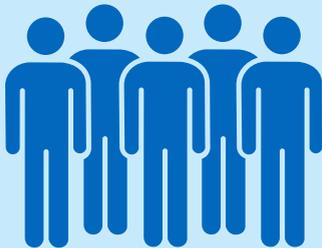
**in-person
training courses**



27

**online
courses**

250+ participants



Making an impact

In 2021, we continued to help negotiators in conflict settings, mediators and mediation support staff around the world to improve their contextual and theoretical skills. Through interactive simulations and exercises, participants sharpened their conflict resolution skills and expanded their toolbox to effectively respond to changing dynamics, both on a micro and macro level. The trainings not only deepened the participants' understanding of negotiation and mediation processes, but also gave them the analytical tools to make deliberate choices that equip them to better push for peaceful resolutions. Participants reported that they feel more confident participating effectively in their processes after having followed our training. By working with partners, we ensure that our activities are demand-driven and fit well into the long-term timelines that are common within negotiation and mediation processes.

We also slowly transitioned back to in-person trainings in 2021. For example, we trained representatives of COMESA and FemWise in Nairobi, representatives of the secretariat of the Inter-Religious Council of Ethiopia, the women of the

Women's Initiatives for Peace in the Donbas and negotiators in Sierra Leone. We also continued to conduct online trainings in order to reach people who were unable to travel. This included follow-up trainings for a network of female mediators in Yemen and courses for women and youth in Sudan. As a result, we now offer a mix of both online and offline courses with a variety of interactive exercises.

Highlights

In 2021, we published the [paper](#) 'Increasing women's voices in peace talks'. This publication was the result of a thorough training needs assessment designed to encourage support organisations – including Clingendael Academy – to think creatively about how to provide women with a broader set of tools to overcome structural barriers and effectively engage in peace processes wherever possible.

Furthermore, our mediation support guide is now available in English, French and Arabic for participants in our training.



Humanitarian negotiations

FACTS & FIGURES

Academy

HUMANITARIAN NEGOTIATIONS

24 trainings



24
online
courses

300 participants



42%



58%



from 47
countries



After six months, **92%**
of participants state that
the training is very or
extremely useful for
their work

10 / 10

Average participant
satisfaction rate



Making an impact

In 2021, Clingendael Academy continued with a new four year subsidy to increase the negotiation capacity of the humanitarian sector. In order to ensure aid delivery, aid workers must negotiate their way through various security checkpoints, obtain permission to start programmes, protect hospitals, ensure access to prisoners and retain community acceptance – at times with great danger to themselves. Clingendael aims to support the tens of thousands of workers who help the provision of vital aid to places in desperate need, as well as those who coordinate operations from regional or global headquarters. The programme’s goal is to contribute to an increase in humanitarian access and improve implementation of humanitarian

programmes by improving relevant negotiation processes.

With this aim, we supported four target audiences: humanitarian aid workers, humanitarian mediators, senior humanitarian decisionmakers and diplomats who work on humanitarian portfolios. In addition to training courses and workshops, we also deepened our own knowledge around humanitarian negotiations and diplomacy, for example by researching ‘collective negotiations’, in which organisations develop joint negotiation positions to increase their leverage. We look back on 2021 as a challenging year in which we still had to conduct all work digitally, but in which we managed to lay the foundation for deepening our support to the sector in 2022.



In October 2021, Clingendael facilitated an [online negotiation skills training](#) for humanitarian aid workers who work in East Africa.

Highlights

One of this year's highlights was that we cooperated with aid workers in Myanmar to support their negotiation processes as they worked under extraordinary circumstances during the military coup and the height of the COVID-19 crisis.

Another highlight of 2021 was our cooperation with the [United Nations World Food Programme](#). We worked with 80 directors and senior level staff from the UN World Food Programme who oversee large scale humanitarian operations. Participants from all around the world, supporting operations ranging from South Sudan, to Venezuela, to Thailand, worked together online to engage in interactive exercises, reflection sessions and negotiation simulations.



In 2021, the Clingendael Academy strengthened humanitarian negotiation skills of UN World Food Programme (WFP) senior staff members. Photo source: WFP/Owen Davies.

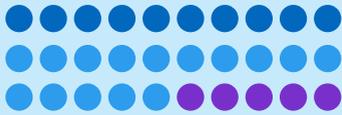
International security, conflict management and cyber

FACTS & FIGURES

Academy

INT. SECURITY, CONFLICT
MANAGEMENT AND CYBER

30 trainings



10
in-person
training courses

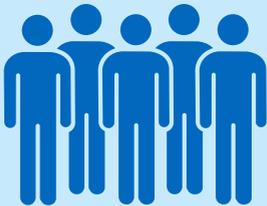


15
online
courses



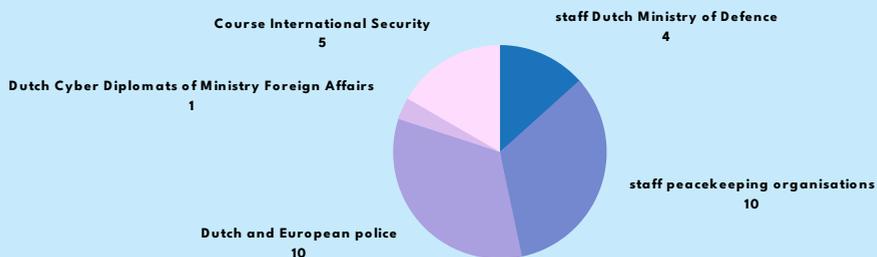
5
blended courses
(online and in-person)

366 participants



from 10
countries

Total number of international security projects in 2021



Making an impact

In 2021, the Clingendael Academy organised 30 tailor-made training projects on topics related to international security for a large variety of clients. We trained representatives from the Ministry of Defense, the Ministry of Foreign Affairs, the Dutch National Police and many other international security professionals. Within the diplomatic practice programme, we organised specialised trainings on cyber diplomacy for foreign diplomats. Furthermore, in our open registration training courses, many business sectors were represented and actively participated, such as the banking industry and international airlines.

All international security training courses offer an integrated curriculum of theoretical and practical knowledge, process understanding and applicable skills. In 2021, we introduced new elements into the curricula, such as elaborate international cyber crisis simulations, disinformation workshops and rules of engagement training modules. With our international security courses, we have reached over 350 professionals.

Highlights

New to our expanding international security portfolio is the so-called BOTNet training for Dutch cyber diplomats and their interdepartmental counterparts, bringing different stakeholders in the cyber domain together and offering them the chance to discuss matters of shared importance.

Clingendael Academy also delivered multiple new trainings for different departments and levels of the Dutch National Police, and contributed to the European Union Police and Civilian Services Training (EUPCST). We offered five courses on international security throughout the year, also welcoming a new group from the municipality of Rotterdam. In total, 2021 saw the Clingendael Academy deliver nine new, tailor-made training courses on international security-related matters.

Institutional development and capacity building

FACTS & FIGURES

Academy

INSTITUTIONAL DEVELOPMENT
AND CAPACITY BUILDING

30 trainings



6

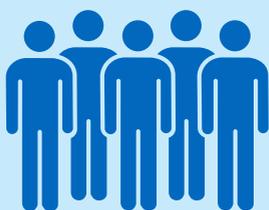
in-person
training courses



24

online
courses

427 participants



from 31
countries

Making an impact

In addition to building capacity and skills for professionals, we also helped develop a greater capacity in professional training for a variety of institutional partners. In these programmes, we shared our own knowledge and understanding of challenges and solutions in professional training, facilitated reflection on partners' own institutional development, and explored and advised on effective training methodology and techniques.

Highlights

In 2021, the Georgian Defense Institution Building School (DIBS) – which Clingendael helped co-found in 2016 and worked with since – has greatly developed its own capacity, taking on an even more vital role in the Georgian security sector.

DIBS also saw notable progress towards becoming a NATO accredited training institute, which is expected for 2022. We are very proud of this [cooperation](#) as a testament to the integrated and long-term nature of our partnership processes and structures.

As North Macedonia became NATO's 30th ally in 2020, Clingendael Academy started a three-year cooperation on the practical integration into NATO.

Furthermore, as North Macedonia became NATO's 30th ally in 2020, Clingendael Academy started a three-year [cooperation](#) on the practical integration into NATO. This comprehensive support package, launched in early 2021, focuses on the further institutional and methodological development of North Macedonia's Joseph Kruzel Training Centre (JKTC). Clingendael



The Georgian Defense Institution Building School (DIBS) fosters the professional and institutional development of the Georgian Ministry of Defence (MOD).

helped the JKTC to identify stakeholders and strategic actions as it seeks to become a regional centre on stabilisation and reconstruction. We have also started our work on a Training of Trainers (ToT) and curriculum development trajectory for both the JKTC and the already established Public Affairs Regional Centre (PARC).

Throughout 2021, we continued our multi-year cooperation with Vietnamese partners on training obligations for security sector personnel under the UN Convention Against Torture (UNCAT). Selected central trainers from the Vietnamese Ministry of Public Security taught in pilot programmes, and Clingendael experts observed their implementation of an interactive, classroom-based torture prevention curriculum, specifically developed for

police and prison staff professionals, with advisory support from the Clingendael Academy.

As traveling was still restricted in 2021, we converted most workshops for diplomatic training institutes, including for [Indonesia](#) (focusing on G-20 chairmanship), South Africa, Suriname and [Peru](#), into informal consultations and online activities.

Lastly, the Clingendael Academy contributed to the European Diplomatic Program (EDP) in 2021. We shared our knowledge and insights on innovation and competence management in diplomatic training with other diplomatic academies in the June workshop in Lisbon, as well as at the November meeting under the Slovenian Presidency.



Joseph Kruzel Training Centre Director Ms. Julijana Stojanova (3rd from left) and key staff, with the Vice-Dean of the Military Academy of North Macedonia (2nd from right), meeting with NATO CIMIC Centre of Excellence Director Col. Frank van Boxmeer (centre) and Branch Chief Training & Education Jan van Boxmeer (right), and Clingendael staff.

FACTS & FIGURES

Academy

INSTITUTIONAL DEVELOPMENT AND CAPACITY BUILDING

	North Macedonia (JKTC / PARC)	Georgia (DIBS)	Vietnam (MPS/UNCAT)	Diplomacy including EDP
 Strategic Institutional Development and Training Needs Assessment	Fact-finding, interviews, and facilitation of strategy and TNA workshops for 15 leadership, key staff and stakeholders	Consultation / facilitation on multi-year development for 10 leadership, key staff and stakeholders	Strategic discussions on rollout of curriculum	1 workshop for ~ 20 training directors on competence management
 Learning Methodology incl. Curriculum Development	17 educational professionals	25 educational professionals	Feedback on finalised central curriculum on torture prevention	1 workshop for ~ 20 training directors on innovation in diplomatic training
 Training of Trainers	15 civilian and military trainers trained	12 civilian and military trainers trained	2 pilot trainings; central trainers and ~ 40 regional trainers/professionals	-
 Course Package Support	18 professionals in CIMIC trained	~ 70 professionals	-	~ 150 participants
 Totals (est.)	12 activities for ~ 65 participants	8 activities for ~ 117 participants	3 activities for ~ 45 participants	6+ activities for ~ 200 participants

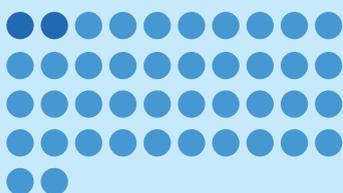
Economic diplomacy, investment and trade promotion

FACTS & FIGURES

Academy

ECONOMIC DIPLOMACY, INVESTMENT AND TRADE PROMOTION

42 trainings



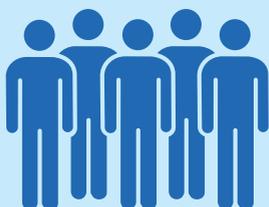
2

in-person
training courses



42

online
courses



Participants from
59 countries

Making an impact

Clingendael continued its economic diplomacy trainings for groups from almost 60 different nationalities in 2021. These included single sessions in training programmes for foreign diplomats as well as bespoke trainings for diplomats from Ukraine, Serbia, Mozambique and Rwanda, and for the first-ever batch of [24 Palestinian trade attachés](#). These bespoke trainings included signature elements of Clingendael's economic diplomacy trainings such as attracting foreign direct investment, organising trade missions and nation branding.

Highlights

In 2021, Clingendael Academy expanded its curriculum to include new topics such as economic security, trade diplomacy and sanctions. New corporate clients like InnovationQuarter have also participated in economic diplomacy trainings, for

The nexus between energy, trade and sustainability will become a mainstay for the economic diplomacy training programmes to come

whom Clingendael provided a skills-driven programme aimed at pursuing strategic goals effectively in the realm of private sector and economic diplomacy.

Finally, we complemented our annual Shiraka training programme on trade promotion and economic diplomacy for countries from the Middle East and North Africa (MENA) region with a new annual programme, focusing on the energy transition. The nexus between energy, trade and sustainability will become a mainstay for the economic diplomacy training programmes to come.

We look back on a year in which we have gradually expanded our curriculum, found new clients and unlocked new potential for future trainings in 2022.



In March 2021, Clingendael organised an economic diplomacy training for the first batch of commercial and economic attachés from the Palestinian Territories.

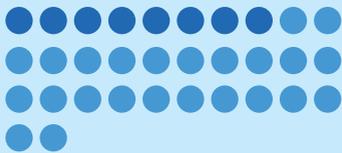
European integration and cooperation

FACTS & FIGURES

Academy

EUROPEAN INTEGRATION
AND COOPERATION

32 trainings



8

in-person
training courses



24

online
courses



100+ Dutch civil
servants trained

9.2 / 10

Average participant
satisfaction rate



Some influential guest speakers



H.E. Luis Vassy
ambassador of France
to the Netherlands



Mohammed Chahim
member of the
European Parliament



Jaap de Hoop Scheffer
former Minister of
Foreign Affairs and
former NATO
Secretary General

Making an impact

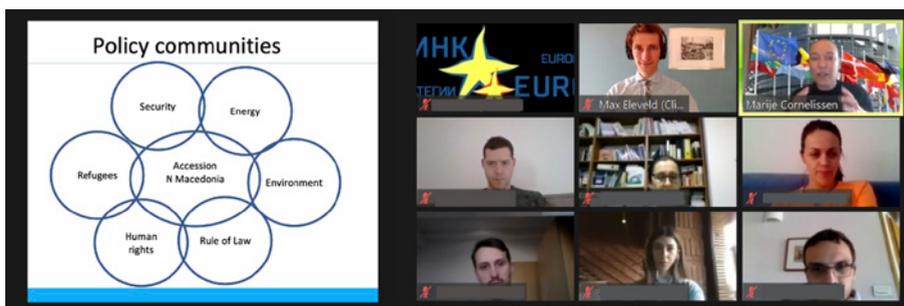
We look back on a fruitful 2021 full of new partnerships, enlarged courses and training innovations in our EU affairs portfolio. In the aftermath of Brexit and with the European Commission pushing large initiatives, such as the European Green Deal, the year was marked by a growing interest among professionals to learn more about the EU, especially amongst diplomats and civil servants. We therefore grew our range of specialised trainings and expanded our team of EU experts.

As always, our focus remains on practical insights and skills that can be directly applied to professionals' daily work. To reflect new developments within European integration, we also significantly expanded the scope and depth of our online learning tools, creating more than a dozen new thematic digital learning modules, focusing for example on the rule of law, EU foreign policy making and EU defense cooperation.

In the aftermath of Brexit and with the European Commission pushing large initiatives, such as the European Green Deal, the year was marked by a growing interest among professionals to learn more about the EU.

Highlights

To meet the increased demand for our flagship course [Insight into Europe](#), a four-day training on the EU for Dutch civil servants, we added a fifth edition in 2021. With every training fully booked, we managed to engage more than 100 Dutch civil servants from a wide range of ministries and embassies. Throughout the year, we received dozens of reflections from alumni about how they integrated their trainings directly into their daily work and achieved a better result for the Netherlands during negotiations with other member states in the Council of the European Union.



On 26 February 2021, a diverse group of fourteen people, representing 8 different North Macedonian NGOs of the 'Blueprint Group', joined Clingendael's online EU accession training.

In order to respond to increased and specific interest in EU trainings, we also organised the first edition of a two-day [EU masterclass](#) for Dutch professionals not working in the civil service, and a new one-day [masterclass on EU-third country diplomacy](#) for international professionals. In these intensive trainings, our experts offer condensed sessions from our flagship EU trainings in combination with online e-learnings to deepen participants' insights. The warm reception and popularity of these new programs will ensure they become a staple of our training portfolio going forward.

The last year also saw the Academy provide dozens of tailored EU-trainings to groups with specific needs. We, for example, trained NGOs in North Macedonia with [EU-accession courses](#), prepared Slovenian diplomats for their Presidency of the Council of the EU and trained national health authorities on [EU health diplomacy](#).

Open enrolment courses

FACTS & FIGURES

Academy

OPEN ENROLMENT COURSES

18 trainings



5

in-person
training courses



13

online
courses



250+
participants

8.9/10

Average participant
satisfaction rate



Making an impact

During 2021, we conducted a record number of 18 open enrolment courses, through which the core content and training expertise of our Academy team was made available to a broad range of professionals. To provide a distinct offering, the trainings focus on those areas where we can offer unique insights based on our broader activities within the Academy.

Over the course of the year, we offered a diverse training portfolio with longer content-focused programs, such as courses focusing on international politics

and international security, and shorter skills-based programs, such as courses on intercultural communication and third country lobbying. This diverse training catalogue was met with a resoundingly positive response, allowing us to train more than 250 participants and achieve an average course evaluation of 8.9 out of 10.

With an average score of 9.4 out of 10, the 2021 editions of the Seminar International Negotiations were among the highest rated so far



Jaap de Hoop Scheffer (left), former Minister of Foreign Affairs and Secretary General of NATO and Ron Ton (right), Director of the Clingendael Academy, in the training for starting diplomats and civil servants in April 2021.

Highlights

One of 2021's highlights was our flagship negotiation skills training programme: the [Seminar International Negotiations](#), which is conducted biannually. In this four-day training, the same trainers that work with the incoming members of the UN Security Council, humanitarian front-line negotiators and groups in conflict preparing for peace talks, educate participants in Clingendael's so-called 'Situational Negotiations' methodology.

This dynamic approach to resolving conflicts of interest teaches participants to become adaptive and malleable negotiators in dynamic and entropic environments. With an average score of 9.4 out of 10, the 2021 editions of the Seminar International Negotiations were among the highest rated so far and all 35 participants indicated they would highly recommend this course to their colleagues.

Personal effectiveness

FACTS & FIGURES

Academy

PERSONAL EFFECTIVENESS

23 trainings



9

in-person
training courses



14

online
courses

9.2 / 10

Average participant
satisfaction rate



Making an impact

In 2021, Clingendael Academy provided more than 20 different tailor-made trainings to third parties, such as the Luxembourg Ministry of Foreign Affairs and the Dutch Academy for Legislation, aiming to increase their personal effectiveness. To meet the specific learning objectives, our team of trainers designed tailored programmes in consultation with the organisation or team that put forward the training request. During the second year of the COVID-19 pandemic, examples included training civil servants on how to effectively negotiate in online settings, or training NGOs on how to set up impactful and effective digital advocacy campaigns.

Highlights

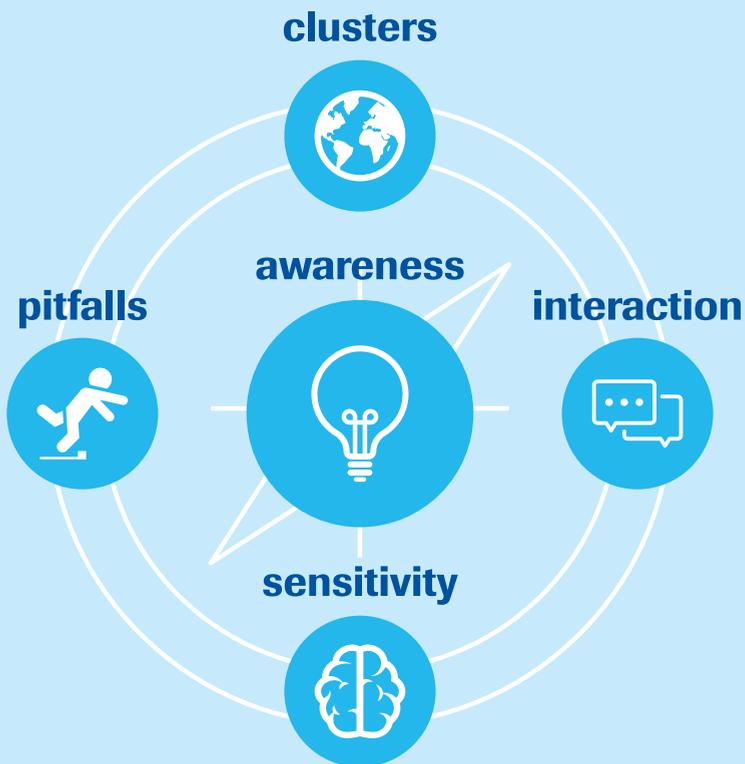
Working in an international environment demands flexibility and understanding, without losing track of the goals that need to be achieved. Many people working for the Dutch Authority for Financial Markets (AFM) face this problem on a daily basis, especially when working on cross-border issues with their international partners. In 2021, the Clingendael Academy contributed to their increased effectiveness in these environments by providing two trainings on intercultural communication. We also implemented eight such sessions for the [Dutch Tax Authority](#), training more than 600 tax officers



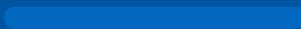
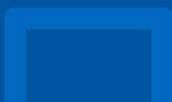
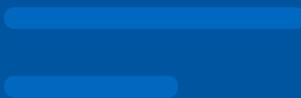
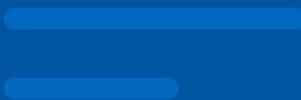
Clingendael delivered training in diplomatic skills to over 600 Dutch tax officers. The programme was organised in close cooperation with the Dutch Tax and Customs Administration and Nyenrode Business University.

A guiding factor in these trainings is our Clingendael PACIS-model of Intercultural Competence, in which we distinguish between pitfalls, clusters, interactions and sensitivities in intercultural communication training, with intercultural awareness being an enabling criterion as well as an overarching end goal.

Clingendael's PACIS Model of Intercultural Competence.



Clingendael Research



OUR RESEARCH EXPERTS





“
In the rapidly changing international world order in which both China and Russia position themselves assertively, it is of great importance that the Netherlands has its own strong knowledge infrastructure.”

On 26 May 2021, Monika Sie Dhian Ho, Clingendael's General Director, and Gerrie Willems, Deputy Director Asia and Oceania Department at the Dutch Ministry of Foreign Affairs, signed the agreement to establish the China Knowledge Network (CKN) and Russia and Eastern Europe Knowledge Alliance (REKA).

Clingendael Research conducts independent, original, interdisciplinary research with a view to providing policy-relevant advice on strategic international issues of particular relevance to the Netherlands and Europe. To this end, Clingendael analyses both quantitatively and qualitatively, evaluates international policy, conducts survey research into views on and support for international policies among the wider public, develops new ideas and approaches to interpret international developments, advises on how to approach international issues, and feeds multi-year government programs with analytical and operational input.

Where possible, the insights gained are shared interactively through strategic discussions, simulations and scenario workshops. In recent years, Clingendael Research has specialised in coordinating knowledge platforms for programming and interpreting international developments, research and knowledge sharing between stakeholders and with the general public.

Clingendael is one of the leading think tanks in Europe. Clingendael Research distinguishes itself through a combination of thematic, regional and methodological expertise and through strong partnerships with clients and insight into their needs. The research units have different specialisations and know how to find each other for interdisciplinarity and triangulation of methods. The thematic breadth and regional scope also make the Institute uniquely positioned for the integral study of current issues and advice to Dutch and European actors and international organisations. Clingendael is internationally acclaimed for its original field research, qualitative research, and recently also representative survey research and early warning and early action research (with a triangulation of quantitative and qualitative techniques).

The combination of research, convening power and offering an independent platform for dialogue between stakeholders and the wider public gives the Institute a unique position when it comes to interdisciplinary knowledge platforms, valorisation and implementation of research findings, outreach and interaction with society. The results per unit, respectively the Conflict Research Unit (CRU), the Security Unit (SU), the European Union and Global Affairs (EUGA) Unit, and the Strategic Initiatives and Outreach (SIO) unit are discussed below.

Conflict Research Unit

FACTS & FIGURES

Conflict Research Unit

PUBLICATIONS AND EVENTS

8

Policy briefs



2

Alerts



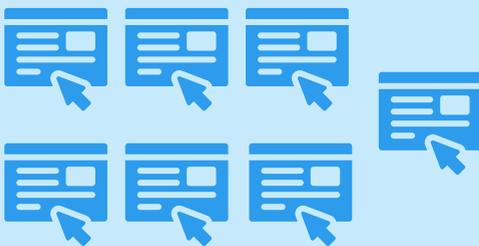
3

Op-eds



12

Reports



7

Articles

15

Digital events



Clingendael's Conflict Research Unit (CRU) conducts fieldwork and research on the political economy of 21st century conflict and fragility dynamics. By offering insights and innovative approaches as to how to reduce the occurrence, intensity and impact of violence, we aim to accelerate the urgency for policymakers and practitioners to take informed action against the human suffering caused by violent conflict today.

Making an impact

In 2021, Clingendael's Conflict Research Unit strengthened its position as a trusted partner for policymakers and aid organisations. We worked with them to enhance the relevance and effectiveness of their engagements in the Middle East, the Horn of Africa and the wider Sahel region, including spillover to West and North Africa.

In part, we have done so by conducting advisory type of work. For instance, CRU carried out portfolio analyses for Dutch embassies in conflict countries, supporting them with the development of their new multi-annual strategies for Dutch engagement in these countries. We have also conducted specific thematic analyses to feed into the development of these strategies. For example, we partnered with the [Netherlands Commission for Environmental Assessment](#) to [assess](#) the current Dutch policy for Somalia, answering the question how future programming can reduce social consequences of climate change. Our [Business & Peace](#)

experts furthermore evaluated investment instruments of development banks to help them strengthen their approaches within conflict-sensitive private sector development in fragile settings like Somalia, Ethiopia but also countries like Myanmar. Our clients and partners directly translate the analyses and advice into institutional policies, strategies and instruments.

We organised a series of virtual meetings entitled 'Guns, seats and protest in the Middle East', to discuss the prospects for political reform in the region with a wider international audience, including representatives from the EU and donor governments.

And in part, we have strengthened our position as a trusted partner by feeding research insights into policy and programming debates and decision-making processes. In 2021, our experts conducted an [in-depth analysis](#) of major developments and the state of play in the Middle East in preparation of a likely policy (re)orientation of a new Dutch

government. We discussed the outcomes in a roundtable conversation with relevant directors and ambassadors of the Dutch Ministry of Foreign Affairs.

Simultaneously, we organised a series of [virtual meetings](#) entitled ‘Guns, seats and protest in the Middle East’, to discuss the prospects for political reform in the region with a wider international audience, including representatives from the EU and donor governments. Based on these meetings in 2021, Clingendael also produced a [podcast](#), which was launched in February 2022.

Similarly, our [analysis](#) of the implications of the expanding economic, political and military footprint of the UAE and China in the Horn of Africa has contributed to the development of the EU strategy in the Indo-Pacific. Likewise, our [report](#) on the effectiveness of EU information campaigns aimed to halt irregular migration from the Sahel region has fed into on-going discussions amongst the EU and its member states on adjusting its migration toolbox.

Highlights

In 2021, CRU managed to secure a new multi-annual partnership (2022-2026) with the Dutch Ministry of Foreign Affairs, this time in collaboration with the African [Institute for Security Studies](#) (ISS). This partnership unites two ambitions: to be a trusted partner to policymakers and aid organisations, and to provide analytical input that is grounded in expert knowledge of the regions we focus on.

For the latter, we have invested time and effort in strengthening our partnerships with in-country researchers – acknowledging that they bring much needed knowledge of the local context and nuanced sensitivities to our analyses. For our work in the Middle East region for instance, we have worked with partners like the Iraq-based [Institute of Regional and International Studies](#) and the [Al-Bayan Center for Planning and Studies](#), whereas for our work in the Sahel region we have worked with partners like [Promediation](#) and the [West Africa Network for Peacebuilding](#) (WANEP).



Clingendael expert Nancy Ezzeddine during a multi-stakeholder dialogue between the public sector, religious authorities and CSOs in Baghdad, Iraq on 11 September 2021.

Our partnership with ISS provides a solid basis for further expansion of our network in the African regions we focus on, as well as enabling CRU researchers to work in the region for a longer period of time. In addition, we have invested in strengthening our partnership with more quantitatively oriented research outfits like the [Armed Conflict Location & Event Data \(ACLED\)](#) project, for instance to unpack perceived evidence of the [‘spillover’ of jihadist violence into West African coastal states](#).

We are increasingly encouraged to focus part of our analyses on how Dutch and European domestic interests act as drivers of conflict in the regions we study.

Looking ahead

We primarily study conflict, and responses to conflict, from the perspective of power and interests – using our Political Economy Analysis (PEA) research approach. While our work has traditionally focussed more on understanding the local power dynamics and how these interact with international aid engagement in conflict settings, we are increasingly

Clingendael expert Kars de Bruijne explains the global drug trade in the new Dutch documentary-series ‘Over Grenzen’ (‘Beyond borders’). Now on Amazon Prime Video UK.

“

The drug market in Europe amounts to about 30 billion euros. A quarter is in Dutch hands.

”

encouraged to focus part of our analyses on how Dutch and European domestic interests act as drivers of conflict in the regions we study. In line with the work we have done over the last couple of years on the impact of European anti-migration efforts on stability in the Sahel region and North Africa, we intend to enhance our analyses of the impact of Dutch and European criminal networks, most specifically in relation to drugs and human trafficking, on stability of West African and the Middle Eastern governments, infrastructure and communities.

Similarly, we see a need to feed into the thinking on how the shifting geopolitical power balance (with the US, China and Russia as the main players, but also economically powerful players like the Arab Gulf States) – and the European positioning in this regard – affects stability in the regions we focus on. The intention of this is to broaden the potential audience for CRU analyses, and to strengthen the synergy between CRU and the other units of the Clingendael Institute.

Security Unit

FACTS & FIGURES

Security Unit

PUBLICATIONS AND EVENTS

2

Policy briefs



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Alerts



3

Op-eds



9

Reports



10

Articles

2

Digital events



2

Physical events

Clingendael's Security Unit focuses on the nature of security challenges for the world, Europe and the Netherlands and the ability to deal with them. Security is increasingly understood as a broad concept; our research themes range from traditional territorial defence to cyber threats, from nuclear weapons to the instrumentalisation of migration and from terrorism to transnational organised crime.

Making an impact

In 2021, Clingendael's Security Unit's activities focused on European security and defence cooperation, which developed into an issue of great strategic importance, receiving wide political attention.

This year, our research on the European Union's Strategic Compass for security and defence provided important inputs for the Dutch government's contributions to the development of the Strategic Compass of the EU, especially regarding the level of military ambition in the near term. Both our [report](#) and the

corresponding [explainer video](#) were praised by many other governmental and think tank experts, including stakeholders from the European External Action Service, as influential contributions.

Our research on the European Union's Strategic Compass for security and defence provided important inputs for the Dutch government's contributions to the development of the Strategic Compass of the EU.



Adája Stoetman explains what long-term defence capabilities the EU needs in Clingendael's [explainer video](#) about the EU's Strategic Compass (July 2021).

Furthermore, in answering parliamentary questions on the topic of specialisation on 5 November 2021, Dutch Minister of Defence Henk Kamp referred to our [policy brief](#) on specialisation by capability groups. “*Your House [of Representatives, ed.] will in time receive a letter in which the rationale for specialisation, possible forms and the opportunities and risks will be discussed. The Clingendael Institute’s policy brief will be taken into account.*”¹ According to the minister, Clingendael’s policy brief will be considered in the note to Parliament on specialisation, to be released in 2022.

Another significant publication was the [Strategic Monitor 2021-2022](#). In this yearly report, produced at the request of the Ministries of Foreign Affairs and Defence, we monitor and evaluate the implications of current developments for Dutch and European security and provide foresight guidance for up to ten years into the future. This year’s Strategic Monitor, entitled ‘Hanging Together’, focuses on identifying policies and partners for the Netherlands and the EU that will further

the goal of fostering strategic autonomy in an international system characterised by accelerating great power competition and the normative erosion of multilateral institutions. Progress has been made in some critical areas that contribute to European strategic autonomy, but the EU still faces two big hurdles: it is hampered by significant shortcomings in material and synergistical capabilities, especially in the realm of defence, and it is struggling with the problem of insufficient collective political will.

Amidst the unfolding events in Afghanistan, our Security Unit and Conflict Research Unit experts offered their insights on the dramatically changing situation through several publications and frequent national and international media appearances

Highlights

Throughout 2021, the Security Unit has been in close contact with experts and high-level officials of the Dutch ministries of Foreign Affairs, Defence, and Justice and Security – particularly the National Coordinator for Security and Counterterrorism – through meetings, consultations and other sessions; both for projects as well as for providing advice on current issues. The same applies to EU institutions such as the European External Action Service, the European Commission and the European Defence Agency.

1 Freely translated from original quote: “*Uw Kamer zal op termijn een brief ontvangen waarin zal worden ingegaan op de rationale van specialisatie, welke vormen mogelijk zijn en waar kansen en risico’s liggen. De policy brief van Instituut Clingendael wordt hierbij betrokken.*” Tweede Kamer der Staten Generaal, Defensieraad, [verslag van een schriftelijk overleg](#), vergaderjaar 2021–2022, 21 501–28, nr. 227, p. 8.

Clingendael also established contacts with the newly founded Strategic Knowledge Centre for organised subversive criminality, an organisation that was established by a collective of Dutch law enforcement agencies to develop a strategic vision in the fight against organised crime. We started to organise a series of in-person 'scrums', focusing on themes of external security threats having an impact on Dutch society and the activities of Dutch law enforcement, such as drugs-trafficking routes. These scrum sessions continue in 2022.

Clingendael has invested substantially in its quantitative foresight capacity in the context of its work for the abovementioned stakeholders, with an emphasis on methodology development, field research and build-up of quantitative databases for early warning and early action (EWEA) country analyses and horizon scans.

In 2021, Clingendael closely observed and analysed the dramatic happenings in Afghanistan, such as the US withdrawal and the Taliban takeover. Amidst the unfolding events in Afghanistan, our Security Unit and Conflict Research Unit experts offered their insights on the dramatically changing situation through several publications and frequent national and international media appearances. To help the general public navigate through the latest news and position these developments within a wider context, we created a [compilation](#) of the articles and expert comments.

Looking ahead

The Security Unit will continue to build on the strengthening connections with the National Coordinator for Security and Counterterrorism and the Ministry of Social Affairs and Employment regarding research on diaspora-communities,



Dick Zandee about the captured American arsenal by the Taliban in [Nieuwsuur](#) on 1 September 2021.

particularly the Dutch-Turkish, Dutch-Russian and Dutch-Ukrainian communities, and unwarranted foreign interference. Moreover, the Clingendael Security Unit will continue to analyse and explain to an international audience the shifting power balances in a geopolitical context and the subsequent security issues they bring. Our foresight capacity will be further strengthened and used for EWEA-analyses of 54 African countries, and for horizon scans of undermining Transatlantic and African drug corridors.

With regard to European security and defence, the activities of the Security Unit will shift towards important questions related to the implementation of the EU Strategic Compass, such as the realisation of the EU's Rapid Deployment Capacity for crisis management operations, the elaboration of the EU Hybrid Toolbox, and how to proceed with defence specialisation. Transatlantic defence cooperation, in particular through NATO, will get more attention in view of the June 2022 NATO Summit in Madrid.

FACTS & FIGURES

European Union &
Global Affairs Unit

PUBLICATIONS AND EVENTS

12

Policy briefs



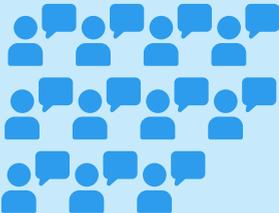
5

Alerts



11

Op-eds



23

Articles



1

Conference



19

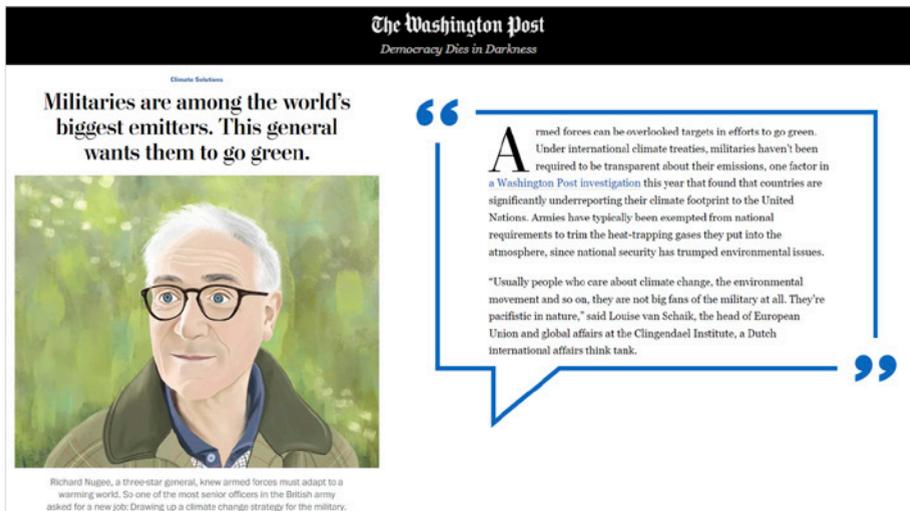
Digital events

Clingendael's EU and Global Affairs (EUGA) Unit offers policy analysis and advice on how Europe and the Netherlands can pursue their interests in today's volatile geopolitical landscape, with big issues such as climate change, global health and the energy transition increasingly shaping our future. How should Europe's foreign, security, trade and energy policies be adapted?

Making an impact

The EU and Global Affairs Unit was highly productive in 2021. In the second year of the COVID-19 pandemic, we actively pushed the agenda further for poignant international topics like global health, the continuing rise of China, relations with Russia and Eastern Europe, EU enlargement with the Western Balkans, Turkey's foreign policy, the European Green Deal, migration, and digital connectivity and the global gateway, all as key channels for EU leadership within international relations.

The growing competition among the great powers and the EU's desire to enhance its open strategic autonomy in fields such as microchips, technological innovation, raw materials, online data and vaccine production were all topics covered by our analysis. We developed innovative thinking and policy-relevant analyses for the Ministries of Foreign Affairs and Defence in the field of European integration, EU enlargement and neighbourhood policy, and the EU's power positioning relative to other global powers. Based on such analysis, these Ministries can better crystallise their own thinking on the



Louise van Schaik in [The Washington Post](#) on 30 December 2021.

available policy options for the Netherlands and the EU. We also carried out research projects for various European Union institutions, international foundations and others.

Furthermore, 2021 was the first year of the EU-ASEAN civil society dialogue that Clingendael implements for the EU. Our team intensified its work on the European Green Deal, notably in the field of energy transition and inter alia regarding the Western Balkans, Africa and Central Asia. Clingendael publications and closed brainstorm sessions helped to shape thinking in Brussels on the new International Energy Strategy and RePowerEU.

Researchers spoke at several prestigious international conferences and high-level closed door meetings and were frequently quoted in the press, for example in [The Washington Post](#), and regularly appeared on Dutch television, for instance in [Nieuwsuur](#).

Clingendael publications and closed brainstorm sessions helped to shape thinking in Brussels on the new International Energy Strategy and RePowerEU.

In the second year of the COVID-19 pandemic, we actively pushed the agenda further for poignant international topics like global health, the continuing rise of China, relations with Russia and Eastern Europe, EU enlargement with the Western Balkans, Turkey's foreign policy, the European Green Deal, migration, and digital connectivity and the global gateway, all as key channels for EU leadership within international relations.

Highlights

Clingendael's annual [State of the Union Conference](#) on European narratives generated high interest. Composed of 9 well-visited online sessions, with more than 13,000 views via Zoom and YouTube, experts shed light on which narrative the EU uses or could use and how these are confronted by other narratives, emanating from both home and abroad. Interventions by Minister Tom de Bruijn and French Minister for Europe Clément Beaune were complemented by in-depth contributions by international thought leaders, including Zhang Weiwei, Barbara Lippert, Antonio Villafranca, Piotr Arak and Maria Demertzis.

The EU and Global Affairs unit conducted extensive research on many topical issues in 2021. In the wake of the COVID-19 pandemic, global health policy has re-emerged on the international political agenda. Our experts carried out research

STATE OF THE UNION CONFERENCE

A GLIMPSE OF THE 2021 EDITION

Click on the
pictures to
watch their
sessions



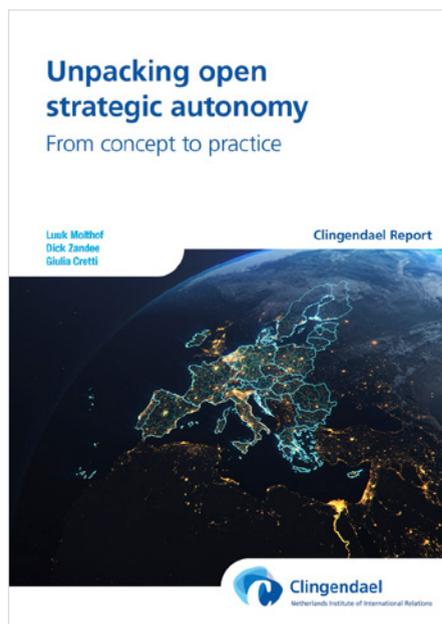
on the Dutch and EU's role on this issue; we call for a more structured response and increased coherence when examining the outlook on global health in this [policy brief](#) and [webinar](#). The pandemic has also boosted the EU's desire for greater autonomy within the domains of trade and industry. We examined the implications of the EU's open strategic autonomy agenda for its industrial and trade policy from a Dutch perspective, which resulted in this [report](#) with [explainer video](#).

This year's political analysis focused on the German elections and the new coalition's stance towards the EU through an [alert](#), various [articles](#) and [op-eds](#), and two events on the [future scenarios for Germany's European, defence and foreign policies](#) and the [consequences and expectations for Dutch-German relations](#). Moreover, in the run-up to the Dutch general elections on 17 March, we provided an [analysis](#) of the foreign policy position of Dutch political parties.

In 2021, Clingendael further deepened its knowledge and outreach on the geopolitics of (high-value key and future) technologies. We organised a [webinar miniseries](#) on how to deal with China in the area of high-tech. In the context of the Allied Economic Forum, Clingendael joined other renowned experts in track 1.5 dialogues on transatlantic regulatory challenges on the intersection of high-tech and geopolitics. Furthermore, our expert Maaïke Okano-Heijmans gave a presentation at the prestigious [Tech Policy Primer 2021](#), hosted by Considerati, and in other public webinars hosted by foreign think tanks from amongst others India, Japan and the [United States](#). Her work on digital connectivity, digital development cooperation and fintech is well noted in EU and international policy circles and in the media, including the [Financial Times](#).



What is Europe's position militarily now that Australia, Britain and the US form an alliance known as AUKUS? Rem Korteweg shared his analysis in [Nieuwsuur](#) on 24 September 2021.



The EUGA unit also continued its work on countries within the European neighbourhood. Our experts conducted an extensive [study](#) on the EU as a promoter of democracy or ‘stabilitocracy’ in the Western Balkans, in cooperation with the Think for Europe Network (TEN). Another project resulted in three case studies on the [EU’s facilitation of the Belgrade–Pristina Dialogue](#), [EU defence specialisation](#) and [EU policies towards China](#). Our focus on Turkey was extended through a project on the country’s [role in Syria, Libya and the South Caucasus](#) and the [consequences for the EU](#).

On the external dimension of the European Green Deal, we managed to make a substantial contribution to the Green Agenda for the Western Balkans with a

[webinar](#) and policy briefs on the [potential of the policy at large](#), the [energy transition](#) and the [combatting pollution](#)-related aspects respectively. Moreover, ahead of the EU international energy strategy, Clingendael experts provided analyses on green energy diplomacy options towards [Kazakhstan](#) and [Kenya](#), as well as a [study](#) on which instruments the EU can deploy for a revamped international effort on energy transition. This work was supplemented by a [policy brief](#) on the EU’s new Climate Change and Defence Roadmap, a [policy brief](#) on climate risks as topic for the EU’s policy agenda with India (part of the 2021 IPCS-Clingendael collaboration on climate security in Southern Asia), and an [analysis](#) of the UN climate summit COP26.

2021 also saw the finalisation of the [series](#) ‘Western Balkans in Focus’ in the *Clingendael Spectator*, our online magazine. This series included articles from local partners on [good governance reforms in North Macedonia](#) (IDSCS), [the geopolitics of Serbia’s accession process](#) (BCSP) and [infrastructure development in Montenegro](#) (IA), and was complemented by a [paper](#) on the limits of EU transformative power in the Western Balkans by Clingendael experts.

In addition to all research activities, our experts contributed to the work of partner think tanks and various national and international media, including a training for the NOS editorial team on Russia, Eastern Europe and the Western Balkans. Together with the Embassy of

the Republic of Serbia in the Netherlands, we also organised a [high-level webinar](#) on Serbia's EU accession, with European Commissioner Olivér Várhelyi and Serbian Minister for European Integration Jadranka Joksimović. Finally, researchers took part in several relevant conferences such as the [Belgrade Security Forum](#), where our insights were elaborated on and discussed by key stakeholders on all sides of the accession process.

Looking ahead

Looking ahead, 2022 will see further analysis on the issue of strategic

autonomy, for instance with regard to EU industrial policy and digital sovereignty. We will also continue our project on the issue of fair energy for all, which looks into the effects of EU and national climate policies for vulnerable groups, something very topical during these times of high energy prices and a desire to lower fossil energy dependencies from Russia.

Beyond the EU's borders, the EU and Global Affairs unit will see a continued focus on Eastern Europe with projects on Moldova and the South-Caucasus, as well as the EU's southern neighbours through a project on Libya. Cooperation with partner



Maaïke Okano-Heijmans (left on stage) at the prestigious Tech Policy Primer 2021, hosted by Considerati.

thinktanks as part of the Balkan Hub will also continue, focusing amongst others on Kosovo's EU visa liberalisation process and on Dutch public attitudes towards EU enlargement.

Work on the EU's role in global decarbonisation efforts will commence with increased attention for contributions by the security sector and the link between going green and digital. Innovative scenario analysis is expected

to commence, focusing on India to begin with. A continuation on Turkey's increased foreign policy aspirations will take place with a focus on the Sahel, where European actors are increasingly less welcome. Finally, the topic of (digital) technology and geopolitics will be upgraded to full programme status. This will cover issues such as digital connectivity, EU industrial policy in the field of microchips, high-tech and cyber security.



On 31 March 2021, together with the Embassy of the Republic of Serbia in The Netherlands, Clingendael organised the high-level webinar on Serbia's EU accession: 'Digital Dialogue: Serbia on a wobbly road to EU Membership'.

FACTS & FIGURES

Clingendael China
Centre

PUBLICATIONS AND EVENTS

1

Policy
brief



1

Alert



4

Reports



3

Articles

2

Op-eds



1

Physical
event

4

Digital
events



The establishment of China as a global power is an important driver of geopolitical change in the international system. Through state-of-the-art analyses and policy research, Clingendael's China Centre (CCC) aims to provide strategic advice and tailor-made solutions for government ministries, companies, business associations and non-profit organisations on the growing role and influence of China in the world.

Making an impact

The year 2021 saw the successful [launch](#) of the Dutch [China Knowledge Network](#) (CKN), a network established by the Dutch Ministry of Foreign Affairs to involve China experts and disseminate relevant knowledge to the government

of the Netherlands and beyond. The network's secretariat has been assigned to Clingendael and LeidenAsiaCentre, who will function primarily as knowledge brokers – matching the supply and demand of knowledge. Through CKN, we connect various angles of research and events to better understand China's

Homepage of the China Knowledge Network (CKN), launched in May 2021.

CKN China Kennisnetwerk

ABOUT PUBLICATIONS ▾ EVENTS NEWS CONNECT

China Knowledge Network

The Dutch China Knowledge Network (CKN) is a network established to connect China experts and disseminate knowledge within the government of the Netherlands and beyond.

GEOPLITICS 31 JAN 2022
Vriendschap winnen
Clingendael Institute

EDUCATION 30 MAR 2021
China's invloed en de Chinese gemeenschap in Nederland (Dutch)
LeidenAsiaCentre

TECHNOLOGY 04 NOV 2021
Technologische samenwerking met China
Clingendael Institute

13
PUBLICATIONS

STAY UPDATED
Get updates



“The report is a thorough reference work. Clingendael has mapped out what the examined sectors look like in terms of players, interests and partnerships. At the same time, Clingendael paints a clear picture of the factors that must be taken into account in the cooperation with China. This gives the cabinet even better insight into the basic principles and, in particular, the central management of Chinese policy.”

Minister of Foreign Affairs Wopke Hoekstra in a [letter](#) to the Dutch Parliament on 11 May 2022²

motives, policies and vision to develop more effective policies and better advise social partners.

In 2021, the Clingendael China Centre continued its participation in the European Think-tank Network on China (ETNC). A project we are proud of was coordinating the annual ETNC publication. In cooperation with European partners, we established a [report](#) on China’s soft power in Europe, which we launched in a [webinar](#).

We also produced several other publications. For example, we wrote an extensive [research report](#) on technological cooperation between the Netherlands and China at the request of the Dutch Ministries of Economic Affairs, Education, and Foreign Affairs. The Dutch parliament requested the government to provide a response to the report, which Minister of Foreign Affairs Wopke Hoekstra [submitted](#) in May 2022.

Additionally, we published an [essay](#) on European narrative strategies, a [book chapter](#) on China’s Belt and Road Initiative in Indonesia and a [white paper](#) on the maritime strategy on China. The latter was presented at a meeting of the branch association for the Dutch maritime sector (NML).

2 Freely translated from Dutch to English.
Original quote: "Het rapport vormt een grondig naslagwerk. Clingendael heeft in kaart gebracht hoe de onderzochte sectoren eruitzien qua spelers, belangen en samenwerkingsverbanden. Tegelijkertijd schetst Clingendael een helder beeld van de factoren waarmee rekening moet worden gehouden in de samenwerking met China. Hierdoor krijgt het kabinet nog beter zicht op de uitgangspunten en met name de centrale aansturing van het Chinese beleid." ["Kamerbrief inzake reactie rapport Technologische samenwerking met China"](#), 11 mei 2022.

“For Europe, the emergence of China as a new world power raises two questions of major importance. The first is whether China and the US are able to address their mutual problems and avoid a complete severance of their mutual relations, or even a war. The second is whether a powerful China is a threat to Europe.”



Frans-Paul van der Putten in his book *De Wederopstanding van China: Van prooi tot wereldmacht* ('*The Resurrection of China: A geopolitical history*').

Highlights

One of 2021's highlights was the participation of our experts Frans-Paul van der Putten and Xiaoxue Martin in the [European Silk Road Summit 2021](#). As keynote speakers, they discussed the impact of geopolitics on China-Europe transportation routes.

Another highlight was the launching of a new [map](#) of the Belt and Road Initiative, that we developed in collaboration with the LeidenAsiaCentre. The map was published in the latest edition of the *Bosatlas*, which [appeared](#) in February 2022.



Clingendael China Centre experts Frans-Paul van der Putten and Xiaoxue Martin as keynote speakers at the European Silk Road Summit 2021.

Moreover, on behalf of the China Platform for European Institutional Investors (CPEII), we continued to publish the [biweekly newsletter](#) 'China Finance Focus' in 2021, that focuses on international politics and finance, the stock market and investment, and developments relating to green finance. The same applies to 'Silk Road Headlines', our [weekly newsletter](#) on China's Belt and Road Initiative. Established in June of 2015, Silk Road Headlines is the world's longest running English-language newsletter on the Belt and Road Initiative.

Finally, the China Centre's experts were often called upon this year by Dutch and international media outlets to analyse and comment on China-related developments. Ties Dams, for example, commented on various issues such as the position of China as a great power in [Buitenhof](#) and China's and Russia's vaccine diplomacy in [Nieuwsuur](#). Frans-Paul van der Putten was also a frequent commentator and regularly quoted in the media, such as the [South China Morning Post](#), [Foreign Policy](#), [Chinese Al Jazeera](#) and [Nikkei Asia](#).

Looking ahead

The Dutch China Knowledge Network will remain a major focus area for the China Centre. In close cooperation with the Ministry of Foreign Affairs and our partner LeidenAsiaCentre, we will work on the network's national and international visibility, and on further improving the secretariat's role as a matchmaker between the Dutch government and knowledge centres on China. Jointly with the Clingendael Russia and Eastern Europe Centre (CREEC), the China Centre will strengthen the capability and profile of Clingendael as a think tank that is specialised in both Russia and China.

Clingendael Russia and Eastern Europe Centre

FACTS & FIGURES

Russia and Eastern Europe Centre

PUBLICATIONS AND EVENTS

1

Policy brief



2

Alerts



2

Reports



1

Explainer video

2

Op-eds



1

Physical event

1

Digital event



“

By sending a military signal, by sabre rattling, Putin attempts to persuade NATO to abandon its intention of ever letting Ukraine join as a member.

”

1V

Bob Deen
Ruslandkenner

On 4 December 2021, Bob Deen talked in [EenVandaag](#) about the possibility of a Russian attack on Ukraine.

In today's shifting geopolitical landscape, there is a need for deeper understanding of the Russian Federation and of regional developments in Eastern Europe as a whole. Through the Clingendael Russia & Eastern Europe Centre (CREEC), we aim to increase knowledge of this vast and complex region through analysis, strategic policy advice, in-depth conversations and public appearances, as well as public and private events, to facilitate greater cross-fertilisation of insights amidst escalating regional and global tensions.

Making an impact

One of CREEC's most noteworthy achievements in 2021 was the [launch](#) of the [Russia and Eastern Europe Knowledge Alliance \(REKA\)](#). This network, established by the Dutch Ministry of Foreign Affairs, connects experts on Russia and Eastern Europe

– within the Netherlands and beyond –
with policymakers and each other.

Together with [Raam op Rusland](#), Clingendael won the tender for this project and holds the secretariat of the REKA network. The Institute fulfils the role of 'knowledge broker', connecting the demand for knowledge by Dutch

authorities with the supply of expertise from a network of partners, as well as linking the public to platform insights. We are proud of this recognition given by the Ministry of Foreign Affairs to be one of the leading knowledge institutions in the Netherlands on the region.

In 2021, the Clingendael Russia and Eastern Europe Centre provided analyses and insights directly to policymakers through a substantial number of (closed) briefings and meetings – as well as other clients both inside and outside of the Dutch government. A good example was

our [briefing](#) to the Dutch Ministry of Foreign Affairs on the conflict between Tajikistan and Kyrgyzstan.

Additionally, the media have also increasingly sought after our expert insights in 2021, as CREEC has grown last year in terms of size and output. By more proactively providing information and views to a variety of journalists, ranging from current affairs television programmes to newspapers and podcasts, Clingendael has further enhanced its expertise and strengthened its profile on the region.

Homepage of Clingendael's Russia & Eastern Europe Knowledge Alliance (REKA), launched in September 2021.

Reka
Russia & Eastern Europe
Knowledge Alliance

ABOUT ▾ PUBLICATIONS EVENTS NEWS CONNECT 🔍

Russia & Eastern Europe Knowledge Alliance

The Russia and Eastern Europe Knowledge Alliance (REKA) is a network established by the Ministry of Foreign Affairs of the Netherlands to connect experts on Russia and Eastern Europe with policy-makers and with each other.

16 AFFILIATED INSTITUTIONS

HISTORY 31 MAR 2022
Hoe Oekraïne kernwapenvrij en dus kwetsbaar werd
Raam op Rusland

SECURITY 10 MAR 2022
Ukraine poses a dilemma to the three South Caucasus countries, but still have one important card they can play
LINKS Europe

54 PUBLICATIONS

SECURITY 02 MAY 2022
War terminations: insights for the Russia-Ukraine War
The Hague Centre for Strategic Studies

STAY UPDATED
Get updates

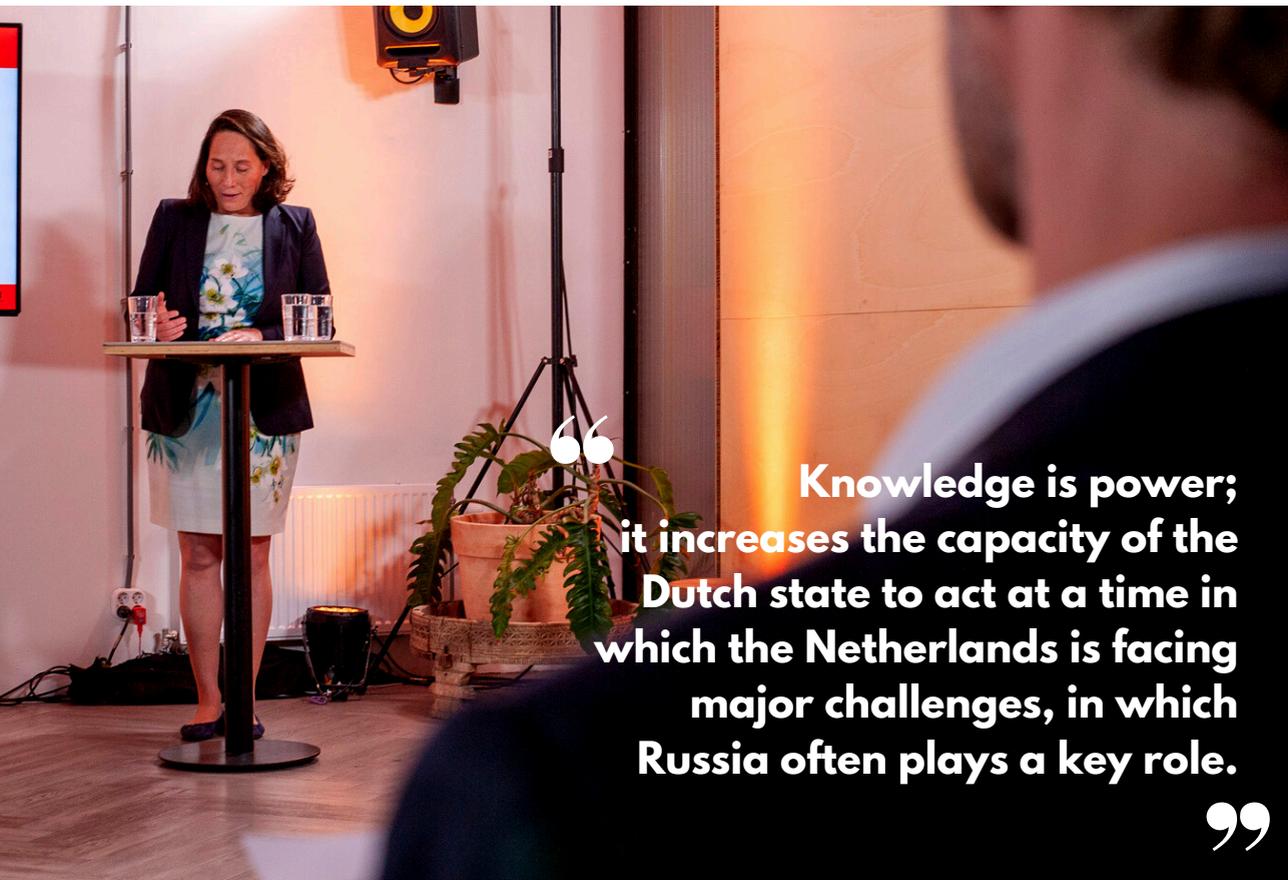
Highlights

Our research on the ramifications of further integration between Belarus and Russia was one of the highlights of 2021. The [report](#) is based on a scenario exercise and includes contributions from Artyom Shraibman (Sense Analytics), Kateryna Bornukova (BEROC) and Michael Kofman (CNA Corporation). It was very well received by experts and policymakers. We were invited by the Ministry of Foreign Affairs to give a presentation on this matter to the NATO Partnerships and Cooperative Security Committee (PCSC), where we gave recommendations to all NATO partners. The [explainer](#) video we created about the different scenarios for the future of Belarus is now among the five most viewed YouTube videos of Clingendael.

2021 was a crucial year for Belarus. In order to shed light on the situation, Clingendael organised a [webinar](#) with the Polish and Lithuanian Embassies in The Hague about Belarus' uncertain path ahead – a recognition from the embassies of our relevant expertise. We brought together a representative from the political opposition in Belarus, as well as experts and diplomats from Poland and Lithuania, the two countries who have been the most active supporters of the democratic opposition.

Our [report](#) on the Eastern Partnership, with contributions from Elzbieta Kaca (PISM), Cristina Gherasimov (DGAP) and Gustav Gressel (ECFR), was also well received – among others by the Embassy of Georgia in the Netherlands. This led to

Monika Sie during her opening speech at the launch of the Russia and Eastern Europe Knowledge Alliance (REKA) in September 2021.



Knowledge is power; it increases the capacity of the Dutch state to act at a time in which the Netherlands is facing major challenges, in which Russia often plays a key role.

follow-up research on the role of the EU as a security actor in the South Caucasus.

Looking ahead

Since the establishment of the Clingendael Russia and Eastern Europe Centre in 2019, and especially since the successful acquisition of the secretariat of the Russia and Eastern Europe Knowledge Alliance, Clingendael has significantly strengthened its research capacity on Russia and Eastern Europe, with a unique team of Russian-speaking experts with professional experience in the region and good connections in the international think tank and Dutch academic community in this domain. With rising tensions in Eastern Europe at the end of 2021, this investment and knowledge build-up turned out to be very timely. Our experts were stand-by when the Belarus instrumentalised migration crisis at the European external borders started, and when the massive build-up of Russian

troops around Ukraine was not boding well for 2022.

Although we have been able to host and attend insightful webinars during the pandemic years, we are very much looking forward to organising more in-person events and meetings again, as these typically lead to more lively discussions and meaningful encounters. By doing so, we would like to increasingly share the knowledge about our region, particularly within the REKA network.

In addition, we also want to strengthen our partnerships with other think tanks specialised in the region and, of course, conduct more field research. Now we are once again able to visit conferences, we are excited about strengthening the (inter) national network of CREEC. And finally, we intend to broaden our circle of clients – both within the Dutch government and outside of it.



On 16 November 2021, Monika Sie was interviewed by [EenVandaag](#) about the Belarus crisis and the worrisome trend of instrumentalisation of migration to achieve geopolitical goals.

Planetary Security Initiative

FACTS & FIGURES

Planetary Security Initiative

PUBLICATIONS AND EVENTS

5

Policy briefs



2

Reports



1

Article

1

Op-ed



4

Digital events

2

Physical events





Our world faces increasingly complex threats and risks – climate change forms a part of many of them. Through the [Planetary Security Initiative \(PSI\)](#), Clingendael sets out best practices, strategic entry points and new approaches to reducing climate-related risks to conflict and stability, helping to promote sustainable peace amidst a rapidly changing climate.

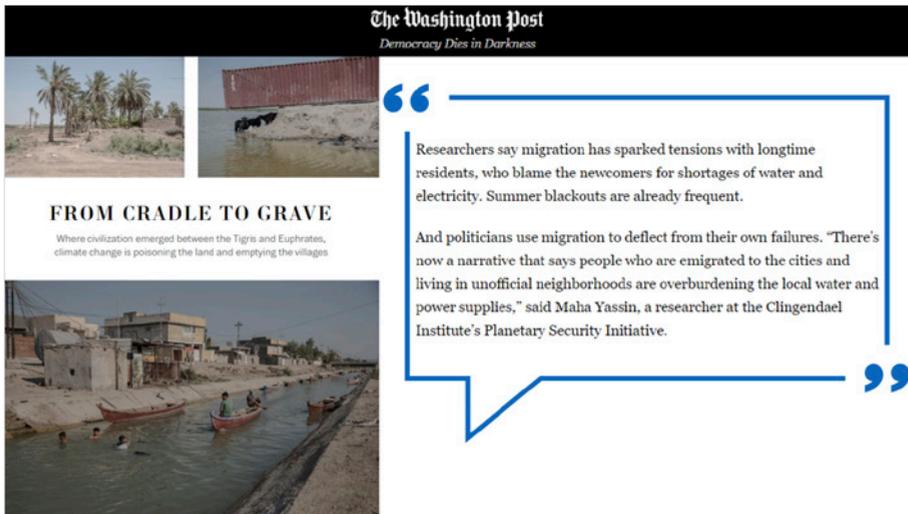
Making an impact

In 2021, the Planetary Security Initiative published several publications on the relationship between climate impacts and security. Our efforts as a knowledge hub for the community of practice working on this relationship kept growing. The PSI flagship [report](#) 'Towards a better understanding of climate security practices' provided a comprehensive overview of climate security practices worldwide, supplemented with an overview of these practices on the website and interviews with climate security practitioners. This is a source of inspiration for new activities in this field for development, diplomacy and defence policymakers.

PSI managed to expand its presence and visibility via virtual and physical events. In 2021, our online community increased again, which resulted in more than 2,500 social media followers, nearly 100,000 unique website visitors and over 2,500 subscriptions for our monthly newsletter. With our outreach activities we raised awareness, enabled constructive discussions on the climate security nexus and brought regional and international expertise around one table. Examples included the Directors of Eco Peace Middle East, the UN climate security officer in the Horn of Africa and a security policymaker from Colombia.



Planetary Security Initiative holds the first-ever climate security dialogue in South Iraq in June 2021.



Maha Yassin in [The Washington Post](#) in October 2021..

Highlights

Besides our sound policy research contributions in 2021, PSI organised a first of its kind [workshop](#) in Basra in the South of Iraq, aimed at fostering climate security dialogue among different stakeholders.

The event was held in Arabic and is a step forward towards turning our climate security policy research into action on the ground, especially through the tailoring of events to local audiences and sensitivities.

We also attracted considerable attention with well-visited online public events. With the British Embassy in The Hague, we organised the [webinar](#) 'Adapt to Defend' with Generals Richard Nugee and Tom Middendorp contributing, as well as NATO high-level participation. An invitation-only roundtable on climate security practices was organised as part of the Berlin Climate Security Conference, and another one on climate security in Southern Asia was jointly hosted with the Delhi-based think

tank IPCS, as well as renowned experts from across the region. Another prominent event was the [webinar](#) on climate action as entry point for peace in the Middle East, with speakers from Palestine, Israel, Jordan and the European External Action Service.

Our position as an established initiative on climate security is now well-recognised by international media. PSI researchers were interviewed several times by renowned media platforms such as [The Washington Post](#) and [The Economist](#).

Looking ahead

In 2022 we will organise a second workshop in Basra and firmly establish the environmental peacebuilding network of local stakeholders. Moreover, we intend to step up our analysis of climate security in Southern Asia. We will continue to feature climate security practices and the practitioners active in this field.

Knowledge Platform Security & Rule of Law

FACTS & FIGURES

Knowledge Platform
Security & Rule of Law

PUBLICATIONS AND EVENTS

20 events



18 digital

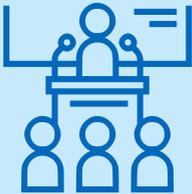


2 in-person



**with 929
participants**

Annual conference



**with 460
participants**



**from 62
countries**

27 publications



**3 podcast episodes
'Fragile Truths'**



**2.596 subscribers
KPSRL New sletter**



Clingendael aims to strengthen the effectiveness and relevance of peace and security policies and programming. The Knowledge Platform Security & Rule of Law is an initiative of our Conflict Research Unit, in collaboration with Saferworld and IDLO, and works closely with the Dutch Ministry of Foreign Affairs.

Making an impact

In 2021, we have managed to make an impact on our broader KPSRL community, including partners from policy, research and practice. For example, 10 out of 12 projects funded by our Knowledge Management Fund (KMF) have influenced policymakers' and practitioners' policies and/or practices. Among the partners involved in these change trajectories were universities in Kenya, PAX for Peace and their donors (including the US State Department), NGOs responding to the humanitarian crisis in Greece, the UNHCR, the Gambian Ministry of Justice and the Justice and Security sector in Uganda.

KPSRL's annual thematic headline for 2021 was 'Asymmetric Power & Partnerships'. Supporting the work on this theme through small grants of the KMF, various events and our annual conference, we amplified the focus of the Dutch Ministry of Foreign Affairs and the implementing organisations on the localisation and power dynamics they are part of. Examples of continuing initiatives include the '[Unboxing Localisation](#)' learning trajectory (in collaboration with the MFA and CSPPS) as well as [research on and adaptations](#) of funding streams for local peacebuilding.

Finally, an important institutional change we contributed to as a knowledge broker, a convener and an expert on learning was the development of a new policy-level Theory of Change (TOC) for the MFA's Department for Stabilisation and Humanitarian Aid (DSH). This policy-level TOC, a methodology for defining how an organisation contributes to a social change, will aim to guide the agenda setting, planning, subsidy programming, as well as diplomacy and policy influencing of the Ministry of Foreign Affairs in the area of security and rule of law.

Highlights

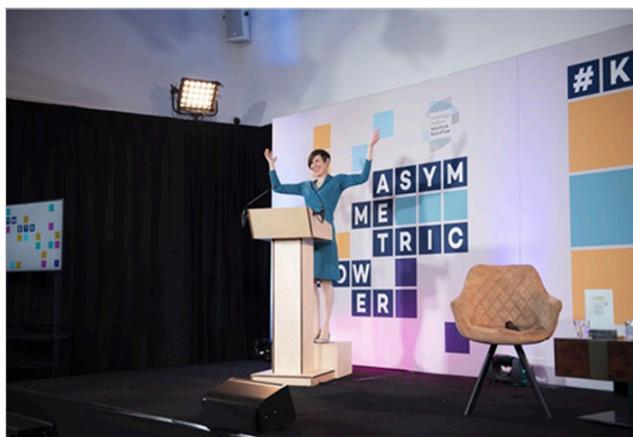
One of this year's highlights was our flagship [Annual Conference 2021](#). We organised the conference in a hybrid format (with in-person sessions in The Hague and numerous online sessions) involving in total over 460 participants, including policymakers, researchers and practitioners from 62 different countries.

Moreover, in line with advocating for learning and adaptive programming towards other stakeholders, we have put more effort into the adaptation of our interventions by organising monthly learning reflection sessions and improved measurement of change. Simultaneously,

we have partnered up with the Somalia Desk of the Embassy of the Kingdom of the Netherlands in Nairobi to support their adaptive programming efforts.

Looking ahead

Consistent with our ambition to engage more actors that are based in fragile and conflict-affected situations (FCAS) and amplify voices of affected communities, we will continue our work towards making KMF more accessible for local actors. Our new flagship initiative, 'Programmatic Learning Instrument' will also shape up during 2022, aiming to increase the quality of programming by supporting (cross-) programmatic learning and diversifying the community of learners, with an emphasis on local actors.



Head of Secretariat Megan Price during KPSRL's Annual Conference 2021; its first ever 'hybrid' annual conference.



Strategic Initiatives and Outreach



FACTS & FIGURES

Public Platform

EVENTS AND PUBLICATIONS

22 events



1
physical event



21
online events



150*
speakers/panelists
*estimation

3

Barometer Alerts



11

Alerts



6

Spectator dossiers



11

Spectator columns



1001

Media appearances



In 2021 our Foreign Affairs Barometer opinion polling showed that the Dutch population is most concerned about irregular migration, the rise of China and climate change.

of China. This polling also showed that when it comes to international challenges, the Dutch population is most concerned about irregular migration, the rise of China and climate change.

Making an impact

Clingendael researchers make their presence felt in the Dutch and international media. In 2021, they shared their insights and offered media commentary on more than 1,000 occasions. This has reinforced the position of the Institute as a household brand for expertise on international affairs.

In the run-up to the Dutch parliamentary elections of 2021, Clingendael published a widely-read [analysis](#) of the foreign and security paragraphs of the different election manifestoes. This was accompanied by the only (online) election debate with members of parliament, hosted by Clingendael, that focused exclusively on foreign, European and security policy.

Our [Foreign Affairs Barometer opinion polling](#) in 2021 indicated a strong downward trajectory in Dutch perceptions

In 2021, the Institute continued its role monitoring Brexit and its implications by contributing with several think pieces in European outlets on post-Brexit relations between the European Union and the United Kingdom.

As part of our work to move the European agenda forward, we co-organised the fourth annual Spanish-Dutch dialogue alongside our partners at the Real Instituto Elcano. This dialogue brings together senior policymakers and think tankers from both sides to discuss common themes. In 2021, the focus was on European military and economic open strategic autonomy.

Clingendael researchers were furthermore appointed in high-level European taskforces that help shape policy at Dutch and EU levels. They included taskforces on the Conference on the Future of Europe and on Europe's response to economic coercion.

Monika Sie during her presentation on the state of Europe at Het Nationale Theater on 8 November 2021.
Source: Het Nationale Theater.



“

**It is the diversity
that we manage to
preserve that gives
our unity meaning,
that makes it real
European.**

”

Our magazine, the [Clingendael Spectator](#) – with more than 100 articles published this year – increased its readership from 140,300 visitors in 2020 to 439,300 visitors in 2021. The large increase is partly due to a number of exceptionally well-read articles on pressing social themes.

Highlights

One of 2021's highlights was the [performance](#) of Clingendael's general director Monika Sie at Het Nationale Theater (HNT). As part of the program 'Never waste a good crisis', she presented a kaleidoscopic analysis of the state of Europe after almost two years of pandemic. Monika Sie looked ahead to the aftershocks of the COVID-19 crisis that Europe may face, including major migratory pressure on Europe's external borders, and new power relations in geopolitics. She also discussed how

crises can lead to greater European self-understanding.

In 2021, Clingendael organised a four-part event series called '[Dealing with China on High-Tech issues](#)' with international speakers in order to draw Dutch and European attention to the interface between geopolitical competition with China and digital issues.

The Institute also played a key role in organising debate and reflection in the Netherlands on the outcome of the Dutch parliamentary elections and the German Bundestag elections, and what they mean for future EU policy.

Furthermore, through the AIG Global Trade Series [podcasts](#), Clingendael and its partners were able to reach a broad, international audience and inform them about relevant political and economic dynamics shaping the international



Still from the first webinar 'European, US and Japanese Approaches and Policies' of the four-part event series 'Dealing with China on High-Tech issues'.

trade landscape. The podcast series has truly global reach. As part of the project, Clingendael researchers also contributed to briefings with the Japanese vice-minister for trade and the European Commission's director-general for trade.

We moreover organised policy debates on key European issues drawing in Dutch and EU audiences. One example is an event on Dutch views on European economic sovereignty which featured Dutch Member of Parliament Ruben Brekelmans, senior EU policymaker Denis Redonnet and German and Dutch think tankers. It illustrates the central role that Clingendael plays in shaping the debate about European affairs in the Netherlands and our ability to inject Dutch ideas into European deliberations.

Looking ahead

As our societies hopefully turn the page on the COVID-19 pandemic, we aim to organise 'live' events again while locking in the benefits that the expanded reach of digital meetings offer. Clingendael wants to build on its role as Dutch hub in the European think tank landscape by organising events with key experts and practitioners, publishing ahead-of-the-curve analyses, unlocking discussions on international affairs for broader audiences in the Netherlands and building ties with think tanks across Europe.

Marketing & Communications



FACTS & FIGURES

Communication

SOCIAL MEDIA &
NEWSLETTER



New sletter

14.112
subscriptions



13,1% growth
in 2021



Twitter

18.084
followers



12,3% growth
in 2021



LinkedIn

25.597
followers



21,9% growth
in 2021



Facebook

7.849
friends



12,3% growth
in 2021



Instagram

1.112
followers



83,2% growth
in 2021



YouTube

32.635
views



21,7% growth
in 2021

FACTS & FIGURES

Communication

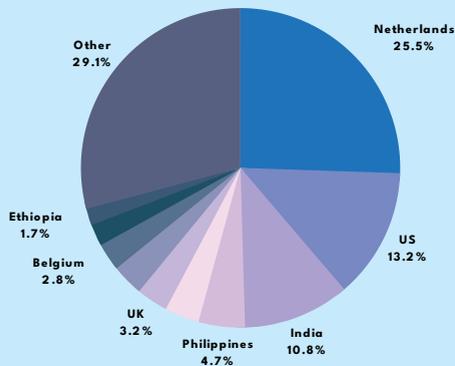
WEBSITE



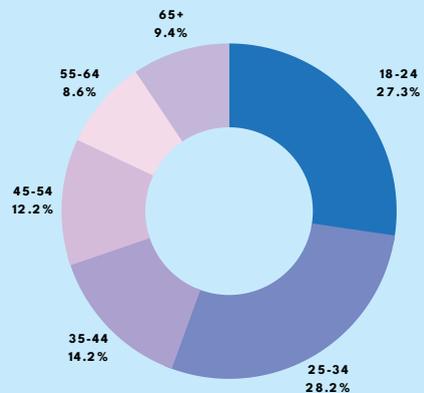
1,589,173

Pageviews
in 2021

Website sessions per country



website sessions by age



Making an impact

In 2021, a year still dominated by COVID-19, Clingendael seemed to reach out more than ever. In the midst of an uncertain and polarising world, the Institute has met the growing need for solid, independent knowledge and skills to navigate in a complex geopolitical environment. Throughout the year, our experts appeared more than 1,000 times in Dutch and international media, allowing them to spread their insights and expertise beyond the policy circles to various audiences.

In this second year of the pandemic, when keeping distance was still obligatory for the most part, Clingendael committed itself to increasing its digital reach and visibility. We therefore welcomed a digital content specialist to our Marketing and Communications team, which has led, among other things, to the development of explainer videos in addition to our research reports. Our team furthermore managed to make our webinars more interactive, to organise successful hybrid events and to introduce new visual formats on our online channels.

As a result of these efforts, our outreach via our social media channels and newsletter has grown significantly and Clingendael's website was a go-to-source with more than 1.5 million pageviews. Due to great efforts by our experts who shared their thought leadership on their individual social media accounts the number and quality of Clingendael's followers blossomed. In an increasingly complex world with a deeply fragmented media landscape, the Institute proved to be a trusted online and offline resource for fact-based information and analysis on international affairs, not only to our partners but also to the public.

Highlights

In 2021, Clingendael was often called upon by Dutch and international media to share insights and analyse topical global challenges and affairs. Beyond making an impact online and in print, our experts proved to be a major resource for national and global television and radio networks.

FACTS & FIGURES

Communication

TV AND RADIO



1001 media appearances

Click on the photos to watch/listen the items



FACTS & FIGURES

Communication

INTERNATIONAL
NEWS OUTLETS



FACTS & FIGURES

Communication

DUTCH
NEWS OUTLETS



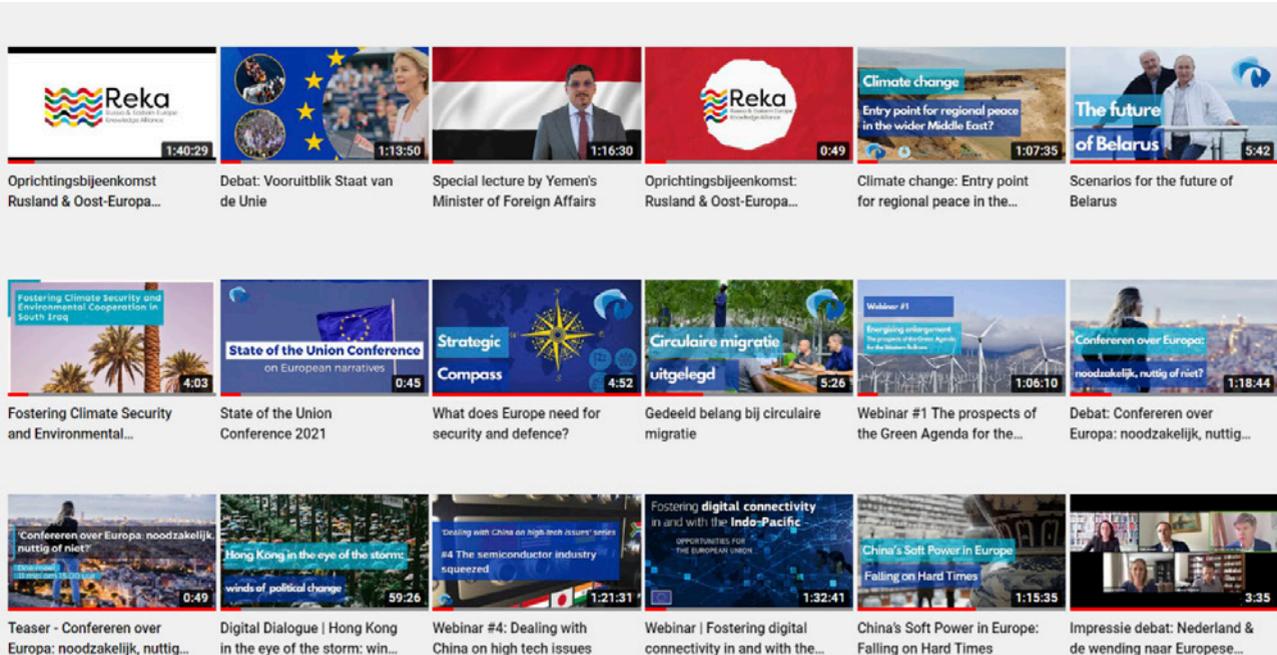
Looking ahead

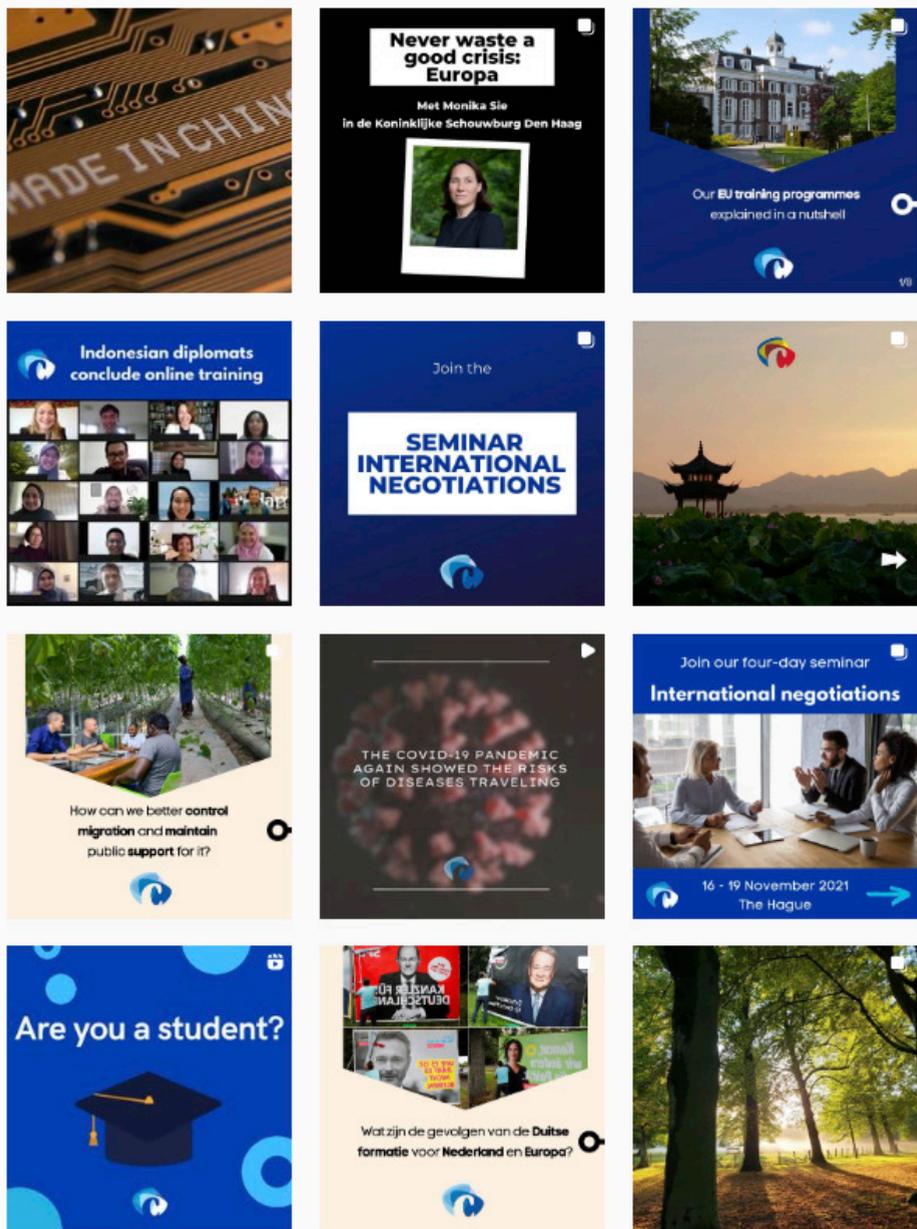
In 2022, we will be very happy to meet the public again at physical events, and provide for network opportunities. Naturally we will also continue our digital and hybrid events. With our new digital toolkit we are able to reach a larger and a more international audience at our events. We will create an in-house studio with new equipment and a green screen to professionalise our videos and online events. Our goal is to increase our network of international media contacts and expand our outreach to younger generations. These generations must navigate in an increasingly complex world and eventually

lead it. In addition, they are vulnerable to one-sided narratives and disinformation. Clingendael is well aware of its public task to provide younger generations with solid, well-researched information in the right context, so they are well equipped to make their own democratic choices.

Our goal is to increase our network of international media contacts and expand our outreach to younger generations. These generations must navigate in an increasingly complex world and eventually lead it. In addition, they are vulnerable to one-sided narratives and disinformation. Clingendael is well aware of its public task to provide younger generations with solid, well-researched information in the right context, so they are well equipped to make their own democratic choices.

A small part of Clingendael's YouTube video wall in 2021.





A small part of Clingendael's Instagram wall in 2021.

A stylized, blue line-art illustration of two people, a man and a woman, wearing business suits. The man is on the left, and the woman is on the right. The lines are thick and the style is minimalist. The background is a solid blue color.

Human Resources

FACTS & FIGURES

Human Resources



93

Clingendael
employees in 2021

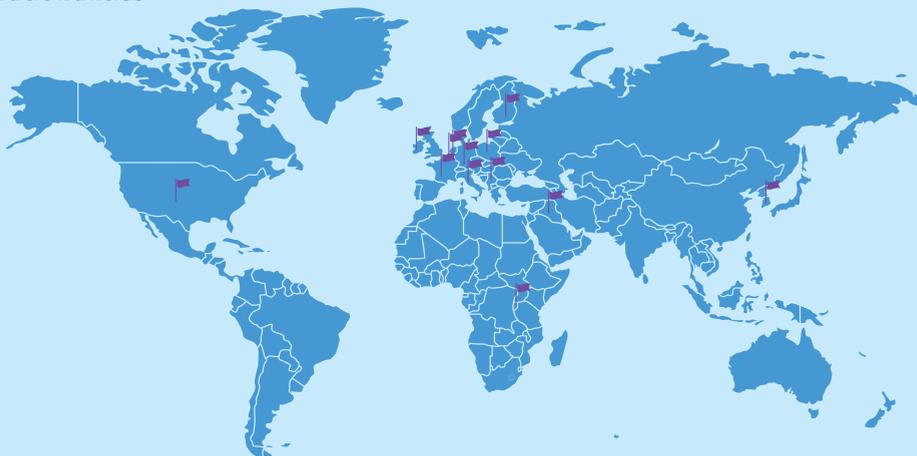


47%

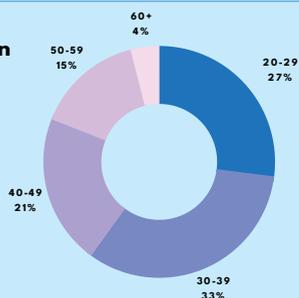


53%

of 12 different
nationalities



Age distribution of employees



33% 30-39 years

27% 20-29 years

21% 40-49 years

15% 50-59 years

4% 60+ years

Making an impact

In 2021, Clingendael employed 93 people of 12 different nationalities, of which 8 European and 4 non-European nationalities. Clingendael strives for a diverse team, and

we are grateful that we were able to attract a high-quality, high-quantity and diverse response to our vacancies. This resulted in 18 new hires for regular jobs, while 33 university students from the Netherlands and abroad successfully completed internships at Clingendael in 2021.

Our recruitment is primarily carried out through Clingendael's website, weekly newsletter and social media channels, as well as through the personal networks of all Clingendael staff members and interns. In 2021, we continued with the virtual version of our [Open Student Day](#), which was initiated in 2020, with over 150 participants worldwide.

In this second year of the COVID-19 pandemic, in which we mostly still worked from home, we furthermore continued focusing on the onboarding of new employees and interns 'at safe distance' by organising online introductions and digital coffee breaks across the organisation. New staff members were also digitally introduced to our general director Monika Sie Dhian Ho.

We continued working on the development of our employees in 2021. For all travelling staff, we organised safety and security trainings as well as

refresher courses. Furthermore, in 2021 a lot of effort has been put in setting up an advanced writing skills course as well as a feedback training for our staff members. Both trainings will be effective in 2022.

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Highlights

After many years with the same health care provider, Clingendael changed companies by the end of 2021. Partly due to COVID-19, the demand for a more accessible health care partner became more prominent. After a thorough selection in accordance with the Works council, we selected Cohesie as our new partner. The new provider will be frequently physically available at Clingendael as of June 2022.

Looking ahead

With the world hopefully emerging into a post-pandemic normal in 2022, we look forward to meeting our current and new employees and interns in real life again at the 'Huys', our office. We will continue paying attention to their needs and development through various training programmes, one of which – the advanced writing skills course – has already been successfully completed in the first quarter of 2022. Furthermore we expect our health care provider switch to have a positive impact on the wellbeing of our staff.

Finance



	Actuals 2021	Actuals 2020	Actuals 2019
Turnover	12.699	13.410	16.114
Total costs	12.050	13.247	16.009
Operational result	649	163	105
Result after taxation	446	103	30
Equity / total assets	36%	37%	39%
Full time equivalents	87	93	92

Note: amounts x €1.000



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