In Search of New Anchors
The aftermath of Russia’s invasion

Annual Report 2022
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A Message from Our Board
“History is like a riderless horse, galloping through the night”. This was the metaphor the then Spanish prime minister Félipe González used to describe an open and adventurous future, the night the Berlin Wall fell. In 1989, a political leader could say this, because these were times of democratization and hope in Europe. When commentators used this metaphor again in the context of Russia’s invasion of Ukraine on the 24th of February 2022, they painted an apocalyptic image: an unleashed black horse galloping into the darkness. It depicted deep concerns about an uncertain, and frightening, future. In 2022 Clingendael strived to contribute to insight and diplomatic action in these difficult international conditions, and to finding new anchors in a geo-politicising world.

A combination of online training and hybrid approaches allows us to operate globally, and to reach professionals in conflict settings and areas facing severe access constraints as well. The built-up of relevant knowledge in, for example, the Clingendael Russia and Eastern Europe Centre, the experience of our researchers and trainers in regions affected by the war and its aftershocks, and our strong network with local researchers and diplomatic academies helps us to meet the needs of our clients and the national and international media. We wish to thank them all for their confidence in our work, for their involvement, and feedback on our services and products. This interaction is critical for the quality and relevance of our products.

The Netherlands Institute of International Relations “Clingendael” was founded on 3 January 1983. Forty years on, Clingendael’s mission towards a secure, sustainable, and just world remains as urgent. We are proud to present the results of our team in this Clingendael Annual 2022. We would like to express our deepest gratitude to all our dedicated and knowledgeable colleagues, including the ones who preceded us. We also wish to thank the members of the Supervisory Board who support us with their knowledge and experience, guided by our new chairman Jaap de Hoop Scheffer, who took office in September 2022. Arjan Buteijn served more than two intensive terms as chairman of the audit committee, during which he contributed significantly to the current robust business organisation and
We are very much enjoyed Arjan’s constructive critique and support and are delighted we found a conscientious successor in Jan Maarten de Vet.

We shall continue with utmost dedication to analyse international developments, train internationally operating professionals, and inform the public debate to contribute to a secure, sustainable, and just world. This is what motivates Clingendael staff every day, as it did at the very start in 1983.
About Clingendael
Clingendael is an independent think tank and a diplomatic academy, based in The Hague – City of Peace and Justice. We aim to contribute to a secure, sustainable and just world through our analyses, training and public debate. We work with partners across public and private sectors, including policymakers, diplomats, mediators, humanitarian aid workers, officials from international organisations, academics, and business executives. Clingendael is not affiliated to any political, commercial or religious movement. Clingendael’s independency is warranted in its governance code and we publish a full list of our clients categorised by size of contribution yearly on our transparency page.

**Clingendael Research**

Clingendael Research provides independent, interdisciplinary, evidence-based and policy-relevant analyses and recommendations about urgent and long-term 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 researchers organise conferences, roundtables and meetings with high-level experts and policymakers to exchange ideas and knowledge. They also actively share their well-informed expertise on international developments with the public at large via the media and public meetings.

**Clingendael Academy**

Clingendael Academy provides independent diplomatic training courses, thematic programmes (for example on the 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 in an international environment. 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 Training of Trainers workshops.
Executive and Supervisory Board
BOARD

Executive Board

Monika Sie Dhian Ho
General director

Peter Haasbroek
Business director

Supervisory Board

Jaap de Hoop Scheffer
Chair as of 28 September 2022
Former Chair Advisory Council for International Affairs, Secretary General of NATO and Dutch Minister of Foreign Affairs

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Vice-chair (chair from 14 July 2021 to 28 September 2022)
Independent author, inspirator and director

Diederick van Wassenaar
Audit committee chair as of 26 April 2023
Former Global Head of Research, Regulatory & International Affairs ING

Arjan Buteijn
Audit committee chair until 26 April 2023
Partner at Dubois & Co.

Jan Maarten de Vet
Director of Ecorys Brussels

Inge Bryan
CEO Fox-IT

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
Clingendael Academy
OUR ACADEMY EXPERTS
Diplomacy

FACTS & FIGURES

Academy

43 training courses

23 in-person training courses

20 online training courses

658 diplomats trained

52% females

48% males

from 128 countries

9.1/10

Average participant satisfaction rate
Clingendael Academy provides tailor-made and specialised training programmes for diplomats from around the globe. We aim to equip and empower them to effectively address the global challenges of our time and to strengthen diplomatic efforts to tackle them. Our activities range from comprehensive diplomatic training programmes in The Hague to online training courses and short workshops abroad focusing on specific skills and themes.

Making an impact
In 2022, we trained 658 diplomats from 128 countries in 43 diplomatic courses. Our training sessions took place all around the globe, covering every continent and various geographical regions such as North Africa and the Middle East, South East Asia, Eastern Europe & the Caucasus, Central Asia, Sahel & Magreb, Eastern & Southern Africa and Central & South America.

The return to in-person trainings has strengthened participants’ ties with the Netherlands and Clingendael. Our regional training programmes also fortified connections between

Clingendael received fifteen senior diplomats and ambassadors from member states of the Organization of American States (OAS) to participate in a one-and-a-half-week training programme aimed at strengthening the individual skills and the institutional capacities of the OAS.
participants from various countries. Nonetheless, our two professional studios continued to run non-stop in 2022 as well. We digitally welcomed many diplomats from afar to twenty specialised trainings, such as our online courses on economic diplomacy, global health diplomacy, cyber diplomacy and blue economy.

To maximise our learning impact, we integrated the advantages of online training into our in-person programmes. We introduced hybrid training formats for pre-course assignments, personal intakes and introductions.

**Highlights**

In 2022, we strengthened our ties with the Diplomatic Corps in The Hague by hosting the Women Ambassador Network in The Hague again for female ambassadors and directors of the Dutch Ministry of Foreign Affairs. We also welcomed twenty newly posted diplomats for the fifth edition of The Hague International City of Peace and Justice seminar.

Clingendael Academy furthermore provided a negotiation training for the Newly Elected Member States of the United Nations Security Council (UNSC) in New York, with support of the Permanent Representation of the Kingdom of the Netherlands to the UN.

After a two-year hiatus, we were delighted to resume hosting our extended programmes in an in-person format. This included new editions of our twelve-week Course for International Relations (Leergang Buitenlandse Betrekkingen) and our seven-week training programme for the 2022 Dutch diplomats in training cohort.

Looking ahead
Clingendael Academy plans to further enhance its training offerings by organising specialised training courses on climate diplomacy and climate negotiations and expanding our specialised courses on cyber and economic diplomacy. Additionally, we will capitalise on the experience and benefits of online training courses by incorporating hybrid approaches and blended learning formats into our training programmes.
International security and capacity building

FACTS & FIGURES

Academy
INTERNATIONAL SECURITY AND CAPACITY BUILDING

62 training courses
37 in-person training courses
25 online training courses

750+ participants
from 25 countries

5 multi-year institutional partners in 4 countries
4 Training of Trainers groups guided & coached
2 successfully completed multi-year projects
2 new multi-year projects launched
Clingendael Academy offers training to a wide variety of security sector professionals, aiming to enhance their capacity to deal with various challenges regarding international security. We also share lessons learned, participate in Training of Trainers programmes and engage in multi-year collaborations with international partners to assist in the development of their own training capacities.

Making an impact
In 2022, we organised 62 training projects for a wide variety of clients. We provided training to professionals on various levels, including high-level staff from the Dutch ministries of Defence and Foreign Affairs and the Dutch National Police, in addition to many other international security professionals. Clingendael Academy also participated in and offered training to target groups within the European Union Police and Civilian Services Training (EUPCST) and the European Union Civilian Training Initiative (EUCTI) frameworks, covering pre-deployment and crisis management training.

 Talks were held at NATO Headquarters to support further cooperation between Clingendael Academy and our partners in Georgia with an eye on European and wider regional security.

In September 2022, Clingendael Academy organised a five-day pre-deployment training to members from the Dutch civilian mission expert pool and members of the European Police and Civilian Services Training (EUPCST).
Additionally, we continued to enhance our international cyber crisis simulations, upgraded our interactive materials on NATO decision-making, incorporated scenario thinking in various courses dealing with strategic uncertainty and expanded the tools used to train participants’ conflict sensitivity. Furthermore, our open registration course enabled many professionals working on international security to build pertinent skills and knowledge.

**Highlights**

Clingendael’s cooperation (since 2016) with Georgia’s Defence Institution Building School (DIBS) was rewarded by formal, unconditional **NATO accreditation**, and marked by a seminar on learned lessons that capped a five-and-a-half-year partnership. Talks were held at NATO Headquarters to support further cooperation between Clingendael Academy and our partners in Georgia with an eye on European and wider regional security.

We also concluded our multi-year **capacity-building effort** in Vietnam this year, supporting a Training of Trainers programme on the implementation of the UN Convention Against Torture, with the adoption of a high-quality curriculum and two successful Vietnamese-led pilot trainings at the beginning of the year. Additionally,
we started a new three-year initiative to support capacity building in international law in cooperation with the Diplomatic Academy of Vietnam.

Furthermore, 2022 marked the second year of the ongoing three-year collaboration with our institutional partners in North Macedonia, in particular the Joseph Kruzel Training Centre (JKTC). Supporting NATO integration of the North Macedonian Ministry of Defence and army, Clingendael helped the JKTC build their international security-oriented training portfolio by training some fifty mid- to high-level civil servants, including a group of trainers in an extended Training of Trainers trajectory.

**Looking ahead**

In 2022, we started preparing Clingendael’s first open registration course on cyber security, of which the first edition took place in the spring of 2023. We will also pay increased attention to cyber security and cyber governance in our institutional cooperations.

In 2023, our partnership with North Macedonia’s JKTC and the Public Affairs Regional Centre is set to come to fruition in a final series of workshops and related Training of Trainers programmes to solidify local training capacity on cyber, CIMIC, crisis management and NATO decision-making. Furthermore, we are embarking a new phase of cooperation with Georgia’s DIBS.

We also look forward to expanding training programmes for groups in the Netherlands, including the Ministry of Defence, police and various municipalities.
Negotiation and mediation in conflict resolution

FACTS & FIGURES

Academy

NEGOTIATION AND MEDIATION IN CONFLICT RESOLUTION

26 training courses

22 in-person training courses

4 online training courses

486 participants

65% females

35% males

from 46 countries

9.6/10

Average participant satisfaction rate
Clingendael works with conflict parties and mediators around the world to help them negotiate and mediate more effectively in peace processes. We deliver skills training to groups in conflict, mediators and mediation support officers, and help them in strengthening their capacities. We provide Training of Trainers programmes to help scale up their efforts.

Making an impact
In 2022, we continued to equip negotiators in conflict settings, mediators and mediation support staff around the world with the knowledge and tools needed to promote peaceful resolutions effectively. Through interactive simulations and exercises, participants sharpened their conflict resolution skills and expanded their toolbox to effectively respond to changing dynamics on both micro and macro levels. Participants reported that they feel more confident participating effectively in their processes after completing our training.

We conducted several online trainings in order to reach groups in conflict settings, such as high-level political and civil society leaders in Ukraine and insider mediators in Yemen.

This year we transitioned back to mostly in-person trainings. Clingendael Academy trained multiple groups in Asia, Africa and the Middle East, including high-level members of the Bangsamoro Insider Mediators Group in the Philippines, national-level women leaders and senior representatives of political parties in Sierra Leone, traditional leaders in Nigeria and members of the Libyan Women Network for Peacebuilding. We also conducted several online trainings in order to reach groups in conflict settings, such as high-level political and civil society leaders in Ukraine and insider mediators in Yemen.

Clingendael Academy welcomed fifteen mediators from a range of francophone African countries for a fully French-taught training programme titled 'Negotiation and Mediation as an Instrument for Conflict Resolution'. The programme was organised in cooperation with FemWise – Africa, the African Union and the Dutch Ministry of Foreign Affairs.
Highlights
On 30 March and 1 April, Clingendael hosted the annual meeting of the Mediation Support Network in The Hague. The event focused on strengthening collaboration between the fields of diplomacy and mediation support. It also formed the basis for further research on the topic, which will be published in 2023.

In 2022, we completed research on the role of youth in peace processes
In 2022, we completed research on the role of youth in peace processes, titled ‘Strengthening Youth Voices in Peace Processes’. This paper was based on a thorough training needs assessment, which sought to inspire support organisations (like Clingendael Academy) to create innovative approaches for equipping youth with a broader set of tools to overcome structural barriers and effectively engage in peace processes wherever possible.

Looking ahead
In 2023, the Clingendael Peace Negotiations Programme will build on the initial work done to prepare a new training series on climate change and conflict resolution as well as continue to strengthen and support more inclusive peace processes. Furthermore, the programme will focus more on longer-term process support by contributing to conflict resolution efforts in the Horn of Africa, the Great Lakes Region, Sahel, Middle East and North Africa in particular.

Members of the Mediation Support Network met at Clingendael in The Hague for the annual meeting.
Facts & Figures

Academy European Affairs

56 training courses

40 in-person training courses
4 online training courses
12 blended training courses

1000+ participants

53%  47%

from all EU member states & 25+ other countries

9.1/10
Average participant satisfaction rate
Clingendael Academy helps civil servants, diplomats and other professionals in gaining a better understanding of the European Union. We provide training in navigating negotiations with other EU member states or institutions, as well as in EU accession processes. Moreover, we equip them with the necessary tools to effectively represent their interests in Brussels.

Making an impact
As Europe was once more gripped by geopolitics, the EU trainings at Clingendael Academy picked up pace like never before. Our European Union team was strengthened to a total of four trainers, who together provided a record amount of training courses across all diplomatic programmes of Clingendael Academy. Our high satisfaction rate of 9.1 across the board for all open registration courses on EU matters, shows our impact. Of all people trained on European affairs, 97 per cent would recommend their course to their peers.

Clingendael Academy organised new EU Presidency training courses for Czechia in Prague, Sweden in Stockholm and in Brussels

We will continue to provide training courses for some of the flagship programmes of the European Union’s institutions, including EU cooperation with third countries on human rights, energy and renewables

Highlights
In 2022, Clingendael Academy organised new EU Presidency training courses for Czechia in Prague, Sweden in Stockholm and in Brussels, and negotiation trainings in the European Diplomatic Programme. The two editions of the successful EU Masterclass were jampacked, as well as all six editions of the Insight in Europe course. For the first time in three years, we also took a batch of civil servants to Brussels to see the European Union’s institutions in action.
A group of Dutch civil servants caught a glimpse into the ‘Brussels Bubble’ during the annual alumni trip for the course Insight into Europe.

We provided in-company training courses for a record of five various organisations, from the governmental and the private sectors – including the Dutch broadcasting service, consultancies and advisors – to the national parliament.

**Looking ahead**

In 2023, we will continue to provide training courses in light of some flagship programmes of the European Union’s institutions, including EU cooperation with third countries on human rights, energy and renewables. We will also work on new projects, including in-depth training for local governments, third country accession training and new strategic in-house company workshops. Moreover, we will continue with new EU Presidency training programmes for EU member states scheduled for holding the Presidency of the Council of the European Union.
Humanitarian negotiations and humanitarian diplomacy

**FACTS & FIGURES**

**Academy**
HUMANITARIAN NEGOTIATIONS AND HUMANITARIAN DIPLOMACY

**22 training courses**

413 participants

45% female, 55% male

from 57 countries

75% of participants = national staff from countries in which they operate

20% of participants = from local NGOs

9.9/10
Average participant satisfaction rate
By improving the negotiation skills and processes of humanitarian aid workers and their organisations, Clingendael Academy aims to support the provision of principled humanitarian assistance to populations in need. We offer skills training to aid workers and mediators, capacity-strengthening research workshops to organisations, and courses on humanitarian diplomacy to diplomats and aid workers.

Making an impact
Through our wide reach of more than 400 participants from 57 countries, we contributed to improving humanitarian negotiation processes that aim to ensure safe and principled assistance to populations in need. As national and local staff who live in the communities they serve are often the first responders in a humanitarian crisis, our outreach to national and local staff in our training ensures we contribute to more locally led humanitarian responses.

While aid workers and their organisations all around the world benefit from investing in their negotiation skills, Clingendael Academy particularly targets aid workers operating in areas facing severe access constraints for humanitarian assistance, such as Afghanistan, Syria, Yemen and Ukraine.

Clingendael Academy particularly targets aid workers operating in areas facing severe access constraints for humanitarian assistance, such as Afghanistan, Syria, Yemen and Ukraine.

After two years of online editions, a group of experienced humanitarian negotiators joined Clingendael Academy in The Hague for the three-day Advanced Negotiation Skills Training for humanitarians. Working in countries like Afghanistan, Somalia and Syria means that the participants often need to negotiate in highly complex and unsafe environments.
In 2022 we also completed two Training of Trainers courses after which participants delivered their own training to their colleagues in the field and in their own languages. It was wonderful to continue this important part of capacity building for aid workers after the COVID-19 pandemic had put a halt to it.

Clingendael’s Humanitarian Negotiation Project was off to a strong start in 2022. In January and February three groups of humanitarians worked on their negotiation skills in intensive online trainings.

**Highlights**

We welcomed over fifty diplomats and aid workers to our online humanitarian diplomacy courses. Through expert sessions, interviews, case studies and reflective and frank group discussions, the participants learned more about policy cycles, the day-to-day realities of each other’s work and opportunities for collaboration.

After more than two years of solely providing digital negotiation skills training for humanitarian aid workers, we were back on location in March 2022 for a physical training programme in Istanbul. Another highlight was that we supported the Ukrainian humanitarian response with an exclusive training for IOM Ukraine.

Clingendael Academy provided a three-day humanitarian negotiation training in Istanbul for twenty aid workers, of which the majority works in Turkey or the region.
Looking ahead
We look forward to supporting more aid workers in training their colleagues in negotiations skills in 2023. Additionally, we will seek opportunities to keep the momentum of our courses on humanitarian diplomacy by connecting with the participants and facilitate exchanges between aid workers and diplomats when possible.
FACTS & FIGURES

10 training courses
5 in-person training courses
5 online training courses
173 participants
from 27 countries
Clingendael Academy offers trainings in economic diplomacy, equipping diplomats with essential skills, knowledge and insights to address the most pressing economic and financial challenges of our time.

Making an impact
We continued to address some of the most pressing economic issues – concerning energy, digitisation, agriculture and trade – in our training courses. Our studios provided us with the means to reach participants as far as the Small Island Development States (SIDS) in the Pacific, while our in-person training allowed us a more hands-on approach to, for example, prepare potential Dutch agricultural attachés for their work in embassies across the globe.

Highlights
The energy transition is the quintessential topic of our time and was thus an important part of our focus for 2022. Therefore, Clingendael Academy was pleased to offer both an online and a physical rendition of the
Shiraka Training Programme on energy transition in the Middle East and North Africa region.

We were also pleased to once again welcome a delegation of World Trade Organization (WTO) trainees at Huys Clingendael to discuss the post-COVID-19 world economy, the rise of digital trade, upcoming EU due diligence regulations, sustainable trade and resources, and global energy trade. We completed the year with a first workshop on economic diplomacy in Oman.

**Looking ahead**

The training partnership between the WTO and Clingendael was renewed in 2022 and will remain in effect until 2028. Clingendael is also receiving requests for more training programmes for commercial and agricultural attachés and for training projects regarding the energy transition. We plan to further explore this in 2023.

Clingendael Academy was pleased to offer both an online and a physical rendition of the Shiraka Training Programme on energy transition in the MENA region.
Personal effectiveness

FACTS & FIGURES

Academy
PERSONAL EFFECTIVENESS

32 training courses

29 in-person training courses

3 online training courses

480 participants

54% female
46% male

from 12 countries

8.4/10
Average participant satisfaction rate
Clingendael Academy offers customised educational courses for a variety of stakeholders from governmental, non-governmental and private sectors, aiming to equip its professionals to operate effectively in the international arena. This effort takes shape in the training of soft skills such as negotiation, intercultural communication, effective influencing and strategic thinking.

Making an impact
We delivered close to 32 training programmes for 480 participants from various organisations on a range of personal effectiveness topics, such as negotiation, intercultural communication and effective influencing skills. Clingendael Academy supports hundreds of internationally operating diplomats, civil servants, policymakers and influencers to become more effective at what they do.

In several training courses we have worked with a wide range of Foreign Affairs ministries on scenario-building exercises, in which the participants mapped the various directions in which a certain economic, security, political or legal situation could develop. After assessing multiple scenarios, they planned backwards in order to decide which policy decisions would be wise today.
Other exercises such as moon shots also helped our audience to determine their vision and strategy. Using strategic-thinking tools, we also offered tailor-made training courses on effective influencing to NGO workers, civil servants, private sector professionals and EU policymakers, for example staff from the Directorate-General for European Civil Protection and Humanitarian Aid Operations.

In addition, we trained various groups of professionals to improve their communication skills, for instance diplomats from the Swedish Ministry of Foreign Affairs as well as civil servants working with their Dutch Caribbean counterparts for the Ministry of Interior.

We trained public prosecutors in the Netherlands Public Prosecution Service to become better international negotiators and decisionmakers.

**Highlights**

As part of a longstanding cooperation, we trained public prosecutors in the Netherlands Public Prosecution Service to become better international negotiators and decisionmakers. We organised similar programmes for groups of scientists and academics from the United Nations Institute for Training and Research (UNITAR) and the IHE Delft Institute for Water Education, the latter focusing on negotiation processes concerning water issues.

Clingendael Academy delivered a seminar on dealing with resistance and conflict and negotiations to KroezeWevers. The seminar was attended by consultants of various locations in the eastern part of the Netherlands, such as Enschede, Doetinchem and Emmen.

“Cultures are fluid, and the training teaches how to navigate between them.”

– Karin Haaksman, senior public affairs officer at Koppert, participated in Clingendael’s open registration course on intercultural communication.
Looking ahead
In 2023, we look forward to organising personal effectiveness learning products for a variety of stakeholders from both the public and private sectors. We will continue and expand our training offerings for the Netherlands Ministry of Internal Affairs and the Netherlands Public Prosecution Service. Additionally, we plan to start a learning trajectory for the Central Judicial Collection Agency, expanding our reach to different institutions and sectors.

From 17 to 19 October 2022, Clingendael Academy organised a three-day open registration course on Intercultural Communication for a diverse group of participants from the private as well as public sector.
Clingendael Research
**FACTS & FIGURES**

Conflict Research Unit

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Conflict Research Unit
The Conflict Research Unit (CRU) at Clingendael conducts empirically grounded research on the drivers, developments and consequences of violent conflicts in Africa and the Middle East. Adopting a political economy analysis approach, our research exposes and explains how violent conflicts develop in response to structural power, be it economic, political or embedded in governance arrangements.

Making an impact
In 2022, the Conflict Research Unit gained traction among a growing number of stakeholders with influential development and stabilisation portfolios in conflict-affected countries. Regular policy input and context briefings to, for example, the World Bank, NATO, USAID, Dutch embassies and development banks contributed to these actors’ context awareness during volatile periods. We have strengthened our position as a trusted partner by offering proper analyses on various topical issues. Our team’s presence in Burkina Faso during the September coup d’état enabled

“The question here is really whether Russia is creating these coups or whether it is just blowing on the fire. I think it’s the latter.”

– Constantin Gouvy analyses the coups in Burkina Faso on Al Jazeera (October 2022)
CRU to provide real-time analysis to foreign policy partners in the region, as well as the public.

Furthermore, our new conflict management strategy for Syria was positively received by the UN Special Envoy’s team. Our experts’ longer-term analysis of geopolitical trends, for example in the Middle East, have also enjoyed good uptake among partners at the Dutch Ministry of Foreign Affairs.

**Highlights**

In 2022, we were able to attract several renowned regional experts to join as staff or associates, as well as several promising researchers with the skill sets and country experience to expand the unit’s standing capacity. The new influx of competencies allowed CRU to develop new lines of work incorporating more quantitative approaches, for example on Early Warning systems.

Long-term country presence ensured that our researchers were able to offer nuanced and insightful reflections on current (geopolitical) developments, such as Sudan’s transition, as well as Russia’s activities across Africa. Our accurate forecast of trends and events after the Israeli elections in November 2022 and our analysis of the evolution of the Iran-linked axis of resistance marked the strength and relevance of CRU’s work on the Middle East.

“There’s a belief that strongmen can better face the security risks, especially in the Sahelian countries where violence is spiraling (...). But a military takeover doesn’t necessarily lead to a more effective response against insurgencies — continuing attacks in Mali are evidence of that, she said. Ultimately, said Ms. Schmauder, Military powers are kind of there to stay, and doing everything to cement their own power.”

We have improved the accessibility of our complex analyses by incorporating visual aids, including explainer videos, graphic schemes and illustrative overviews. This way, for instance, we were able to present a compelling distillation of four years of research on the role of armed groups in the Syrian and Iraqi civil wars.

Looking ahead
We are excited to both broaden and deepen our thematic scope in 2023. Our work on inclusive hybrid governance will be enhanced by investigating elite network competition within the central state. Deeper analysis of organised criminal networks has also been proposed to supplement our research on migration in the Greater Sahel. CRU’s geographical scope is furthermore expanding, with increased work on the coastal areas of West Africa and new case studies on the possibilities for political renewal under authoritarian conditions, including social contract issues.
In 2022, the activities of Clingendael’s Security Unit were significantly affected by the war in Ukraine, particularly in terms of media coverage and research (see the Clingendael Russia and Eastern Europe Centre’s section for further detail). Our researchers’ knowledge and insights on Russia’s invasion of Ukraine were highly sought after in the Netherlands and abroad, reflecting the pressing need to understand and respond to this ongoing crisis. Nonetheless, despite the war’s impact on the researchers’ agendas, our team managed to complete most of the already planned projects and even initiated new ones.

Making an impact
Our report ‘Specialising in European defence’ triggered a request from the Dutch Parliament’s Defence Committee to the Minister of Defence, Kajsa Ollongren, for the government’s perspective on the matter. The two authors of the Clingendael report were invited to provide a briefing to the Committee. In response, Minister Ollongren sent a note to the Dutch parliament in December, acknowledging that “at large, the ten recommendations of Clingendael can be found in the policy of the defence ministry”.

The Security Unit also contributed to the Rijksbrede Risicoanalyse (nationwide risk analysis), which was commissioned by the Dutch analyst network on national security at the request of the NCTV. The comprehensive risk analysis identified several risks related to international and military threats and their potential impact on Dutch security interests.

Clingendael’s survey research on Russia and Ukraine and on threats and opportunities in the international domain drew significant attention from the Ministries of Foreign Affairs and Defence.
Every day since the start of this invasion, we are tested again as a community. What do we stand for as Europeans, facing these new permanent aftershocks of the war?

- Monika Sie Dhian Ho


In 2022, we partnered with Clingendael’s Conflict Research Unit to complete two projects on transnational organised crime in the Levant and Western Africa. We also created custom foresight methods to analyse trends in this area. This research project was commissioned by the Strategic Knowledge Centre for Subversive Criminality (SKC), a new government research centre. SKC has drawn extensively upon Clingendael’s research when advising the Ministry of Justice and Security.

Highlights

Clingendael and the Belgian Egmont Institute organised an international conference in Brussels to discuss the implementation of the EU Strategic Compass. The Belgian and Dutch ministers of Defence delivered keynote speeches and two expert panels addressed the follow-up work on the EU Rapid Deployment Capacity and the EU’s resilience capacities. We published policy briefs on both the EU Rapid Deployment Capacity and EU Hybrid Toolbox later in 2022.

Clingendael’s survey research on Russia and Ukraine and on threats and opportunities in the international domain drew significant attention
“The unfolding of events concerning Ukraine once again highlights the fact that Europe is simply not there when it matters. (...) No one in Europe still disputes the necessity of strategic autonomy, but the question is: how do we get there?”

– Dick Zandee on the issue of European strategic autonomy in De Volkskrant (12 January 2022)

from the ministries of Foreign Affairs and Defence, resulting in invitations to several meetings and consultation sessions to discuss the research findings and public opinion on Russia and Ukraine in the near future.

Looking ahead
Research on the impact of the Russia-Ukraine war on European security and defence will continue to take a prominent place in 2023. This research will be conducted in the context of the Pol-Mil Think Group as well as in specific projects – one of them focusing on the EU’s Common Security and Defence Policy. The Strategic Monitor will be published in 2023 as well, based on a newly agreed and more thorough methodology, incorporating surveys. We will also further develop our research on transnational organised crime by analysing several more countries and regions and creating new methodological tools in collaboration with the SKC. In addition, we will complete two reports on diaspora politics for which the work has already commenced in 2022.

Dutch Minister of Defence Kajsa Ollongren delivered a keynote speech during an international conference on the implementation of the EU Strategic Compass, organised by Clingendael and the Egmont Institute.
FACTS & FIGURES

PUBLICATIONS AND EVENTS

European Union & Global Affairs Unit

- **8** Policy briefs
- **26** Op-eds
- **9** Physical events

Alerts

- **9** Alerts
- **2** Hybrid events
- **7** Digital events

Reports

- **14** Articles
- **7** Reports

European Union & Global Affairs Unit
Clingendael’s European Union & Global Affairs (EUGA) team witnessed significant growth in 2022 because of the geopolitical turbulence and the ability to attract new projects. Our experts not only continued their traditional work on EU policy and politics, but also intensified their efforts towards conducting cutting-edge analysis on the Western Balkans’ enlargement process and the EU’s relations with new candidate countries Moldova, Ukraine, and Georgia, as well as with Turkey.

**Making an impact**

Clingendael proactively set and shaped the European agenda on key topics such as open strategic autonomy, digital connectivity, competition over technology, EU green energy diplomacy, trade relations, and EU enlargement. *Our research had a significant impact on shaping Dutch and EU policies in these fields.*

In addition to our research on – the EU’s relationship with – superpowers China and Russia, we added India to this list in 2022, conducting solid research, delivering

“We are witnessing a time where we are more concerned about (unwarranted) strategic dependencies, but at the same time we still are a big provider of development cooperation.”

-Louise van Schaik
presentations, and actively participating in EU-India dialogues. We contributed with a position paper and presentation to the roundtable discussion on India of the Foreign Affairs Committee of the Dutch House of Representatives.

Throughout 2022, our researchers participated in various international conferences, providing their expertise to advise on topics such as EU enlargement (on the occasion of the Czech Presidency of the EU), and engaged in track 1.5 dialogues, including on tech cooperation between the EU, US and China. Our experts also frequently appeared in national and international media.

**Highlights**

After two virtual editions, we hosted our annual State of the Union Conference at Huys Clingendael again, together with the Netherlands Ministry of Foreign Affairs and Defence.

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**Tweet by Anna Lührmann on 24 May 2022.**

Anna Lührmann @AnnaLuehrmann

Thank you for the warm welcome. It was a pleasure to discuss with you and to get to know your perspectives. Keep up the great work.

Clingendael Institute @Clingendaelorg • 24 mei 2022

We welcomed German Minister of State for Europe and Climate @AnnaLuehrmann to speak with our experts about EU enlargement, CBAM, European GreenDeal and the future of Europe conference

@LouiseVanSchaik @remkorteweg @giulia_cretti @DouwevanderMee2 @GermanyinNL
STATE OF THE UNION CONFERENCE

A GLIMPSE OF THE 2022 EDITION

Monika Sie

Jean Pierre van Aubel

Marisa Gerards

Gerald Knaus

Jaap de Hoop Scheffer

Marc Thys

Barbara Kunz

Donika Emini

Alyona Getmanchuk

Vladimir Šimoňák

Karlijn Rensink

Maria Shaidrova

Sergey Radchenko

Edward Lucas

Erica Schouten

Geert Jan Hahn

Lodewijk Asscher

Tom de Bruijn
“But none of these are long-term solutions. We simply need to reduce our gas consumption. The alternatives are already available, and during the COVID-19 crisis, we showed we were also able to suddenly produce vaccines very quickly. If we do the same now with heat pumps, we will come a long way.”

– Louise van Schaik comments on the EU’s high energy price measures at NU.nl (8 September 2022)

Over twenty experts reflected on the war in Europe and its aftershocks, discussing the impact on the EU and its neighbourhood, NATO and the future of the United States’ engagement in European security through inspiring keynote speeches and (panel) sessions.

Clingendael proactively set and shaped the European agenda on key topics such as open strategic autonomy, digital connectivity, competition over technology, EU green energy diplomacy, trade relations, and EU enlargement.

Among the high-level speakers were Gerald Knaus (European Stability Initiative), Marc Thys (Belgian Defence) and Alyona Getmanchuk (New Europe Center in Kyiv). Clingendael’s General Director Monika Sie Dhian Ho introduced former NATO Secretary General Jaap de Hoop Scheffer as the new Chair of Clingendael’s Supervisory Board.

In 2022, Clingendael organised the three-day online Asia–Europe Sustainable Connectivity Scientific Conference (AESCON), in cooperation with the European External Action Service and international...
“Despite being on opposing sides in several conflicts, such as Nagorno-Karabakh, Libya and Syria, [Turkey and Russia] manage to cooperate when it suits their interests. (...) Both employ a divide-and-rule tactic against the West and aspire to be regional powers. They prefer to talk to each other because they know they will eventually come to an agreement, unlike discussions with Western countries, where respect for human rights and the rule of law are always on the agenda.”

– Nienke van Heukelingen in Het Financieele Dagblad
(14 March 2022)

partners. High-level speakers, including European Commissioner Thierry Breton, policy analysts, government representatives, the private sector and other stakeholders discussed the key policy priorities of digital connectivity between the EU and Asia. In this policy brief series we present the main findings and recommendations.

We hosted an event with the European Fund for the Balkans (EFB), Balkans in Europe Policy Advisory Group (BiEPAG) and d|part on Dutch perspectives regarding EU enlargement with the Western Balkans. New survey results on Dutch public attitudes towards enlargement were presented, which showed modestly increased support among the Dutch population due to the Russian aggression in Ukraine.

Clingendael hosted an event on Dutch perspectives regarding EU enlargement with the Western Balkans.
Looking ahead
In 2023, we plan to conduct new studies on the EU’s budget and strategic autonomy, as well as launch our new programme on the Geopolitics of Technology and Digitalisation. We will continue our research on EU foreign policy, focusing on relevant regions such as Turkey, the Balkans and Eastern Europe, as well as hot topics like the global gateway, strategic autonomy and the management of unwarranted dependencies of fossil energy and critical raw materials. Regarding EU-ASEAN relations we will focus on climate adaptation as an element of the European Green Deal, culminating in a conference in Cambodia in November.

The EUGA team aims to continue analysing the implications for the EU of the changing geopolitical environment and possible enlargement. We plan to organise more events in Brussels and participate in international fora like the GLOBSEC Forum. Furthermore, we will continue studies on Ukrainian refugees in Europe and the Netherlands. In follow-up research we will analyse how the European Union can better manage relationships with other third countries that are sources of migration to Europe.
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In 2022, the Clingendael China Centre strengthened its position as a national and international knowledge hub on China. Policymakers, business leaders and societal actors increasingly sought the centre’s expertise.

Making an impact

Various policy briefs and reports prompted parliamentary questions and policy actions. For instance, our report on China’s influence on the Dutch future maritime logistics hub function was mentioned in the update of the Dutch ‘China Notitie’ as an example of how research contributes to knowledge building on China among Dutch governmental organisations.

We also contributed with a position paper and presentation to a roundtable discussion on China of the Foreign Affairs Committee of the Dutch House of Representatives. Furthermore, one of our experts delivered a keynote for the Strategic Communication Division of the European Union External Action Service (EEAS).

The Clingendael China Centre increased its visibility both geographically and sectorally

Clingendael’s China Centre also consolidated its role in the secretariat of the Dutch China Knowledge Network (CKN), which was launched in 2021. Through this network, the Clingendael China Centre plays a major role in supporting and facilitating knowledge exchange between China experts and Dutch officials and Dutch society.

Highlights

In 2022, our centre has increased its visibility both geographically and sectorally. Experts of the

Clingendael expert Ingrid d’Hooghe participated in a roundtable discussion on China of the Foreign Affairs Committee of the Dutch House of Representatives.
Clingendael China Centre spoke at various – government, track 1.5, business and public – roundtables in the Netherlands as well as across Europe. Our experts also provided their insights to multiple major Dutch and international media outlets, including Buiten­hof, Nieuwsuur and NRC, as well as The Diplomat, BBC, South China Morning Post and CNN.

One of this year’s highlights was our public event held as part of the Clingendael Reads series, with award-winning Canadian China correspondent Joanna Chiu and Dutch China correspondent Sjoerd den Daas. They discussed China’s significance to the world and the world’s reaction to it, as well as China’s perception of its position in the world and its impact on reporting from within and on China.

Clingendael’s China Centre also continued its participation in the European Think tank Network on China (ETNC), resulting in a paper on Dutch dependence on China.

“There is a clash in how the protests are perceived. In the West, we see a people suffering from repression, protesting and calling for freedom. Xi Jinping, on the other hand, thinks: By exerting more control, repression and order, we can save China.”

– Ties Dams on China’s zero-COVID protests in Buiten­hof (4 December 2022)
Lastly, we strengthened our weekly newsletter ‘Silk Road Headlines’, the world’s longest running English-language newsletter on China’s Belt and Road Initiative.

Looking ahead
In 2023, Clingendael’s China Centre aims to strengthen its role as agenda setter in discussions and research on China and to expand its collaboration with European partners and EU institutions. One way in which the team invests in European connections is through its membership of the EU Horizon ‘ReConnect China’ consortium, where the Clingendael China Centre is tasked with building and leading a Europe-wide Knowledge Forum on China.

“As the global geopolitical context is changing and there is a growing antagonism between China and the West, our assessment of what it means that China is investing in Europe is changing,’ von der Putten said. Citing a new study that Clingendael conducted with Erasmus University of Rotterdam, he claimed that although uncertainty about China prevails, it is necessary to take precautions now, considering a diverse set of scenarios.”

– Frans-Paul van der Putten on Chinese investments in European port infrastructure in Politico (21 November 2022)

The Clingendael China Centre organised an edition of the Clingendael Reads series with author Joanna Chiu and journalist Sjoerd den Daas, moderated by Clingendael experts Xiaoxue Martin and Frans-Paul van der Putten.
### FACTS & FIGURES

**Russia and Eastern Europe Centre**

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The year 2022 was marked by a seismic shift in geopolitics, as the Russian invasion of Ukraine sent shockwaves throughout Europe and the wider world. Against this backdrop of geopolitical turbulence, our experts worked tirelessly to provide insights and analysis on the rapidly evolving situation and the implications for both the Netherlands and the broader European region. Our researchers’ deep knowledge of the region and its complexities made them a much sought-after source of expertise for policymakers as well as national and international media.

**Making an impact**

In 2022, Clingendael’s Russia and Eastern Europe Centre (CREEC) made a significant impact through its forecasting work for the Dutch Ministry of Justice and Security. **Our regular trend analyses and scenario work on the war in Ukraine and the situation of displaced Ukrainians in Europe allowed the Ministry to make a substantiated assessment of the scope of its protection mission for displaced Ukrainians in the Netherlands.** These insights have also been instrumental in guiding policymakers at the local, national, and European levels, in cooperation with other national crisis management organisations of the EU.

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**Tweet by the Financial Times on 2 September 2022.**

The @FinancialTimes recommends Clingendael’s Alert on Ukrainian refugee policy as one of today’s ‘smart reads.’

Read the Alert here: clingendael.org/nl/node/14762

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**Smart reads**

- **Long-term refugees:** Dutch think-tank Clingendael Published a study yesterday arguing that the EU should start thinking about a long-term presence of Ukrainian refugees and their social inclusion, rather than look at them as a temporary phenomenon.
Putin is convinced that our societies would break if so many refugees come. (...) It is a strategy we must resist. This is like the Berlin airlift in 1948, which created the West (...) and then turned into the basis for a new solidarity.

- Gerald Knaus

CREEC has also provided other policymakers with analyses and insights through (open and closed) briefings and meetings, and engaged with a wide range of clients both within and beyond the Dutch government. We were also able to help the Dutch (and a broader international) public in navigating the latest developments through numerous media appearances, which we compiled on our expert insights page.

**Highlights**

As part of the multi-annual PROGRESS research programme, CREEC carried out two significant research projects in 2022, examining the effects of the war on Moldova and the South Caucasus. Our experts conducted field research in Chisinau, Tiraspol, Yerevan, Tbilisi, and Baku, enhancing their understanding of the regional dynamics. This enabled them to provide recommendations on how the Netherlands and the EU could respond.

CREEC has evolved from a newly established research centre to a widely recognised and respected name within the Dutch expert community.
The annual \textit{REKA Conference} about a new reality in Eastern Europe was a significant event in 2022 as well. Together with over 75 experts from Dutch knowledge institutes, government representatives and journalists, we discussed the consequences of the war in Ukraine. \textbf{Through this event and other initiatives of the REKA network, we have continued to bring together and amplify the collective knowledge about our research area and provide a platform for discussion.} Additionally, as the REKA secretariat, we also organised five expert sessions for the Dutch Ministry of Foreign Affairs, aimed at gathering input for the Netherlands’ new Russia strategy.

We were also proud to have welcomed various high-profile guests at Clingendael, including the Prime Minister of Armenia, Nikol Pashinyan, and the First Deputy Minister of Foreign Affairs of Ukraine, Emine Dzhaparova. \textbf{Through organising such public events and roundtable discussions with international guests such as Sviatlana Tsikhanouskaya,}
“Initially, history enthusiast Putin saw Russian history as an inspiration, but later that changed, and he began using it as a weapon.”

– Niels Drost discussed his analysis of 500 speeches of Putin in *Algemeen Dagblad* (8 March 2022)

*Shalva Papuashvili and Kersti Kaljulaid,* we had the opportunity to exchange insights and deepen mutual understanding.

**Looking ahead**
Throughout 2022, CREEC has evolved from a newly established research centre to a widely recognised and respected name within the Dutch expert community. In the year ahead, we remain steadfast in our commitment to informing the Dutch public and policymakers about significant developments in Russia and Eastern Europe.

We particularly intend to strengthen the Dutch knowledge base on Ukraine by developing a dedicated *Ukraine programme*. Our focus will be on various aspects, including reforms related to Ukraine’s candidacy for EU membership, reconstruction, political economy, and the military and security aspects of the war.

Opening of the annual REKA Conference 2022 by the Deputy Political Director at the Dutch Ministry of Foreign Affairs, Erica Schouten, and the head of the REKA secretariat, Clingendael expert Bob Deen.
# Facts & Figures

**Planetary Security Initiative**

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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. In 2022, intensified its local work on the south of Iraq and Bay of Bengal regions in 2022. We brought local stakeholders together in Basra (Iraq) and Chiang Mai (Thailand) to discuss how climate-security affects their region.

Making an impact
At the second climate-security dialogue in Basra in May 2022, we officially launched the Basra Forum for Climate, Environment and Security. During this meeting, it became clear that the focus has shifted from recognising climate as security risk factor to the need to urgently address it. In Iraq, local government representatives, NGOs and endowment funds initiated efforts to combat desertification, halt salt water intrusion and explore renewable energy as more permanent provider of electricity. Our partner in India, the Delhi-based think tank IPCS, published a report on the Indian foreign and security community’s view on climate-security and how to tackle this issue.

Our experts led the research on the volume ‘Decarbonised Defence’ of the World Climate Security Report and contributed to studies on water in Iraq

The focus has shifted from recognising climate as security risk factor to the need to urgently address it

“Local politicians use the flow of immigrants to justify their poor governance.”

as well as on how climate change impacts the military capabilities of China, Russia and the United States.

We also focused on the European Green deal, its external dimension and the issue of a fair energy transition to all (FETA). Clingendael took part in the FETA project that was implemented in nine EU member states. Concerns about energy poverty and energy distribution have become pressing issues; the high energy prices and repercussions of the war in Ukraine have only further heightened this urgency. We discussed this matter in early 2022 with stakeholders from the government, private sector and civil society and presented relevant policy recommendations that highlight the importance of addressing the issues of unrest, populism and the need for sound EU policies on climate and energy.

**Highlights**

At our event ‘How climate change undermines security in Iraq, Africa & India’, Dutch ambassadors from Iraq, India and Kenya, along with local experts from these regions, gathered at Huys Clingendael to discuss climate-related security risks and opportunities. Both local solutions and the role of international partners, particularly the Netherlands, were explored in terms of reducing climate-related security risks.

In collaboration with the think tank IPCS, we convened a track 1.5 dialogue with representatives

Louise van Schaik (Clingendael), Arrliya Sugal (Berghof Foundation) and Maarten Brouwer (Netherlands Ambassador to Kenya, Somalia and Eritrea) at the event ‘How climate change undermines security in Iraq, Africa & India’ on 20 June 2022.
Clingendael is committed to contributing to defining the practical implications for climate, foreign and security policies.

Looking ahead
PSI is set to embark on a new phase in 2023, with continued focus on Southern Asia, along with new efforts directed towards climate adaptation in the ASEAN region. Our research into the security dimension of continued reliance on fossil fuels and the concept of decarbonised defence will persist as well, particularly in relation to the EU’s efforts to minimise fossil dependencies. While the challenge of operationalising policies to mitigate climate-related security risks is still in its early phases, geopolitical tensions have made it even more difficult. Nevertheless, ignoring these risks is no longer an option; it is better to confront them head-on. Clingendael is committed to contributing to defining the practical implications for climate, foreign and security policies.
FACTS & FIGURES

Knowledge Platform Security & Rule of Law

PUBLICATIONS AND EVENTS

17 events

- 6 digital
- 11 in-person
- with 706 participants

Annual conference

- with 275 participants
- from 58 countries

22 publications
6 podcast episodes
3,397 subscribers
KPSRL Newsletter
Clingendael is working towards strengthening the effectiveness and relevance of peace and justice policies and programmes. The Knowledge Platform Security & Rule of Law is an initiative of our Conflict Research Unit, in collaboration with Saferworld and IDLO. KPSRL works closely with the Dutch Ministry of Foreign Affairs and engages over 3,000 people across the globe.

Making an impact
In 2022, KPSRL made progress on its brand-new funding instrument: the Programmatic Learning Instrument (PLI). The PLI is designed to stimulate and facilitate programmatic learning, the process of capturing and distilling insights from evidence and implementation to inform adaptive programming and portfolio management. The PLI is experimenting with new methods of co-creating knowledge and learning activities, while entering partnerships for learning.

KPSRL’s annual theme for 2022 was ‘Reimagining social contracts’. Through small grants of our Knowledge Management Fund (KMF), various events and our annual conference, we were able to support and contribute to broader debates on developing, influencing, strengthening and maintaining social contracts. Together with the KPSRL network participants, we presented conclusions and recommendations.

KPSRL’s head of secretariat Sever Džigurski on stage during the Annual Conference 2022.
**Highlights**

This year, we continued our ongoing process of reforming the KMF, the small funding instrument available to our network aiming to support the development and distribution of knowledge. KPSRL implemented a set of reforms through its Window II of 2022, aiming to increase the access to funds for applicants based in fragile and conflict-affected settings. Early indications suggest that these reforms might have been successful.

On 20 October 2022, our flagship Annual Conference 2022 (KPAC22) took place in a hybrid format, with six in-person sessions in The Hague, six online sessions and five hybrid sessions available to both in-person and remote audiences. The event brought together over 275 participants, including policymakers, researchers, practitioners, as well as – for the first time – students, artists and activists from 58 countries.

Continuing our efforts from last year to address issues such as asymmetric power, we moved away from one singular keynote speaker and instead opened and closed the conference with conversations about trust, positionality, marginalised voices and youth-centred approaches to creating more inclusive and creative peace processes.
Looking ahead
KPSRL is currently undergoing a Mid-Term Review, which will provide valuable insights for our ToC review and help shape our future vision. We will collaborate with our network participants to develop a vision for KPSRL beyond 2024. Additionally, we will focus on initiatives taking place in fragile and conflict-affected situations (FCAS) – particularly PLI initiatives in Iraq, Afghanistan and Somalia – and work on strengthening partnerships with embassies. Lastly, in 2023, KPSRL’s secretariat will continue to reform the KMF and make it a participatory grant-making mechanism.
Strategic Initiatives and Outreach
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<td>100 speakers/panelists*</td>
<td>7 digital events</td>
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*estimation
Making an impact
In 2022, Clingendael reached out to various audiences in The Hague, Brussels and across Europe. Through our thorough analyses, conferences and roundtables, we successfully engaged with key stakeholders, including cabinet ministers, European Commissioners and senior-level policymakers. Additionally, we actively engaged with the broader public through physical, digital as well as hybrid events, providing a platform for public discussion and reflection on international affairs with top-tier thinkers and officials from across the continent.

However, perhaps our most significant influence came from our day-to-day media commentary on crucial global events, such as Russia’s brutal invasion of Ukraine, the rising tensions with China and developments unfolding across the Middle East. Throughout 2022, we actively contributed to the public discourse with over 1800 media appearances in both national and international outlets – an unprecedented achievement for Clingendael in terms of media engagement.

On 30 September 2022, Clingendael expert Niels Drost analysed President Vladimir Putin’s speech on the Dutch news programme EenVandaag.
Left: Closed expert roundtable with the former President of Estonia, Kersti Kaljulaid, and Ambassador of the Republic of Estonia, H.E. Lauri Kuusing, about how Russia’s invasion of Ukraine is affecting the region.

Right: Clingendael Newsroom: Ukraine.

1800 media appearances in both national and international outlets – an unprecedented achievement for Clingendael in terms of media engagement. This further cemented Clingendael’s position as a trusted go-to resource for comprehensive knowledge and expertise on international affairs.

**Highlights**

In the past year, Clingendael responded to Russia’s invasion of Ukraine by publishing Alerts on the broader impact of the war, including on food security, Chinese-Russian relations and Germany’s Zeitenwende. Additionally, our experts extensively explored the implications of key

“**When it comes to trade policy, however, national security appears to be taking precedence over the pursuit of a level international playing field, at least in Western Europe (...) This is raising fundamental questions about the nature of globalization, which is leading to a conversation about how trade can or cannot — or should or should not — be a means to pursue national security.”**

– Rem Korteweg to Reuters on 27 April 2022
This is a new hybrid threat in which authoritarian leaders use migrants as political pawns. Europe must be more resilient than these malignant designers. We have to mix carrot and stick measures and not be afraid to be unpopular.

- Margaritis Schinás
technology transfers to China and a comprehensive analysis of the interplay between climate and trade. Our experts also developed an international series of trade podcasts and spoke at high-level conferences and expert roundtables.

Additionally, we welcomed ministers Wopke Hoekstra and José Manuel Albares for the fourth annual Spanish-Dutch bilateral roundtable, fostering valuable dialogue between the two nations on pressing issues such as European defence, the energy crisis and the impact of the war in Ukraine. Clingendael also had the opportunity in 2022 to moderate the Dutch-British bilateral conference ‘North Sea Neighbours’ in London.
Our magazine, the *Clingendael Spectator*, celebrated its 75th anniversary by having renowned experts analyse noteworthy publications from its archives. With 90 articles published throughout the year, the magazine increased its number of unique pageviews on its website from 640,000 in 2021 to 740,000 in 2022.

**Looking ahead**

Clingendael’s strategic priorities for 2023 are to enhance our understanding of policy developments with respect to China, the transatlantic relationship and Europe as the political, military and economic tremors of the war in Ukraine reverberate across the global system. We also aim to add an extra sparkle to our analyses, activities and events as Clingendael celebrates its 40th anniversary.
Clingendael organised the 4th Clingendael-Elcano Roundtable: Spain, the Netherlands and Europe's new geopolitical reality.
Marketing & Communications
FACTS & FIGURES

Communication

SOCIAL MEDIA & NEWSLETTER

- **Newsletter**: 15,065 subscribers with 6% growth in 2022
- **Twitter**: 21,472 followers with 18.7% growth in 2022
- **LinkedIn**: 32,464 followers with 26.8% growth in 2022
- **Facebook**: 8,010 friends with 2.1% growth in 2022
- **Instagram**: 1,731 followers with 55.7% growth in 2022
- **Youtube**: 37,284 views with 14% growth in 2022
FACTS & FIGURES

Communication WEBSITE

1,439,162
Pageviews in 2022

website sessions per country

website sessions by age
The geopolitically volatile year of 2022 had a significant impact on our Marketing & Communication department, with media activity at an all-time high. The number of publications was likewise substantial (more than 220), all of which required effective and efficient management throughout the entire publication process, from initial research to final dissemination. Live events, once again possible after the spring of 2022, also increased. The growing number of open registration courses at Clingendael and the increased competition in the international market required more strategic communication and marketing. Finally, the tightness of the labour market and the recruitment and retention of the right talents necessitated constant attention.

Making an impact
We refined the entire publication and dissemination process for our studies conducted on behalf of Dutch and European decision-making authorities. As a result, Clingendael experts were more frequently invited by various parliamentary and non-governmental committees and ministries. We also successfully strove to improve the coverage of our media outreach by expanding the range of authors and variety of titles, and invested much time in personal and collective media training for our experts. Furthermore, instead of merely raising and interpreting topics we also made greater efforts to have them included in policy agendas – for instance through

INTERVIEW
Nederlandse politicologe
Monika Sie: 'We beleven een Weimar-moment'

Clingendael Director Monika Sie was interviewed by De Tijd, delving into the realm of geopolitics.
recommendations to the Fourth Rutte cabinet and a forecast of the most important international developments in 2023.

We also sought to contribute more frequently to international media. The intention behind this shift in focus is to help combat the politicisation and spread of disinformation and misinformation in political and public debates in these troubled and precarious times. With that in mind, Clingendael experts also offered weekly briefings to the editors of various journalistic publications in addition to their own media appearances, providing them with verified background information and their own extensive experience in the field.

“A new political agreement in Sudan is celebrated by diplomats, but rejected by the citizens. The military has signed an agreement with the pro-democratic movement, but the agreement fails to cover the most important points of contention. Meanwhile, the violence committed against protestors continues.”

– Anette Hoffman in an expert quote concerning Sudan, released via ANP (8 December 2022)
These efforts have led to a strong presence of our experts in high-quality media, ranging from the Dutch national news and Jeugdjournaal (youth news programme) to the Telegraaf newspaper, and internationally from Politico to Le Monde. Clingendael’s visibility is high, and so is appreciation for the institute. This has had a demonstrable positive effect on acquisition in exactly the types of commissions Clingendael prefers, as well as on requests for expert appearances in a great variety of public and commercial sectors, many of which represented new ground for Clingendael. Clingendael’s increased visibility and strong reputation has also resulted in a growing number of followers on social media, with double-figure growth rates across nearly all channels. Twitter and LinkedIn in particular showed the greatest growth in terms of both quantity and quality, attracting many influential followers.

Bob Deen’s numerous media appearances and tweets made him a familiar face and reliable voice in Dutch living rooms, in international political circles, and among foreign experts.
“Everything suggests that Xi Jinping is set to be made president of the Communist Party of China for the third time in next week’s election. The convention at which this will occur is of great importance to Europe as well, as the tone of the report that Jinping will read out will indicate China’s intended attitude towards the world in the coming years.”

– Ingrid d’Hooghe in an expert quote concerning China, released via ANP (11 October 2022)

The downside is that Clingendael’s increased visibility brings with it a noticeable rise in reputational risks, an effect exacerbated by the larger number of volatile issues that Clingendael is involved with. This necessitates constant vigilance and quick, effective decision-making and intervention on the part of the Head of Communications and the Executive Board.

We help combat the politicisation and spread of disinformation and misinformation in political and public debates in these troubled and precarious times

On 1 September, Clingendael was widely covered in the news through national and international press agencies following a new report on the protection of Ukrainian refugees.

Above: Teletekst page 101 (line 2).
FACTS & FIGURES

Communication TV AND RADIO

1810 media appearances

TV

Radio
FACTS & FIGURES

Communication

NATIONAL NEWS OUTLETS

De Groene Amsterdammer
De Telegraaf
De Volkskrant
Elsevier
FOLLOW THE MONEY
Het Parool
nederlandsdagblad
Reformatorisch Dagblad
Trouw
Vi Nederland
Looking ahead
In 2023, we will continue to help combat the politicisation and spread of disinformation and misinformation in political and public debates, we will further strengthen our focus on the conversion of visibility into commissions, and will strive to raise geopolitical issues even more effectively across governmental and other sectors. Most importantly, we will coach our experts to express and visualise their analyses more precisely, will apply stricter media selection criteria, and will further boost our visibility, especially internationally. These substantial shifts in our public approach will require smarter and more effective policy, as well as a reallocation of the budget. We expect to be able to invest resources to support innovations in research and more effective publication. For Clingendael Academy, we will focus on a stricter selection of commissions and a clearer positioning of the various programme lines.

As the face of Clingendael, Monika Sie depicts the major geopolitical developments and their implications at both state level and street level.

Below an impression of Clingendael’s YouTube and Instagram feeds from 2022.
Human Resources
**FACTS & FIGURES**

**Human Resources**

107

Clingendael employees in 2022

of 14 different nationalities

Age distribution of employees

- 33.6% 30-39 years
- 29% 20-29 years
- 17.8% 40-49 years
- 13.1% 50-59 years
- 6.5% 60+ years
Making an impact
We firmly believe that by valuing the differences between our people, Clingendael becomes a more creative, innovative and impactful institute. Achieving gender equality, promoting diversity and fostering inclusivity are important objectives within Clingendael’s general policy. So we continuously strive for equal opportunities and an inclusive culture – where differences are being recognised and valued.

On 1 January 2023, Clingendael employed 107 people of 14 various nationalities; 9 being European and 5 non-European. Of all our employees, 52% is female and 48% is male. In management positions, 60% is female and 40% is male. Furthermore, we attracted an impressive response to our vacancies and internships this year, which resulted in a record number of 29 new hires for regular jobs and 30 (international) students completing their internships at Clingendael.

On 1 January 2023, Clingendael employed 107 people of 14 various nationalities; 9 being European and 5 non-European

We primarily carry out our recruitment through Clingendael’s website, weekly newsletter and social media channels. In 2022, we also hosted a new edition of our digital open student day. Over 70 students worldwide registered for our digital Clingendael Meets Students event.
2022 was the first full year with our new health care provider, Cohesie. Their physical presence was delayed due to COVID-19 regulations during the first months of the year. In 2022, the sick rate was higher than our average, reaching 7.8%, which can be partly attributed to COVID-19 in the first half of the year. In the second half, we observed a gradual decrease in this percentage.

Clingendael aims to create a safe and comfortable work environment for its employees. To achieve this goal, an external confidential counsellor has been available to our staff since 2018. In 2022, we received three complaints, and two in 2021. We sought advice of our confidential counsellor in addressing these cases. HR has collaborated closely with the persons involved and the board of directors to resolve the issues.

**Highlights**

During the latter half of 2022, we introduced a mentor programme for the onboarding of new staff. The programme is designed to assist our new colleagues in navigating their roles and fostering connections. The programme comprises a minimum of six confidential sessions where the mentee can share first impressions, questions and other concerns with a mentor. We expect this programme to contribute to a (more) successful onboarding experience for our colleagues.
**Clingendael attaches great importance to employee development and therefore offered several training opportunities for staff in 2022.** To stimulate the open and inclusive culture Clingendael strives for, we conducted a feedback training for all staff, with around eighty employees attending. Additionally, we facilitated a successful writing skills course, which attracted forty participants. As employee safety and security is of paramount importance for Clingendael, HR also regularly conducts safety and security trainings for our traveling staff. For instance, eight employees participated in a multi-day HEAT (Hostile Environment Awareness Training) course and six experts attended a refreshment training for security.

**Looking ahead**

Our plans for 2023 prioritise the (individual) development and wellbeing of our staff. To support this goal, we have scheduled a writing skills course for our new colleagues, as well as a follow-up edition for those who participated in this programme last year. Additionally, all recently appointed programme managers will receive management training to enhance their leadership skills. We will also carry out the mandatory Risk Inventory and Evaluation and focus on training a prevention officer to ensure a safe and secure work environment.
Finance
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<tr>
<th></th>
<th>Actuals 2022</th>
<th>Actuals 2021</th>
<th>Actuals 2020</th>
<th>Actuals 2019</th>
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<tr>
<td><strong>Turnover</strong></td>
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<td>12.699</td>
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<td><strong>Total costs</strong></td>
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<td><strong>Operational result</strong></td>
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<td><strong>Result after taxation</strong></td>
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<td><strong>Equity / total assets</strong></td>
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<td>36%</td>
<td>37%</td>
<td>39%</td>
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<tr>
<td><strong>Full time equivalents</strong></td>
<td>101</td>
<td>87</td>
<td>93</td>
<td>92</td>
</tr>
</tbody>
</table>

Note: amounts x €1.000
FOLLOW US
IN 2023