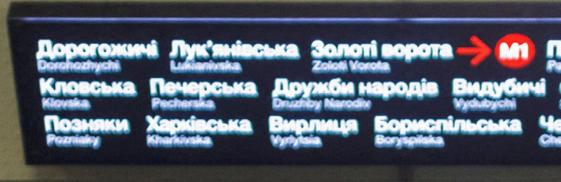


In Search of New Anchors

The aftermath of Russia's invasion



Annual Report 2022



Clingendael

Netherlands Institute of International Relations

June 2023

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About the Clingendael Institute

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

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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 Felipe 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

financial condition of Clingendael. We 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.



Monika Sie Dhian Ho
General director



Peter Haasbroek
Business 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 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

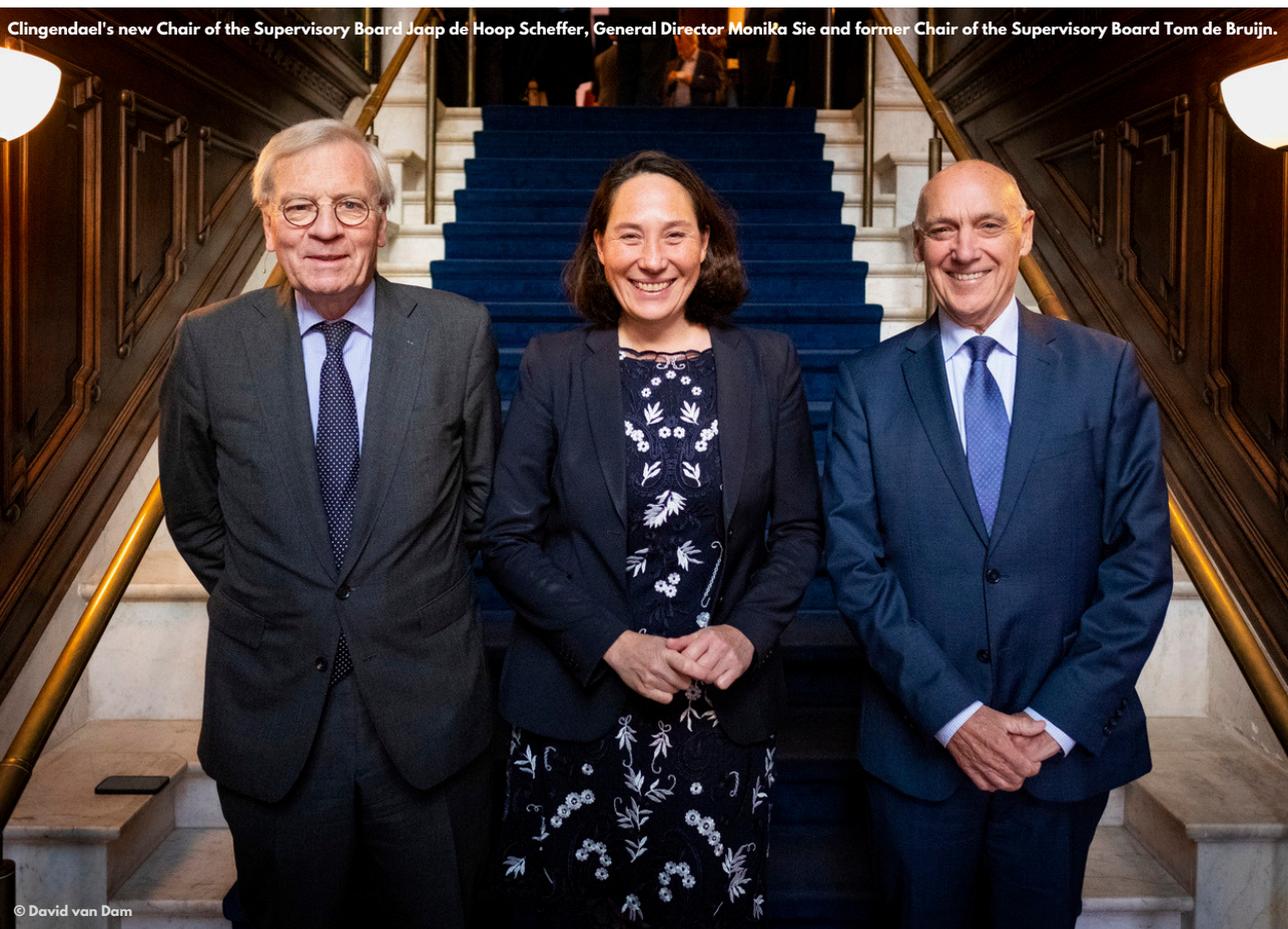
to new concepts and perspectives regarding international developments, and provides advice on how to approach critical international issues. Clingendael researchers organise conferences, roundtables and meetings with high-level experts and policymakers to exchange ideas and knowledge. They also actively 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.

Clingendael's new Chair of the Supervisory Board Jaap de Hoop Scheffer, General Director Monika Sie and former Chair of the Supervisory Board Tom de Bruijn.



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



Yvonne Zonderop
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



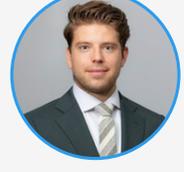
Jan Broeks
Lieutenant-General (Ret); former
Director General NATO
International Military Staff



Clingendael Academy



OUR ACADEMY EXPERTS



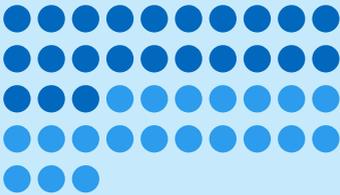
Diplomacy

FACTS & FIGURES

Academy

DIPLOMACY

43 training courses



23

in-person
training courses



20

online
training courses

658 diplomats trained



52%



48%



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](#).

Clingendael Academy provided a negotiation training for the Newly Elected Member States of the United Nations Security Council in New York

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 hosted the third edition of the Women Ambassador Network in The Hague for female ambassadors and directors of the Dutch Ministry of Foreign Affairs.

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.

Tom de Bruijn, former Dutch Minister for Foreign Trade and Development Cooperation, opened the 77th 'Leergang Buitenlandse Betrekkingen'.



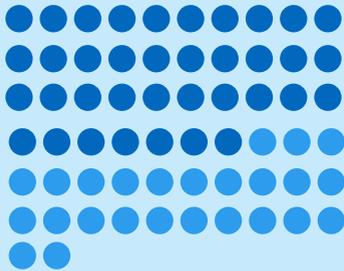
International security and capacity building

FACTS & FIGURES

Academy

INTERNATIONAL SECURITY AND CAPACITY BUILDING

62 training courses



37

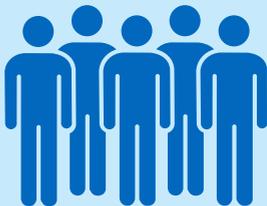
in-person training courses



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,



In September 2022, Clingendael Academy [delivered](#) the second crisis management and communication module for the Defence Diplomacy course in coordination with the Joseph Kruzel Training Centre in Skopje, North Macedonia.

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.

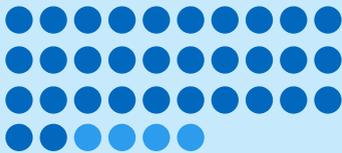
Negotiation and mediation in conflict resolution

FACTS & FIGURES

Academy

NEGOTIATION AND MEDIATION
IN CONFLICT RESOLUTION

26 training courses



22

in-person
training courses



4

online
training courses

486 participants



65%



35%



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.

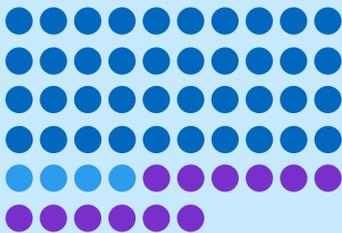


FACTS & FIGURES

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.

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.

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



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%



55%



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.



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.

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 Academy provided a three-day humanitarian negotiation training in Istanbul for twenty aid workers, of which the majority works in Turkey or the region.



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.

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.

Economic diplomacy

FACTS & FIGURES

Academy

ECONOMIC DIPLOMACY

10 training courses



5

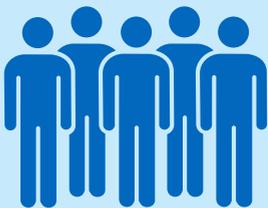
in-person
training courses



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



Clingendael Academy provided a five-day training to ten participants from different departments within the Dutch Ministry of Agriculture (LNV) and the Netherlands Enterprise Agency (RVO).

Shiraka Training Programme on energy transition in the Middle East and North Africa region.

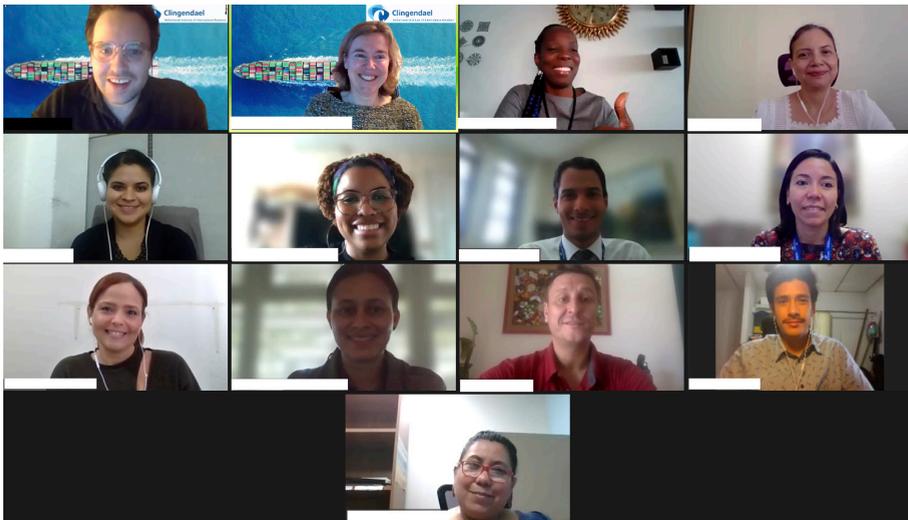
We were also pleased to once again [receive](#) a delegation of World Trade Organization (WTO) trainees at Huys Clingendael to discuss the post-COVID-19 world economy, the rise of digital trade, upcoming EU due diligence regulations, sustainable trade and resources, and global energy trade. We completed 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



Clingendael Academy hosted an [online training programme](#) on Blue Economy (which refers to “all economic activities related to oceans, seas and coasts”) for diplomats and representatives from several governmental institutions in Panama.

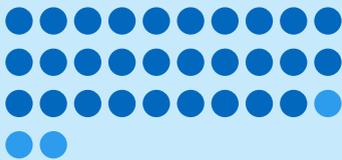
Personal effectiveness

FACTS & FIGURES

Academy

PERSONAL EFFECTIVENESS

32 training courses



29

in-person
training courses



3

online
training courses

480 participants



54%



46%



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.

Clingendael Academy provided a three-day seminar in international negotiations to fifteen diplomats of the department on Foreign Affairs of the government of Flanders.



“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



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.

the latter focusing on negotiation processes concerning water issues.

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,



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.



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.

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.

Clingendael Research



OUR RESEARCH EXPERTS



Conflict Research Unit

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Conflict Research Unit

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Digital events



1

Physical event

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)*



“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.”



– Anna Schmauder in [The New York Times](#) (31 January 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.

Long-term country presence ensured that our researchers were able to offer nuanced and insightful reflections on current (geopolitical) developments



Clingendael expert Nancy Ezzeddine made an [explainer video](#) about the interests and goals of the Hashd al-Shaabi.

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.

Security Unit

FACTS & FIGURES

Security Unit

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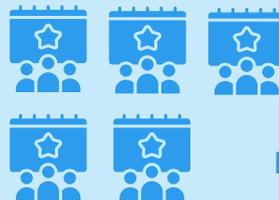


2

Articles

3

Digital events



5

Physical events

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 experts Adája Stoetman and Dick Zandee briefed the Dutch Parliament’s Defence Committee on the issue of defence specialisation.

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

”

© David van Dam

The analysis served as crucial input for a new government-wide [National Security Strategy](#), released in April 2023.

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.

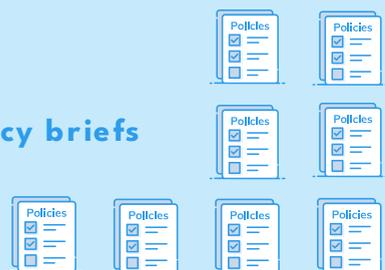
FACTS & FIGURES

European Union &
Global Affairs Unit

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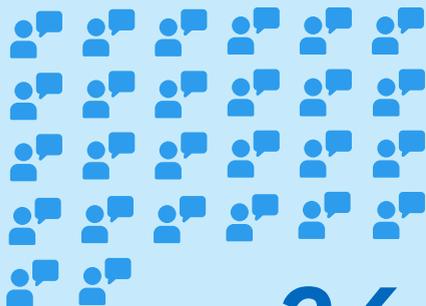
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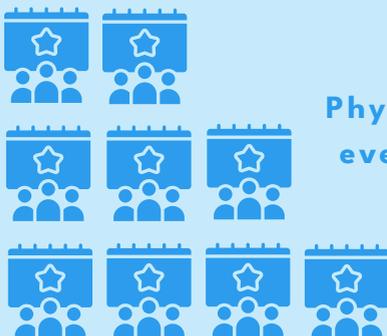
7

Digital
events



9

Physical
events



2

Hybrid
events



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.

[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](#)
[@DouwvanderMee2](#) [@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**



**Vladimír
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 Europa 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



Clingendael expert Maaïke Okano-Heijmans participated in the roundtable discussion on India of the Foreign Affairs Committee of the Dutch House of Representatives.

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.



CLINGENDAEL STATE OF THE UNION CONFERENCE 2022

Panel on EU enlargement at Clingendael's State of the Union Conference, with Sophie Derksen, Donika Emini, Wouter Zweers and Alyona Getmanchuk.

FACTS & FIGURES

Clingendael China
Centre

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1
Position
paper



1
Physical
event

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)*



“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)

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.



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.

Clingendael Russia and Eastern Europe Centre

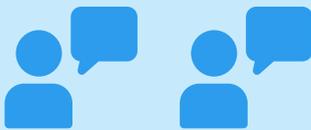
FACTS & FIGURES

Russia and Eastern Europe Centre

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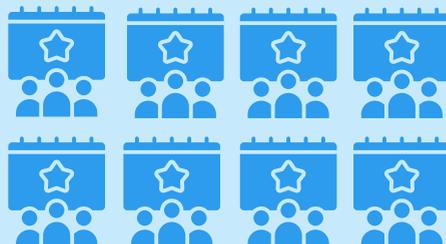


1

Report

8

Physical events



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.

[Tweet](#) by the *Financial Times* on 2 September 2022.



Clingendael Institute 
@Clingendaelorg

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



[ft.com/content/9e3459...](https://www.ft.com/content/9e3459...)



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

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.

 Monika Sie Dhian Ho en 2 anderen

12:36 p.m. • 2 sep. 2022



“

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

”

© David van Dam

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



Clingendael expert Bob Deen explained the situation regarding the war in Ukraine to Dutch children on [NOS Jeugdjournaal](#) on 27 October 2022.

The annual [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. **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](#). **Through organising such public events and roundtable discussions with international guests such as [Sviatlana Tsikhanouskaya](#),**



Clingendael welcomed First Deputy Minister of Foreign Affairs of Ukraine Emine Dzhaparova as keynote speaker during a [public event](#) about Ukraine.

“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)*



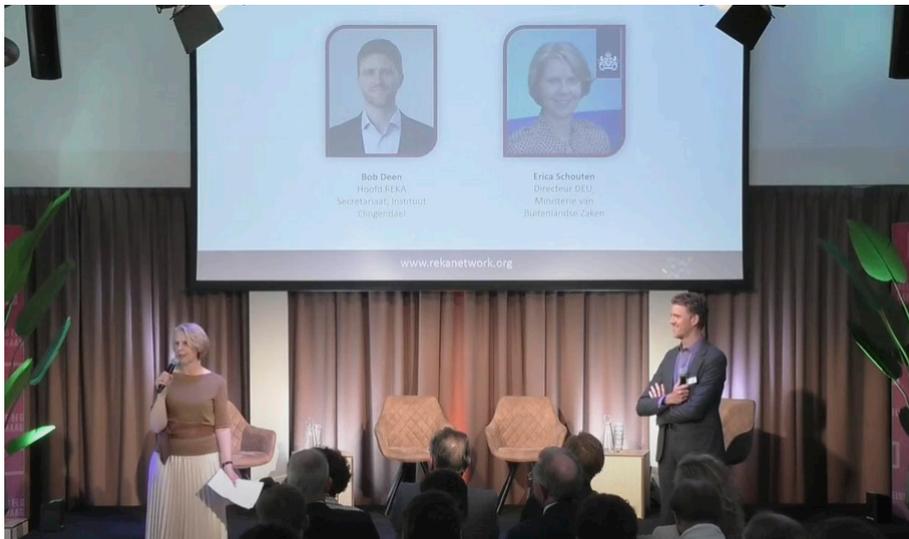
[Shalva Papuashvili](#) and [Kersti Kaljulaid](#), we had the opportunity to exchange insights and deepen mutual understanding.

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.

Planetary Security Initiative

FACTS & FIGURES

Planetary Security Initiative

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Interviews with climate security practitioners



Planetary Security INITIATIVE

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.”

– Maha Yassin in The Washington Post (7 September 2022).



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), Arriya 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.

from the Bay of Bengal region in Chiang Mai, India in December 2022. Additionally, PSI experts spoke at various international conferences and hosted a [session](#) on the climate-security dialogue facilitation work in the south of Iraq during the Berlin Climate Security Conference in October 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.

Knowledge Platform Security & Rule of Law

FACTS & FIGURES

Knowledge Platform
Security & Rule of Law

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17 events



6 digital

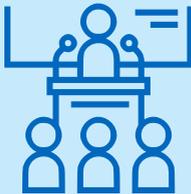


11 in-person



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.

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

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.

[KPSRL's Annual Conference 2022.](#)



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



FACTS & FIGURES

Public Platform

EVENTS AND PUBLICATIONS

26 events



100
speakers/panelists*
*estimation



15
physical
events



7
digital
events



4
hybrid
events

3



Barometer Alerts

17
Alerts



5

Spectator
dossiers



1810
Media appearances

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

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

© David van Dam

elections in Germany and [France](#), and provided [initial reflections](#) on the newly formed Dutch coalition government.

Notably, we had the privilege of [presenting](#) our [publication](#) on migration as a foreign policy tool to vice president of the European Commission Margaritis Schinás. **“States are vulnerable for the ‘weaponisation of migration’ exactly because migrants are not weapons. You don’t destroy them like incoming rockets. They even have rights to enter your territory. States will have to develop a geopolitical toolbox to deal**

with the challenge of instrumentalised migration”, Clingendael director Monika Sie stated during the event.

Furthermore, Clingendael’s [Barometer survey](#) for the first time identified international developments that spawned the most hope – instead of fear – among the Dutch population, shedding light on their perceptions and expectations.

In 2022, we also focused on trade and industrial policy, including a timely [call](#) for a Dutch industrial strategy, in-depth [research](#) on



Clingendael director Monika Sie and Foreign Affairs ministers Wopke Hoekstra and José Manuel Albares at the fourth Clingendael-Elcano Roundtable. Photo by David van Dam.

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.



In September 2022, we organised the [closed roundtable meeting](#) ‘The Dutch position on the Carbon Border Adjustment Mechanism (CBAM)’ at Huys Clingendael.



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



6 % growth
in 2022



Twitter

21.472
followers



18.7 % growth
in 2022



LinkedIn

32.464
followers



26.8 % growth
in 2022



Facebook

8.010
friends



2.1 % growth
in 2022



Instagram

1.731
followers



55.7 % growth
in 2022



Youtube

37.284
views



14 % growth
in 2022

FACTS & FIGURES

Communication

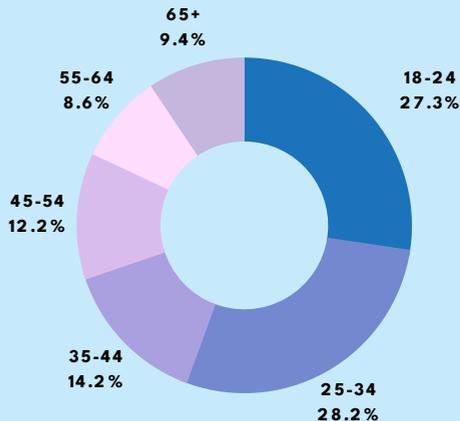
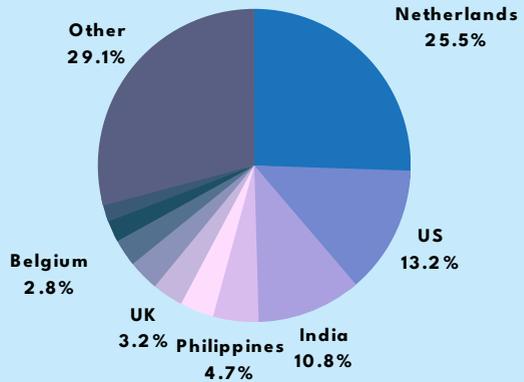
WEBSITE



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'

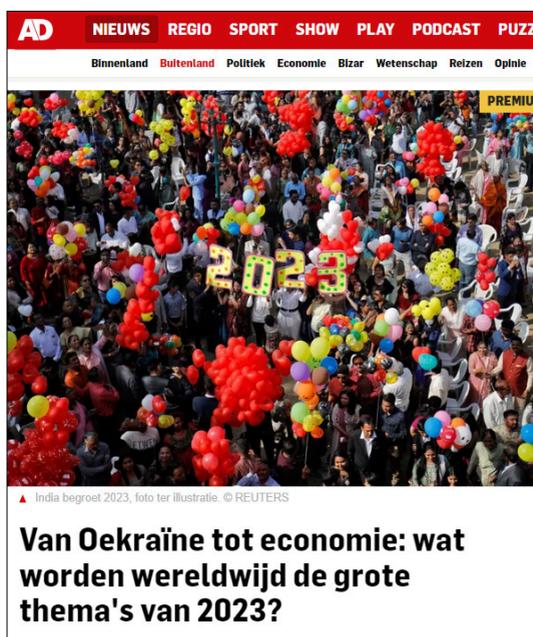


Monika Sie leidt de Nederlandse onderzoeksinstituten en diplomatieke academie Clingendael. ©Karoly Effenberger

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.



Nine Clingendael experts looked ahead and provided insights into 2023 for the public and politicians, offering a glimpse of what to expect in various regions and on a wide range of international themes.

“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.

INTERVIEW BOB DEEN

'Ik probeer nooit stellig te zijn, hoe graag media en kijkers dat ook verlangen'

Wat zijn dit voor vragen? Zeven dilemma's voor Oost-Europadeskundige Bob Deen (42), die het afgelopen half jaar uitgroeide tot een bekend gezicht op tv.

Hassan Bahara 21 juli 2022, 15:00



Bob Deen Beeld Frank Rutter

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

INTERNATIONAL
NEWS OUTLETS



FACTS & FIGURES

Communication

NATIONAL
NEWS OUTLETS



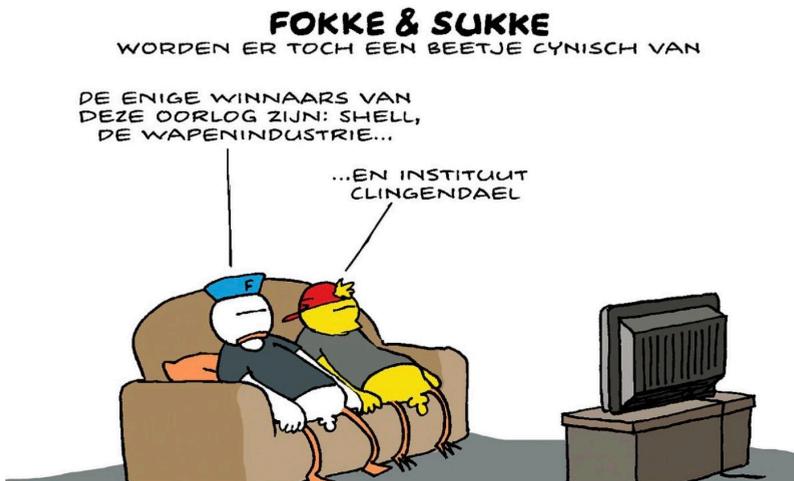
Looking ahead

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.



@ClingendaelInstitute



Mr. Shalva Papuashvili, Chairman of the Parliament of Georgia visits the Clingendael...



Can Europe avoid trade wars over climate policy? | Clingendael Event



Nederland veel meer bevreesd voor Rusland | Clingendael Barometer



Securing energy: How dependent are we?



Wankel Koninkrijk met Tim de Wit | Clingendael Leest



Geef je op voor de Masterclass EU | Clingendael Academy



Why now is the time for defence specialisation



Russia's footprint in Africa explained



Clingendael State of the Union Conference 2022 | Trailer



Int. security sector support: Navigating political obstacles & opportunities



How Climate Change Undermines Security in Iraq, Africa & India



Keynote By Ukrainian Deputy MFA Emine Dzhaparova | Clingendael Institute

Instagram

@clingendael_institute





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



107

Clingendael
employees in 2022

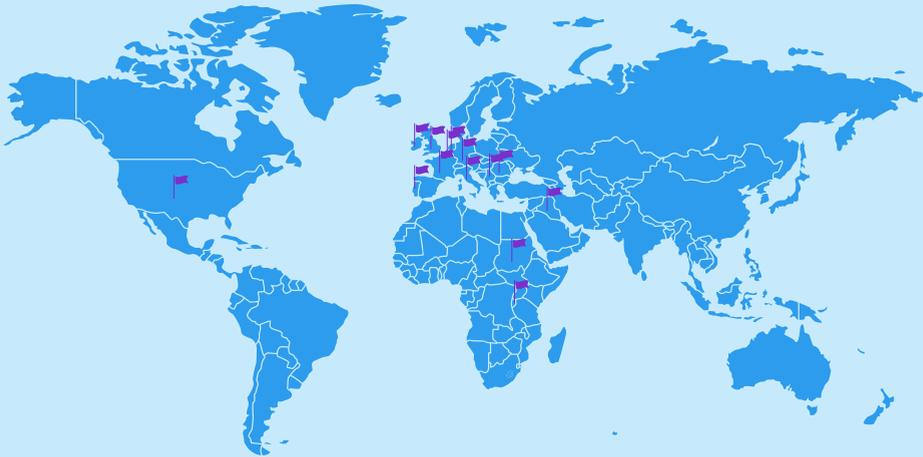


52%

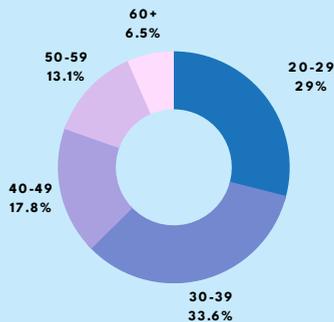


48%

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**.

Join online:

Clingendael Meets Students



Thursday
3 November 2022

15:00-16:15 CET





Young talented Clingendael researchers Maha Yassin, Adája Stoitman, Niels Drost and Xiaoxue Martin were featured in a special '35 under 35' edition of the JASON Institute magazine as this generation's voice on peace and security issues.

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



	Actuals 2022	Actuals 2021	Actuals 2020	Actuals 2019
Turnover	15.736	12.699	13.410	16.114
Total costs	15.527	12.050	13.247	16.009
Operational result	209	649	163	105
Result after taxation	239	446	103	30
Equity / total assets	41%	36%	37%	39%
Full time equivalents	101	87	93	92

Note: amounts x €1.000



**FOLLOW US
IN 2023**