

Clingendael annual report 2009

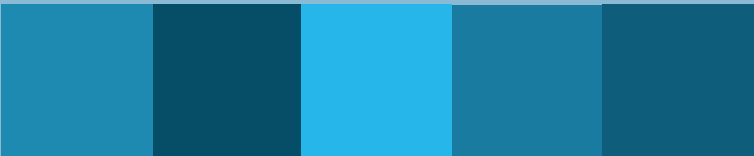


Nederlands Instituut voor Internationale Betrekkingen
Netherlands Institute of International Relations
Clingendael



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Introduction



In 2009 the implementation of the Clingendael multiannual programme 2009 - 2013 duly commenced. An important innovation concerns the multiannual research project. This project focuses on new global threats and challenges – such as the financial and economic crisis; climate change, environment and energy; scarcity issues; asylum and immigration as well as terrorism - and the consequences that these threats and challenges may have for the Netherlands. In that context the project tries to find answers to how the Netherlands, as a member state of international organizations like the European Union, the United Nations and NATO, should react to these developments, respectively whether, and if so how, the organizations concerned have to be reformed. More in particular the idea is to select, in the light of topical developments, specific subject-matters and to organize events – seminars, conferences or a publication – with regard to those subject matters.

In 2009 attention was given to stimulate direct cooperation between individual staff members of the Clingendael Institute and their counterparts at the Ministries of Foreign Affairs and of Defence. Thus a more direct communication can be developed between Clingendael staff and their colleagues at the ministries who are working on the same dossiers. The idea is to promote that activities developed and/or performed by Clingendael contain a clear policy dimension which is relevant for the ministries.

2009 was the year which followed the 25th anniversary of Clingendael. Although of a different nature, also in this year many events and activities were organized. On nearly all working days the conference and lecture rooms of the Institute were occupied because of public lectures, seminars, conferences, training programmes and the like taking place there.

Financially, 2009 ended with a small deficit.

A new Head of the European Studies Programme was appointed. Adriaan Schout, a researcher with the Programme for a couple of years, took office as the leader of CESP in September 2009. In May 2009 his predecessor, Jan Rood, was appointed Head of Strategic Research at Clingendael. In this capacity Jan Rood coordinates the – already mentioned – new multiannual research project, which is a 'horizontal' project in the context of which inter alia the Clingendael Programmes can cooperate with each other.

Academic institutes in The Hague cooperate within the framework of the Hague Academic Coalition (HAC). Also in 2009 Clingendael's Director acted as the chairman of the HAC Foundation Board. The HAC Board met once a month. The main issue on the agenda concerned the eventual establishment in The Hague of an Institute for Global Justice (IGJ), to be financed for a number of years by, inter alia, a subsidy from the Dutch government. An important principle of the new institute

is to provide financial contributions to qualitatively excellent projects and, by doing so, to give a new emphasis to The Hague-based knowledge infrastructure. The institute will work on the basis of open competition, which means that also institutes from elsewhere in the Netherlands or from abroad can present proposals to be financed by the IGJ. It is expected that the IGJ will start its activities in September 2010.

The Governing Board of the Clingendael Institute met in 2009 on four occasions. The Advisory Council (CAROO) convened three times. The Employees' Council met with the Director on five occasions.

Jaap W. de Zwaan
Director

Clingendael in Brief

The Netherlands Institute of International Relations **Clingendael** is a centre of expertise in international affairs. The Institute is a think-tank as well as a diplomatic academy and aims at analyzing political and social developments for the benefit of government bodies, NGOs, the media and the public at large. Clingendael seeks to achieve this objective through research, training, consultancy, and disseminating information. The Institute advises the government, parliament and social organisations, and holds conferences and seminars; it has a library and documentation centre, and publishes a Dutch-language monthly journal on international politics as well as a newsletter. Most of its staff consists of researchers and programme coordinators.

The Institute consists of four topical Programmes:

The **Clingendael Diplomatic Studies Programme** (CDSP), including **Clingendael Asia Studies** (CAS), has four broad dimensions: contemporary trends and innovations in diplomatic practice, the understanding of global issues and governance challenges raised by the erosion of national boundaries, the changing geopolitics of international relations, such as the rise of Asia, the future role of the United States and relations between the Islamic world and the West. CDSP also provides training programmes in diplomacy and international negotiations for participants from a wide variety of countries.

The **Clingendael European Studies Programme** (CESP) embodies large-scale expertise on European Union policy issues. Its research focuses on the political and administrative context of the European Union, the EU-borders, current EU policy developments, and the position of the Netherlands in the enlarging Union. CESP specialises in tailor-made training courses and stimulates the general debate on European Union issues by organising conferences and seminars, through its publications as well as contributions in the media.



The **Clingendael Security and Conflict Programme (CSCP)**, including the **Conflict Research Unit (CRU)**, focuses on global security issues. CSCP conducts research on defence-related issues, terrorism and radicalisation, the proliferation of non-conventional weapons, and changing strategic environments. It also organizes training courses on topics such as Crisis Management and International Security. CSCP's Conflict Research Unit analyses the conflict cycle from prevention to reconstruction.

The **Clingendael International Energy Programme (CIEP)**, affiliated to the Clingendael Institute, acts as an independent forum for governments, non-governmental organizations, the private sector, and the media. CIEP organizes seminars, conferences and round-table discussions. CIEP focuses on three topics: the regulation of energy markets in the European Union, the international economic and geopolitical aspects of oil and gas markets, and energy and sustainable development.

Clingendael's international focus is also illustrated through its network. Political leaders, diplomats, journalists and researchers from all over the world are frequently invited to deliver lectures and to take part in conferences and seminars. Clingendael is in constant touch with other major research institutes throughout Europe, Asia and the United States and, in close cooperation with similar institutes in Western Europe, prepares studies for various governmental and non-governmental bodies.

Over half the Institute's budget is generated by the Institute's projects. The remainder is made up of a four year grant from the Netherlands Ministries of Foreign Affairs and Defence. The Institute is an autonomous organisation. Its activities and views are independent of any public or private body, and the Institute is not allied to any political party, denominational group or ideological movement.

For further information regarding the Institute's activities, events and publications, please visit www.clingendael.nl



Governing Board



Dr Bernard R. Bot - Chairman

was Minister of Foreign Affairs in the Balkenende Second and Third Cabinets. Dr Bot studied Law at Leiden University and Harvard Law School. In 1968 he obtained a PhD cum laude in Law at Leiden University.

Four years earlier he became second secretary at the Permanent Representation of the Netherlands at the European Union in Brussels. From 1973 until 1976 he was the very first Dutch Ambassador in the German Democratic Republic. He was deputy permanent representative at NATO from 1982 until 1986, Ambassador in Turkey from 1986 until 1988, and secretary-general of the Ministry of Foreign Affairs from 1989 until 1992. From 1992 until 2003 Mr Bot was the permanent representative of the Netherlands at the European Union in Brussels. In December 2003 Bernard Bot succeeded Jaap de Hoop Scheffer as Minister for Foreign Affairs.

After having served as a minister, Bernard Bot accepted a number of high positions in the field of foreign policy. Next to being Chairman of the Governing Board of Clingendael, he is also the Chairman of the Netherlands Institute for Multi Party Democracy as well as the Carnegie Foundation.

Other members of the Governing Board:

Prof. M. den Boer - Vice-chairman (until November 2009)

Mr H.D.A. Haks RA - Treasurer

Baron W.O. Bentinck van Schoonheten

Prof. H.W. van den Doel

Mr R.W. Meines

Mr M. Leijten

General (ret.) A.K. van der Vlis

Mr D. Vriesendorp

Mr B. Wientjes

Board Foundation Fonds Clingendael



Mr. George Verberg MA - Chairman

graduated cum laude at the Erasmus University in Rotterdam in macro-economics. After his graduation, Mr. Verberg studied at M.I.T. and the University of California in Berkely, USA. He returned to the Netherlands where he worked for the Netherlands Ministry of Education and Science. In 1974 Mr. Verberg worked for the Netherlands Ministry of Economic Affairs. From 1988 on, George Verberg worked for the N.V. Nederlandse Gasunie, where he became CEO in 1992. He was president of Eurogas and from 2003-2006 president of the International Gas Union.

Since 1 March 2007 he is president of the Energy Delta Institute, an international knowledge and training centre in the field of gas.

Other members of the Board:

Mrs M.E.R. barones de Vos van Steenwijk-Groenenfeld, vice-president

Mr H.D.A. Haks RA, treasurer

Mr W.F. Dutilh, member

Mr W.O. Russell, member

Mr R. Willems, member

Clingendael Advisory Board for Training and Research (CAROO)

Prof. Cees Flinterman - Chairman

is a member of the UN Committee on the Elimination of Discrimination against Women (CEDAW). He studied International Law at Leiden University and the University of Virginia. From 1998 until 2007 Prof. Flinterman was Director of the Netherlands Institute of Human Rights (SIM) and the School of Human Rights Research at Utrecht University. Before taking up his position at Utrecht University, Prof. Flinterman also worked for Leiden University, the University of Ghana and the Netherlands Ministry of Foreign Affairs. From 1982 to 1998 he was Professor of International Law at Maastricht University.

Prof. Flinterman has also been active as a member of the United Nations Sub-Commission on the Prevention of Discrimination and Protection of Minorities (1987-1991). He was Vice-Chair of the 49th session of the United Nations Commission on Human Rights (1993) and leader of the Dutch delegation during the 49th and 50th session of the UN Commission on Human Rights (1993 and 1994) as well as at the World Conference on Human Rights (1993).



Other members of CAROO

Prof. Mark Bovens	– Professor of Public Administration and Director of the Utrechtse School voor Bestuurs- en Organisatiewetenschap
Prof. Raymond Buve	– Emeritus Professor of the History of Latin America, Leiden University (until October 2009)
Mrs Kathleen Ferrier MA	– MP in the House of Representatives for the Christian Democrat Appeal (CDA)
Dr Ton Heukels	– Coordinating Legal Advisor/Dpt. of Legislation - Dpt. of Private Law, Ministry of Justice
Prof. Madeline Hosli	– Professor of International Relations, Leiden University
Prof. James Kennedy	– Professor of Contemporary History, University of Amsterdam
Mr Jaap Ramaker	– Member of the Committee on Peace and Security of the Advisory Council on International Affairs, and a former Dutch ambassador
Prof. Hans Renner	– Professor of Central European History, Groningen University
Mrs Monika Sie Dhian Ho	– Director of the Wiardi Beckman Foundation, The Hague
Mrs Truus van der Spek	– Trainer/consultant in Communicative Skills
Mr Winand Quaedvlieg	– Secretary of International Economic Affairs VNO-NCW
Prof. Jaap de Zwaan	– Director of the Clingendael Institute
Mr Ron Ton	– Secretary Advisory Council/Director of Diplomatic Training, CDSP - the Clingendael Institute

Director's Office

In the year under review the director, Jaap W. de Zwaan, chaired seminars and conferences, contributed as lecturer to several Clingendael training programs, and received many guests, from the Netherlands and abroad. He also gave guest lectures and represented Clingendael in several conferences, in the Netherlands and abroad. In Turkey (Ankara and Istanbul) and Algeria (Algiers) the director was invited as guest of the respective Ministries of Foreign Affairs. In both countries he gave guest lectures and visited official instances, universities and NGO's. With the Diplomatic Academy of the Algerian MFA a Memorandum of Understanding was concluded.

De Zwaan continued his activities as part-time Professor of European Law at the Law School of the Erasmus University Rotterdam. He also remained involved as Editor-in-chief of the 'Internationale Spectator', the Clingendael monthly periodical for foreign policy and international affairs.

In the year under review the director participated actively in the activities of the Commission on European Integration of the Advisory Council on International Affairs (AIV) of the Minister of Foreign Affairs in The Hague. He also traveled regularly to Moscow in the context of his membership of the Governing Board of the European Studies Institute, founded by the European Union and the Russian Federation in 2006. Furthermore he is member of the Board of the Amsterdam Institute of German Studies in Amsterdam ('Duitsland Instituut Amsterdam') and the French-Dutch Cooperation Council ('Conseil de coopération franco-néerlandais').

In 2009 De Zwaan was appointed member of the TEPSA Board. TEPSA (Trans European Policy Studies Association) is a network organization for institutes for European Studies in the Member States and candidate-Member States of the European Union, and has its seat in Brussels, Belgium.

The director continued in 2009 to act as chairman of the framework for cooperation between academic institutes in The Hague, the HAC ('Haagse Academische Coalitie').

Special Advisor to the Director

Paul Meerts, Special Advisor to the Director of Clingendael Institute, delivered numerous trainings in diplomatic negotiation, of which 60% were abroad in 15 different countries. He cooperated with the College of Europe (Bruges), the Graduate Institute (Geneva), the NATO Defence College (Rome) and the European Union. At the Clingendael Institute most of the work has been done within the framework of the Clingendael Diplomatic Studies Programme (CDSP). Concerning research, he has been active in the Steering Committee of the Processes of International Negotiation (PIN) Programme of the International Institute of Applied Systems Analysis (IIASA). Paul Meerts wrote several chapters and articles in peer-reviewed publications e.g. the Processes of International Negotiation Programme, and the Simulation & Gaming Journal. Furthermore he edited the booklet Negotiating with the Russian Bear, published by the College of Europe.

As a direct result of Clingendael's long-term research strategy (2009-2013) in 2009 the new Clingendael Strategic Research Project was established. The Project focuses on the position of the Netherlands in the ever-changing field of international politics. It involves all Clingendael Programmes in an integral approach.

The project aims to pursue research topics which are relevant to the policies of the Dutch government, in particular the Ministries of Foreign Affairs and Defence.

The project is posited on two major recent developments in the global system: First, the shift in global power balances due to the rise of new political actors, both state and non-state. Secondly, the doubts as to whether the multilateral system of 'governance' is capable of dealing with the current challenges the world has to face.

Given these developments, the following topics are the focal point for this strategic project:
Should the Netherlands adapt its foreign policy orientation and, if so, in what direction?
Which instruments are needed to achieve the Dutch political ambitions? What is the position of the Netherlands in the international arena and who are our 'natural' partners?

In 2009 the focus of activities has been in particular on the future of Dutch foreign policy as a whole under the heading of 'rethinking Dutch foreign policy', on the future of the EU, specifically in the field of security and defence, and on the impact of scarcity of energy, food and natural resources on the international system.

Clingendael Diplomatic Studies Programme (CDSP)



CDSP is proud to have achieved a high standard for its conferences, publications, advisory work, and contributions to the public debate, alongside to its global track record in diplomatic training. Activities in its three main subject areas, i.e. innovation in diplomatic practice, shifting geopolitical relations, and the management of the globalization process, aim at forward-looking research that is of direct interest to policy makers.

Research

Trends and Opportunities. Among scores of expert meetings and seminars covering a wide range of subjects, in 2009 three CDSP conferences attended by participants from all over the world stand out: a conference entitled 'Is Europe Ready for Asia's Rise?' organised by Clingendael Asia Studies (CAS), the second of three biennial The Hague Diplomacy Conferences, and a conference on 'Economic Diplomacy Beyond 2010'. As a follow-up to these conferences CDSP is preparing a number of special issues of The Hague Journal of Diplomacy, as well as a special issue of the Internationale Spectator on economic diplomacy published in February 2010. CDSP conferences gave further impulse to research and network development in the field of Asia studies and diplomatic studies. This year also saw the start of activities in the field of economic diplomacy, with the potential for collaboration with the Ministries of Economic Affairs and Foreign Affairs, as well as the International Institute of Social Studies.



Participants and CDSP staff at the global conference 'Is Europe ready for Asia's rise?', organised by CAS on May 25-26

Another area of interest is research on Western relations with the Islamic world. CDSP participated in a host of international conferences in North America, Europe, the Middle East and Asia. CDSP expertise in political Islam, developments in the Arab world and the dialogue between Europe and the Islamic world makes CDSP a centre for study and debate. In this respect CDSP cooperated with the government, for instance in the organization of and participation in Clingendael conferences on

African diplomats from the Great Lakes Region at a work visit to the UN representation in Brussels



'Religion in the Public Domain' and 'Quiet Salafism'. Joint research with reputable Dutch NGOs is evidence of a niche for Clingendael in an area with a clear demand for better understanding of social developments and evidence-based policy making.

Collaboration with other institutions. The increasing collaboration with other institutions in the Netherlands and beyond extended to advice and research for various organizations, including e.g. the Secretariat of the Council of Ministers of the European Union, the Netherlands Centre for Counterterrorism, and the Flemish Department of International Affairs. Extra efforts were also made to further enhance collaboration with the Netherlands Ministry of Foreign Affairs through a research-based seminar on public diplomacy for staff of the ministry. In 2009 Clingendael Asia Studies held three conferences and seven seminars, most of them attended by a range of stakeholders in Dutch society and government. Its staff contributed to a variety of media.

Publications. CDSP strengthened its international visibility with a large variety of publications. CDSP staff published e.g. on the UN Security Council or Europe's strategic challenges. Two highlights in 2009 were the publications of a book on Global Salafism (Columbia University Press and Hirst) and on the Diplomatic Theory of International Relations (Cambridge University Press).



Global Salafism, edited by Roel Meijer

Training and Institutional Development

New Trends in Diplomatic Training. Changes in diplomacy affect diplomatic training. For one thing, the rise of sub-state diplomacy provided the impetus for a new programme at the level of local government: a Master class in international relations and diplomacy for the municipality of Rotterdam. The course relates to the impact of the EU and global affairs on the municipality of Rotterdam. The objective is to improve the international skills of the municipal civil servants. Secondly, multilateral diplomacy is gaining more momentum. Diplomats need to cooperate more closely with staff at sectoral ministries to effectively present the national interests in international organizations. CDSP hosted seminars on the new agenda of ASEAN and it trained European diplomats on the issue of EU negotiations with Russia and China. Thirdly, the changing nature of diplomacy has had an impact on training opportunities for diplomats at the Netherlands Ministry of Foreign Affairs. Two seminars on relations with Muslim countries were held. These seminars demonstrated the growing importance of understanding the role of Islam at home and how this relates to the outside world.

The Training of Foreign Diplomats. The twenty courses for foreign diplomats attracted more than 350 diplomats from seventy countries, i.e. apart from all member states of the European Union, countries that have applied for EU membership, and from Asia, Africa and the Middle East.

Chinese diplomats of the course in EU-Chinese relations together with the director of Asia at the Netherlands MFA Mr. Karel Hartogh, Clingendael director Jaap de Zwaan, Chinese ambassador H.E. Mr. Jun Zhang, Director of Diplomatic Training Mr. Ron Ton and course coordinator Mrs. Henriette den Ouden



International Training for Dutch individuals and Institutions.

In 2009 the 64th edition of Clingendael's longest running training course, the Leergang Buitenlandse Betrekkingen, was held.

Other courses which were organised included the CDSP course on international relations for the Ministry of Agriculture, Nature and Food Quality, which was held for the ninth time; the MA in international relations and diplomacy in cooperation with Leyden University; and Clingendael's widely recognized courses on negotiation techniques.

International Cooperation and Capacity Building. CDSP staff contributed to the meetings of the European Diplomatic Programme (in Prague and Stockholm) and the International Forum on Diplomatic Training (in Vienna). In support of capacity-building for foreign diplomatic academies Clingendael hosted a multinational programme for South Eastern European countries, as well as programmes for the staff of diplomatic academies of Pakistan and Indonesia. Abroad, CDSP provided training in curriculum development, the design of case studies and simulations, and the training of trainers as well as strategic advice to diplomatic academies in e.g. Bulgaria, Morocco, South Africa and Indonesia.

2009 has been a turbulent year for the European Union. In June the citizens of the European Union chose a new European Parliament; in November, José Manuel Barroso, reappointed as President of the European Commission, introduced the members of his new European Commission; the last hurdles in the ratification process of the Lisbon Treaty were cleared by the second Irish referendum and the signing of the national law approving the Lisbon Treaty by the Czech President Vaclav Klaus. The Belgian Prime Minister Herman Van Rompuy was appointed as the first President of the European Council and Lady Catherine Ashton became the High Representative of the European Union on Foreign Policy as well as the Vice-President of the Commission and Commissioner for External Relations. CESP staff closely followed and commented upon these developments in the media.

Research and Consultancy

In 2009 CESP produced a wide range of research outputs. This output varied from evaluations, such as a large-scale evaluation of the organization of international affairs at the Netherlands Ministry for Justice, to various publications. CESP research covered the deepening of the EU's external relations and neighbourhood policies. The Programme also contributed to the research on the following topics: the EU's capacities to operate as a global actor, the EU's justice and home affairs agenda, scenarios for the future of the EU, the 'agencification' of European governance, impact assessment systems in the EU and at member state level, and the 'new' governance instruments of the EU.

Sarah Wolff, a research fellow at CESP, obtained her PhD in International Relations from the London School of Economics and Political Science. Entitled "The Mediterranean Dimension of the European Union's Internal Security", her PhD investigates the inclusion of JHA issues in the EU's external relations with its Mediterranean neighbours. Her PhD is the result of extensive fieldwork conducted in Brussels, Cairo, London, Madrid, Rabat and Washington. The thesis maps the insertion of Justice and Home Affairs (JHA) considerations within the context of the EU's relationship with its Mediterranean partners. It also investigates which institutions mattered in this policy process over the 1999-2009 period and for what reasons.



Dr. Sara Wolff

Publication on Normative Power Europe

On May 6-7, CESP co-hosted an international conference on 'Normative Power Europe' with the Trans-European Policy Studies Association (TEPSA) in Brussels. A select group of 25 international speakers and participants discussed various aspects of the notion of Europe as a normative power. Participants from the Russian Federation and the Chinese People's Republic delivered their



observations on the external role and image of the EU 'from the outside'. The contributions to the conference were published as a Clingendael European Paper entitled 'Normative Power Europe in a Changing World: A Discussion'.

Contribution to major studies on 'greening' EU policies and governance in a 2050 perspective.

CESP contributed to two studies by the Netherlands Environmental Assessment Agency (PBL):

The study *Getting into the Right Lane for 2050: A primer for debate* identifies specific strategic actions for the EU in the coming decade. In the background study *Adapting EU Governance for a more Sustainable Future* the EU's environment and sustainable development agenda is discussed. This is done in relation to internal and external governance issues which influence the EU's capacity to enhance sustainability both within the EU as well as on a global scale. By using different possible scenarios for the EU, it points out that their viability is contingent upon how the European integration process will develop. Both studies were launched on 29 October 2009 at a meeting in the Swedish Permanent Representation in Brussels and received broad coverage in media and policy circles.

Evaluation of the international policies of the Ministry of Justice and DEIA (the Department of European and International Affairs) in particular, "*The Ministry of Justice on the world stage. On the road towards an internal balance.*"

In November, a team of Clingendael researchers completed an evaluation, at the instigation of the Research and Documentation

Centre of the Ministry of Justice (WODC), on the role and influence of the Ministry of Justice, in particular the Department of European and International Affairs, in EU, bilateral and multilateral decision-making processes. The research also dealt with to what extent the work of DEIA contributed to the achievement of the overarching objective of the Ministry of Justice in the international field. This study evaluated the international policy of the Ministry of Justice during the last two and a half years on the basis of ten case studies. Its recommendations will be made public in the course of 2010.

Training

A new tailor-made EU training programme was offered to staff members of the new Department for Energy, Climate, Environment and Water of the Ministry of Foreign Affairs. This department is the result of a merger between two units and combines international cooperation and European integration expertise. The course participants were particularly interested in recent developments in EU external relations (inter alia the negotiations on climate, development cooperation and the Lisbon Treaty changes), but also in how the Netherlands can more effectively represent its interests in Brussels. They conducted a case study on EU biofuels policy, and met with a number of EU professionals.

Visitors Programme for European Commission officials.

In June 2009 Clingendael welcomed a group of sixteen officials from the European Commission for the information programme *Getting to know the Netherlands*. The seminar provided an introduction to the political, administrative and economic structures of the Netherlands. The programme also consisted of several working visits both in The Hague and at local level and facilitated targeted networking for all participants with their counterparts within the Dutch government. The participants represented/were actively engaged in a wide range of topics dealt with by the Commission. All had a specific professional interest in the Netherlands.

The diversity of the group and the mutual interest of the participants in in-depth and comparative knowledge of Dutch structures and practices led to stimulating discussions with both practitioners of Dutch government, parliament and the business community, as well as Clingendael staff.



The EC officials during their visit in front of the Delfland Water Control Board (Hoogheemraadschap van Delfland)

Montenegro: MTEC/ How to operate with Brussels

In June 2009 the Clingendael Institute organised in Montenegro the training programme entitled *How to work with Brussels*. The training was developed for twenty two government officials dealing with EU affairs, and was a joint initiative by the Embassy of the Netherlands in Montenegro and the Montenegrin Ministry of Foreign Affairs. The training programme provided practical knowledge on how the European Union functions and offered the necessary skills for dealing and negotiating with Brussels. A related goal was the strengthening of bilateral relations between the Netherlands and Montenegro.

Conferences

Europol In September 2009, CESP organised a high-level round-table meeting on the Stockholm programme and the future of police cooperation in Europe. This round-table took place in The Hague on 1st October 2009 on the eve of the informal Justice and Home Affairs (JHA) Ministerial meeting convened at Europol by the Swedish presidency. This event took place a few months after the celebration of Europol's 10th anniversary, and the adoption of its new legal basis. Participants to the round-table meeting included government officials and academics. The keynote speech was delivered by the Director of Europol, Mr Rob Wainwright.



Key note speaker Rob Wainwright addressing the audience

EU Policy Perspectives Seminars/Europe 2030

This successful series of seminars, which is funded by the Netherlands Ministry of Foreign Affairs and first started in 2008, was continued in 2009. The following seminars were held:

- The Eastern Partnership: Towards a New Era of Cooperation between the EU and its Eastern Neighbours?
- EU Renewable Energy Policies: a need for further action at the national or European level
- The European Union in 2030: Geopolitical realities and considerations for EU policy strategies
- Ensuring rights for all in Europe: Challenges for the Council of Europe and the European Union.

These events were held for academics and policy makers from EU member states and EU institutions.



A panel session during the conference, l. to r. Lorenzo Fioramonti, Jaap de Zwaan, David Calleo and Giovanni Grevi

Clingendael Security and Conflict Programme (CSCP)



In 2009, common efforts of economically interdependent states to combat the deep recession overrode some of their political and military rivalries. The economic crisis changed the co-operation between some states and created new tensions, but also gave rise to situations of financial interdependence that can affect the nature of sovereignty itself. The movement of the geopolitical centre to the Far East continued. China became the largest exporter to and creditor of the United States. Terrorism and religious nationalism increasingly threatened national and regional stability in various parts of the world. President Obama's decision to deploy additional forces to Afghanistan underlined the fragility and importance of the region. The potential proliferation of weapons of mass destruction created stronger tensions in the Far East and the Middle East. Piracy on Africa's East Coast forced NATO and the EU to intervene in order to protect their lines of communication. Climate change and diminishing fossil energy resources showed the vulnerability of multilateralism and the lack of any willingness to effectively work on solutions. The Lisbon Treaty enhanced the EU's possibilities to design a supra-national foreign policy.

Research

CSCP strengthened its relations with national and international institutes in order to intensify research efforts and to enhance CSCP's international position. After successfully finishing the *multinational Transnational Terrorism Security and Rule of Law programme* CSCP made efforts to become involved in other EU research projects.

The **Seventh Framework Programme (FP7)**, bundling all research-related EU initiatives under a common roof, plays a crucial role in reaching the goals of growth, competitiveness and employment. In co-operation with a number of international partners CSCP opted to participate in work packages concerning security and defence policy as well as terrorism. FP7 will have a follow-up in 2010 and beyond.

COST (European Co-operation in Science and Technology) – together with EUREKA and the EU framework programmes – is one of the three pillars of joint European research initiatives. COST invites researchers throughout Europe to submit proposals for research networks and to use this unique opportunity to exchange knowledge and to embark on new European perspectives. In 2009 CSCP participated in one of these COST Action research initiatives, focusing on research projects which contribute to the elaboration of a European vision of peace operations and multilateral crisis management. More practically, the purpose of this COST Action is to stimulate exchanges among researchers on “why”, “how”, “when” and “with whom” the EU should envisage common peace missions and actions. It aims to contribute to the effectiveness and coherence of the European policy-making process being engaged in by political leaders and civil society. CSCP will continue to bring its expertise into this long-term project.

In the national context CSCP has strengthened its relations with NGOs, political parties, the National Defence Academy, think-tanks and universities. CSCP wrote a report for the Port of Rotterdam Authorities about possible North-West and North-East passages which are the result of climate

changes, also involving the political implications of the changing situation surrounding the North Pole. The Prince Claus Foundation commissioned a report on relations between culture and conflict, which will be finished in early 2010.

In 2008 CSCP initiated research on the Future Policy Survey for Defence. As a follow-up in 2009 CSCP participated in a number of concluding seminars within this Survey. 'The Clingendael Futures project', one of the research topics under the auspices of CSCP, resulted in a number of products and projects. One of these projects comprised developing scenarios for Sudan, which entailed more strategic policy planning for the region. This analysis received broad interest, amongst others from the US State Department. CSCP's expertise in defence-related research also resulted in seminars involving Dutch political parties about international security affairs.

CSCP researchers also participated in drafting an advisory report for the Dutch government of the Advisory Council on International Affairs (AIV) on the future of NATO, which aims at strengthening the Netherlands' position in the discussions on NATO's new strategic concept. This report has been published in 2010. Although NATO remains an important topic for CSCP research, a new focus was placed on European security and defence issues.

Concerning research on the proliferation of weapons of mass destruction, not only recent developments in North Korea and Iran were scrutinized, but relations between nuclear energy and nuclear weapons as well. Also the dynamics of proliferation and the effectiveness of policy instruments like UN Security Council Resolution 1540 were part of this research. In this respect CSCP co-operated with various national and international partners.

Training

CSCP made more use of its research results in its training and education programmes. In order to meet the high standards of the Ministry of Defence but also of other ministries, organizations and individuals, CSCP aimed to improve its current courses on international security and crisis management. The Programme started a joint training project with the Netherlands Institute for Safety and Crisis Research and the Pax Ludens Foundation. Both partnerships will result in a follow-up to CSCP's courses.

Factors for the Success or Failure of Stabilisation Operations

Stefan de Winter

Clingendael Security Paper No. 11



CSCP organized another successful international event on the topic of 'piracy', entitled *Pioneering for Solutions Against Piracy Focusing on a Geopolitical Analysis, Counter-piracy Initiatives and Policy Solution*. The result of this meeting culminated in a book by the keynote speakers of the meeting in co-operation with Clingendael researchers. This book, entitled *The international response to Somali Piracy* will be published in 2010.

To underline the importance of developments within NATO, CSCP organised an international meeting to discuss the future of the Alliance, including its relationship with the Russian Federation and possibilities for co-operation between NATO and the EU within the framework of its Security and Defence Policy.

Conflict Research Unit (CRU)

In 2009 CSCP's sub-department, the Conflict Research Unit (CRU), continued to focus on a number of fragile states such as Sudan, the Democratic Republic of Congo (DRC), Burundi, Afghanistan and Pakistan. Apart from Burundi, where in 2009 the political and security situation further stabilised, the other countries faced a deepening of the protracted crisis. The Dutch government intensified its policy response to fragile states. In answer to this, CRU intensified and expanded its research programme. To accommodate the expanding team, CRU moved into a new Clingendael co-location at the Bezuidenhoutseweg in The Hague. The head of CRU became member of Clingendael's Management Team.

CRU continued to explore innovative, evidence-based policy approaches in response to situations of conflict. In the quest for more effective integrated approaches, some common themes emerged. Several international think tanks and practitioners have found that current approaches to peace building are too ambitious in view of the realities on the ground. Another common theme is that agreement among national and international actors on their ambitions and strategies is a condition for success. Furthermore, the range of actors to be involved in integrated approaches has to be widened. In the domain of justice and security, CRU identified the role of non-state actors as crucial, while working with non-state actors is not standard practice. A first mapping study in this domain is being followed up by country-specific studies in order to identify operational approaches. Likewise, in the domain of political governance, the role of so-called 'hybrid political orders' was highlighted. In such orders informal institutions (e.g.

traditional norms and values, or clientelistic political systems) persist in spite of a formal democratic system. The result may be that democratic processes, such as elections, are distorted, e.g. when candidates pay voters for their support. In January 2009 CRU organized an International Expert Seminar which contributed to the finalisation of an Issues Paper on Strengthening Governance. This paper forms the basis for five country-specific studies, including Afghanistan, Pakistan and Guatemala. These studies will be finalised in 2010. In the socio-economic domain a series of studies were published on early post-conflict recovery, approached from both the more conceptual as well as the more operational angle. Also in this field, research within the framework of the Millennium Agreement (the former Schokland Agreement) on the Peace, Security and Development Network paved the way for public-private co-operation in fragile states.

CRU used the insights gained in these thematic studies as basis for comprehensive country-specific analyses of some of the countries mentioned. For example, an analysis was conducted to deepen the understanding of the context in which Sudan's 2010 elections will take place and to assess their possible impact, before identifying four different scenarios as well as opportunities for international engagement. Another subject of CRU research was the international architecture for security and development. CRU prepared a study on the EU and its internal challenges for effectively supporting Security Sector Reform (to be followed by country-specific studies in 2010), and carried out a review of the UN Peace Building Fund.

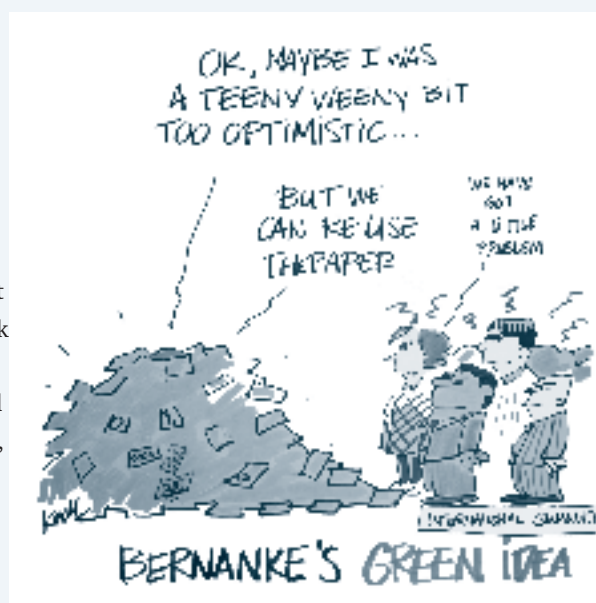
Clingendael International Energy Programme (CIEP)



The deepening of the financial crisis in the Autumn of 2008 leading to a breakdown of many banks and other financial institutions and the unprecedented fall in international trade and production was still ongoing at the start of the year. Governments were reeling from the severity of the economic impact of the financial crisis and were forced to stopgap the failures in the financial sector and at the same time increase government spending to compensate for lost economic activity and jobs.

The way the strong upswing in economic growth of the past few years had ended in a spectacular crisis heralded a new period in international political and economic relations, which, at a first glance, resulted in particularly the open OECD countries losing relative economic and political clout compared to the somewhat shielded Asian economies. The impact of the crisis remained unclear in 2009, as the crisis worked its way through the global economy, and made victims throughout 2009 and possibly in the years to come in this major reshuffling of economic strengths and weaknesses. The vigour of the government coffers determined the ability to spread out the impact over time, rather than absorb the blows all at once. Economically weak countries defaulted almost immediately, such as the Ukraine, triggering a nasty new round in the Russia-Ukraine gas dispute in early January which left many South-eastern Europeans in the cold.

Against the backdrop of the crisis and the impact on economic growth, the weakening energy markets had to absorb the new production capacity that came on stream amidst of a large decline in demand. The investments in the various energy value chains needed to be radically reassessed because prices of energy had collapsed from the unprecedented levels in mid-July 2008 and demand looked uncertain in the years to come. The energy market drivers had completely changed and as a result the outlook for the oil and natural gas markets and the context in which the transition to a more sustainable energy mix had to be realised had changed as well. In the first six months, assessment of the impact of the crisis on the energy markets and investments was the main mission at CIEP and elsewhere, while from the Summer onwards, with more data available, the changing market structure came to the fore.



Various CIEP events related to the general economic outlook were organised in the course of 2009 ranging from a presentation of 'The medium Term Oil Market Outlook' by Mr Nobuo Tanaka, executive director of the International Energy Agency (IEA) to the roll out of 'The BP Statistical Review of World Energy' by Mr Appleby. A CIEP briefing paper on lessons learned for the EU from the recent Russia-Ukraine gas crisis was issued in February 2009.

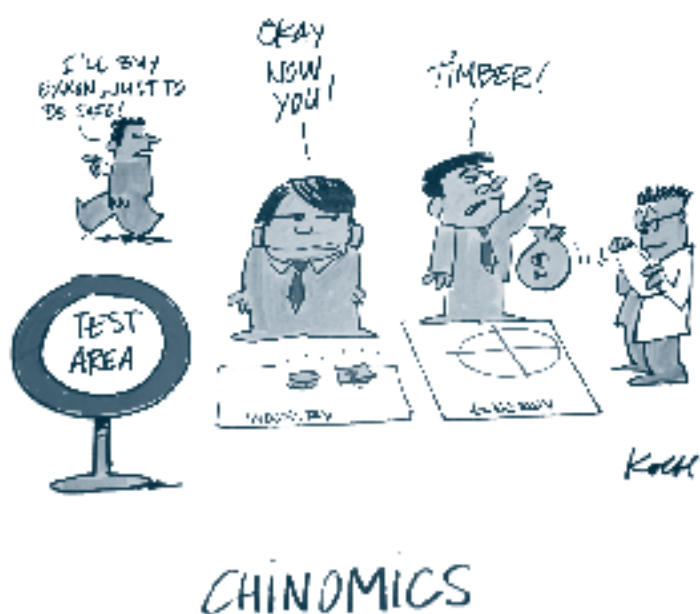
Oil

The drop in the price of oil in the Autumn of 2008 forced OPEC to reduce production drastically to attempt to stabilise prices. The urgency of stabilisation created strong adherence to the agreed production cuts of around 5 million barrels a day and, after a few months of floating between \$37 and \$50 a barrel, prices recovered to the desired OPEC level of \$70-80 a barrel from the Summer of 2009 onwards. Despite the attempts of OPEC to stabilise prices, international oil companies quickly reassessed their investments in the most expensive oil projects. Projects in Africa continued mostly as planned, underlining the importance of these projects for diversification of supply for the major consumer markets. China has become very active in gaining access to resources, including oil developments across the world in an attempt to manage their import dependency from the Middle East. The activities of Chinese oil companies across the world have ignited a discussion about the Chinese energy policy and the impact on globalisation, international relations and oil trade. The international economic crisis and the relative strength of the Chinese economy and large foreign currency reserves had left China in a strong position to gain more access to resources abroad. In a world where access to oil reserves is restricted by national governments to benefit their own national oil companies, the Chinese companies encroached on the shrinking share of production of the international oil

companies with support from their own government. The debate about the governance of the international economy, including oil, had been intensifying for a few years, and China's success in gaining access to oil reserves abroad exemplified the changes in the international economic system. In this context, CIEP/CAS published a report entitled: 'Gambling in Sub-Sahara Africa: Energy Security through the Prism of Sino-African Relations' and organised a meeting on 'Energy Security, Africa and China'.

Natural Gas

Perhaps the most dramatic changes in the energy sector took place in the natural gas sector. Although the drop in oil prices from their July 2008 highs to December 2008 lows was already spectacular, the impact on the natural gas sector was slower but more profound. Just like in the oil and coals sectors, demand dropped as a result of the deep economic recession. But this drop in demand coincided with two important other developments in supply, more LNG supplies and unconventional gas. The long lead times of gas export projects resulted in new LNG trains coming on stream in Qatar when the market was in decline. Moreover, part of this new export capacity was developed for the US market, which was expected to become increasingly dependent on LNG imports. In 2009, amidst a shrinking natural gas market, the rapid expansion of unconventional gas changed this outlook. Helped by robust natural gas prices in the preceding years, small independent gas companies had begun to combine several fairly new techniques and managed to unlock the vast unconventional gas reserves. When the financial and economic crisis struck, it was expected that these small producers would be squeezed out of the market, but this did not happen. They were able to maintain production also at much lower prices and subsequently kept the new LNG flows out of the US market. These LNG flows had been developed by the large international oil companies in joint venture with the Qatari national company. Two business models collided here and left the international gas market largely oversupplied. The absorption of these natural gas flows in other markets was difficult because of the limited flexibility in long term contracts, which are predominant in Asian and European markets. Downward pressure on prices and requests for more flexibility were high on the agenda of power companies in their discussions with their gas suppliers. Ironically, for the European power companies the year 2009 had started with supply shortages when the Ukraine-Russia conflict over gas contracts flared up shortly after the New Year. The



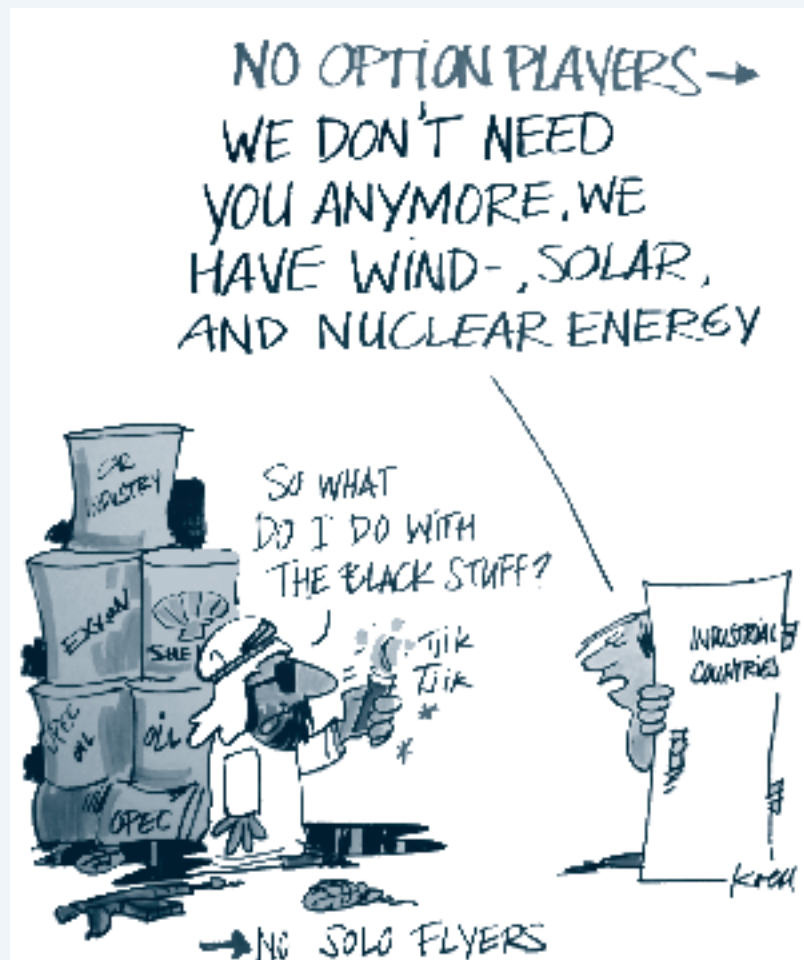
duration of the conflict left many consumers in the cold, and pressed the EU to develop more robust crisis management policies and infrastructures, in addition to the other parts of energy policy. The fact that the Lisbon Treaty finally came into force in December will stimulate further EU energy policy initiatives.

Many publications and events related to Natural Gas were initiated by CIEP in 2009, among which the event on 'The Caspian Development Corporation Concept' and the CIEP/IFRI conference in Brussels on 'Turkey, Azerbaijan and the Southern Gas Corridor' are worth mentioning. On the EU energy policy side, a CIEP paper was issued on 'Crossing Borders in European Gas Networks: The Missing Links'.

Copenhagen

For the energy sector, 2009 was supposed to be the year of the Copenhagen Conference, providing the energy industry with a new framework for the future. In the run up to the conference, the expectation rose and fell with the economic roller coaster and the political determination of the geopolitical powers to make it into a success. The EU with its 20-20-20 policy firmly in place had expected to play a major role, but found itself oddly marginalised by both China, India, Brazil and the US, who were on a completely different course. The investments in both the US and China in new energies is growing but the commitment to CO₂ reduction policies, as proposed by the EU, does not fit their energy and economic priorities. Although the conference did not produce very concrete results, the energy policies of major countries have changed to include sustainable energy strategies, although more often than not driven by security of supply concerns than climate concerns. These different drivers and the difference in economic development explain to a large extent the variety in approaches. These different approaches, so far, do not add up to structurally change the emission trend to the desired 2 degree warming target of the G-8 and confirmed at Copenhagen. Amidst severe economic adjustment problems, countries were not willing to commit to more than a political statement to continue their efforts, leaving the international playing field uncertain.

CIEP organized various events on this subject in addition to a number of publications CIEP/CAS organised a one day seminar on 'China, Copenhagen and Beyond' based on a major study on the same subject published in September 2009. Also, a CIEP briefing paper was issued on 'Negotiating a robust Climate Policy' while "The Arctic and the Netherlands" were discussed during a roundtable with various stakeholders.



Internationale Spectator

Internationale Spectator

Jaargang 63 - nr 11- november 2009

Op weg naar klimaatconferentie in Kopenhagen

Taalstrijd en mensenrechten in België

Editorial policy

In 2009 (Volume 63) the editorial board of the *Internationale Spectator* pursued a proactive policy. Three significant events in international politics, i.e. the 60th anniversary of NATO in April, the 20th anniversary of the fall of the Berlin Wall in November and the International Climate Conference in Copenhagen in December were elaborated upon in special thematic issues. In all three cases these issues were published well in advance, i.e. at least a month before the events actually took place; hence they were front runners in the stream of publications that emerged on international security policy, on East-West relations and on global warming respectively. By publishing these issues ahead of time the *Internationale Spectator* stimulated and enhanced the debate in the Dutch language on international affairs and (Dutch) foreign policy. Apart from these three thematic issues in 2009, the *Internationale Spectator* paid special attention to a range of topics through numerous (clustered or separate) articles. Thus the May issue focused on the elections for the European Parliament as well as on the remaining dictatorships in the world, while the question of how to deal with terror, or violence of e.g. a sexual or religious nature, either real or perceived, was addressed in the June issue. The extensive summer edition (July/August) featured the Netherlands and the Caribbean region. Finally, the December issue contained an elaboration of political leadership in Western democratic states, with political portraits of Barack Obama, Angela Merkel, Nicolas Sarkozy and Silvio Berlusconi.

The editorial board has been able to draw on an ever growing arsenal of experts, in particular also from Flanders/Belgium and from among the ranks of the Clingendael Institute.

'Polishing the articles'

In order to address as many issues as possible and to enhance legibility, the *Internationale Spectator* limits the length of its articles, ideally to 4 pages in print per article. This policy has resulted in a record number of 108 articles for 2009.

Koninklijke Van Gorcum publishes the *Internationale Spectator* on behalf of the Clingendael Institute. This opening sentence of the colophon clearly reflects the traditional bond between the Institute and the Monthly journal, *a trait d'union*, which has been 'covered' for over 15 years by our solicitous publisher.

Novelties

The year 2009 saw new developments as regards the contents of the *Internationale Spectator*.

In May the new section 'Film review' was launched. From that month onwards every issue featured a review of a film covering an historic or current international political theme – in chronological order: Burma VJ, Hotel Rwanda, Sometimes in April (Rwanda), Frost/Nixon, Black Hawk Down (Somalia), Slumdog Millionaire (India), Charlie Wilson's War (Afghanistan) and 'W' (former US president George W. Bush). The Film review section proved to be a success and will be continued in 2010.

Furthermore, halfway through 2009, the Spectator's layout has been made more attractive to the reader. Each issue now contains a number of black-and-white photographs.

Authors and editors

Volume 63 (2009) saw contributions from in total 187 persons, whether as a columnist, author, reviewer or as a submitter of a response to an earlier published article, 30 of which were from Flanders/Belgium. The Clingendael Institute contributed significantly, with columns, articles and reviews from 34 staff members and interns.

The total number of contributions was 211 (an increase of over 15% as compared to 2008). At the end of 2009, the number of subscribers totalled 1,562 (with a print run of approx. 1,750).

The articles as received by the editorial office were submitted to the members of the General Board for their judgments. This General Board consists of fifteen members:

Jaap de Zwaan	Editor-in-chief, Director Clingendael Institute/Professor of Law of the European Union, Erasmus University Rotterdam
Peter Schregardus	Executive editor
Gerard Telkamp	Executive editor

Other members of the General Board:

Edwin Bakker	Head of the Clingendael Security and Conflict Programme (CSCP)
Sven Biscop	Director Security and Global Government Programme, Egmont-Royal Institute for International Affairs, Belgium
Edith Drieskens	Sr. Research Fellow, Clingendael Diplomatic Studies Programme (CDSP)
Larissa van den Herik	Ass. Professor of International Public Law, Leiden University
Paul Hoebink	Professor of Development Co-operation, Radboud University Nijmegen

Sipke de Hoop	Ass. Professor of Central and East European History, Groningen University, Ass. Professor Conflict Studies & Post-Conflict Reconstruction, Netherlands Defence Academy (NLDA), Breda
Wil Hout	Professor of Governance and International Political Economy & Deputy Rector for Academic Affairs, Int. Institute of Social Studies, Erasmus University Rotterdam
Mendeltje van Keulen	Advisor European Union Affairs, House of Representatives
Han Mulder	Political scientist and journalist, Head of Information (ret.) Ministry of Social Welfare, Health and Culture, editor-in-chief (ret.) Leidsch Dagblad
Kees van Paridon	Professor of Economics, Erasmus University Rotterdam
Jan Rood	Head Strategic Research, the Clingendael Institute
Ramses Wessel	Professor of the Law of the European Union and other international organizations, Twente University Enschede

In May the editorial office moved to the Clingendael co-location at the Bezuidenhoutseweg in The Hague.

The Internationale Spectator website attracted 98,004 visitors in 2009.

For a complete overview, please visit <http://www.internationalespectator.nl/2009/>

Operations

In 2009 the Institute welcomed a new Head of Operations. Until June this position was held by Mr Theo van der Werf. He was succeeded by Mr Jos Kösters. Before joining the Clingendael Institute, Mr Kösters was executive director of the Netherlands Helsinki Committee.

External Affairs Office

In 2009 the staff of External Affairs organised conferences and visits by high-level officials representing both foreign governments and international institutions. The highlights were the visits by the Deputy Prime Ministers and Ministers of several countries, such as Turkey, France, Ukraine and Colombia. The Institute also welcomed the Nobel Prize Laureate and former Finnish President Mr Marti Ahtisaari, who visited Clingendael in his capacity as chairman of the Independent Commission on Turkey. The Office also continued its regular tasks regarding public relations, events and networking.

Public relations and information

The staff's activities were largely continued. They included informing the media and the public at large. Requests concerned information from Clingendael itself, the use of its expertise, as well as working visits to the Clingendael Institute. The Office also dispersed general information regarding the Institute's activities e.g. by means of the *Clingendael Newsletter*.

Conferences and public events/visiting programmes

Some 12 large-scale conferences and around 20 smaller meetings and round-tables were hosted. In co-operation with the Diplomatic Corps and the Protocol Department of the Netherlands Ministry of Foreign Affairs, the Clingendael Institute again proved to be a very useful neutral platform for lectures and public debate.

Networking

In the course of 2009 a start was made with the implementation of a new database. This takes place within the wider framework of a new overall Communication Plan, in which, a.o., the tasks and priorities of the External Affairs Office will be reviewed.

Internal Affairs Office

Expansion

In view of accommodating the increasing number of Clingendael staff, the Institute has created new office space by renting offices at the Bezuidenhoutseweg in The Hague. These offices provide housing for the staff of the Conflict Research Unit as well as the editorial office of the *Internationale Spectator* in particular. It comprises some twenty office units as well as a conference room. The Tea Pavilion (*Theeschenkerij*) in Park Clingendael has become the new location for the Clingendael Financial Department and the secretariat of the Netherlands Society for International Affairs (NGIZ), and the Netherlands branch of the European Movement (EBN).

ICT

In 2009 a new network was installed for additional computers and a conference room. Furthermore a separate phone facility was connected.

Website

The general website www.clingendael.nl was visited on more than 800,000 occasions. (The item which was most frequently downloaded was the CIEP Energy Paper "Gambling in Sub-Saharan Africa" with 1721 downloads.)

Library and Documentation Centre

The Library staff focuses on proactive support and the dissemination of information. In order to provide the Clingendael colleagues with the appropriate information, the staff has developed extensive expertise profiles. As a rule all information is stored digitally.

The Library staff's main task is designing databases and reading lists, answering inquiries by staff members and the public at large, and compiling the links section of the Institute's website.

The Library compiles specific reading lists for the various Clingendael Programmes. For CDSP these lists include topics like *Branding*, *Cultural Diplomacy*, *European-level diplomacy and the European diplomatic service*, as well as *Negotiation*, *Negotiation techniques and Diplomatic Relations*. For CSCP, CRU and other interested parties extensive lists are made with topics related to *Terrorism and Fragile and Failed States*.

Reading lists are also compiled for the website section of the Ministry of Agriculture, Nature and Food Quality.

Human Resources Department

As in previous years, also in 2009 the HR Department updated policies and rules. They included a new set of procedural rules for applications for employment, reimbursement of travel expenses,

uniformity in job titles, and working from home. A full inventory and evaluation of HR policy and work floor related risks was also carried out.

In 2009 the Human Resources Department has updated the *Gids Regelingen Clingendael* (Guide on the Regulations of Clingendael - GRC), part of the *Handboek Organisatie Clingendael* (Handbook Organisation Clingendael - HOC).

On 31 December 2009 the Institute employed 79.93 fte (including secondments from various Ministries). Twelve employees left Clingendael during the year, while 22 new employees were welcomed. The gender balance is currently 41 male versus 45 female employees. The Clingendael Institute provided 22 internships.

Financial Department

As regards finances, 2009 ended with a small deficit of 73,000 EUR, due to non-recurring costs. Without these expenses the results would have been comparable to previous years.

In December 2008 the Ministries of Foreign Affairs and Defence decided to continue their main subsidy for the Institute for the years 2009 until 2012. The Ministries support the priorities of the Clingendael Multiannual Plan 2009-2013: increasing strategic research, increasing the internationalisation and the improved linking of the activities of Clingendael and the Ministries' policy issues.

The staff costs rose by 1,134,000 EUR compared to 2008. The direct expenses were lower than in 2008.

For 2010 and beyond the Institute will have to continue to devote close attention to its financial prospects. Many of its long-term projects have to be renewed. The Institute's order book is already reasonably full for 2010. However, for 2011 and subsequent years Clingendael will need to make a substantial effort to renew existing contracts and subsidies and to find new ones. On the other hand, the Institute will also have to scrutinise its expenses in order to make the expected necessary budget cuts.

Restraint as regards the employment of new staff and an improved monitoring of the margin for projects will play a crucial role in the Institute's financial policy for 2010 and beyond. The introduction of a new Management Information System in January 2010 will significantly enhance the financial monitoring of the Institute's projects.

Annex A: Clingendael Publications

General

Challenges in a Changing World, Clingendael Views on Global and Regional Issues, Jaap de Zwaan, Edwin Bakker and Sico van der Meer (Eds.), TMC Asser Press - The Hague, 2009

Turkey's EU Accession and the European identity, Jaap de Zwaan in: Peter M.E. Volten (Ed.), Perceptions and misperceptions in the EU and Turkey: stumbling blocks on the road to accession, Harmonie Papers, published by the Centre of European Security Studies (CESS) in Groningen, 2009, pp. 179-188

Clingendael Diplomatic Studies Programme (CDSP)

Diplomatic theory of international relations, Paul Sharp, Clingendael Diplomacy Papers 20, January 2009

Projecting economic power: Japan's diplomacy towards North Korea, Maaïke Okano-Heijmans, Clingendael Diplomacy Papers 21, February 2009

Towards a political Islam, Roel Meijer, Clingendael Diplomacy Papers 22, July 2009

The public diplomacy of federated entities: excavating the Quebec model, Ellen Huijgh, Clingendael Diplomacy Papers 23, October 2009

Iran's relations with China and the West: cooperation and confrontation in Asia, Willem van Kemenade, Clingendael Diplomacy Papers 24, November 2009

A greater role for cultural diplomacy, S. Mark, Clingendael Discussion Papers in Diplomacy 114, April 2009

Discourse analysis of EU public diplomacy: messages and practices, Steffen Bay Rasmussen, Clingendael Discussion Paper in Diplomacy 115, July 2009

The transformation of consular affairs: the United States experience, Donna Hamilton, Clingendael Discussion Paper in Diplomacy 116, December 2009

Clingendael European Studies Programme (CESP)

Normative Power Europe in a changing world: a discussion, A. Gerrits [Ed.], Clingendael European Papers 5, December 2009

Clingendael Security and Conflict Programme (CSCP)

Great powers and international conflict management: European and Chinese involvement in the Darfur and Iran crises, Emma van der Meulen; Frans-Paul van der Putten, Clingendael Security Paper 7, January 2009

Hamas and its positions towards Israel, Floor Janssen,
Clingendael Security Paper 8, January 2009

The CIA's extraordinary rendition and secret detention programme: European reactions and the challenges of future international intelligence co-operation, Claudia Hillebrand,
Clingendael Security Paper 9, March 2009

The potential of the European Gendarmerie Force, Michiel de Weger,
Clingendael Security Paper 10, March 2009

Factors for the success or failure of stabilisation operations, Sico van der Meer,
Clingendael Security Paper 11, May 2009

[Clingendael International Energy Programme \(CIEP\)](#)

The climate for steel: actions for, and conditions to, a Copenhagen climate agreement from the perspective of the EU steel sector, Stephan Slingerland; Luc Werring; Sander de Bruijn ... [et al.],
Clingendael Energy Paper, February 2009

Upping the stakes: Some lessons for the EU from the recent Russia-Ukraine gas crisis,
Coby van der Linde en Jacques de Jong, CIEP Briefing Paper , February 2009

The EU Emission Trading System: Too little, too late?, Luc Werring, CIEP Briefing Paper, June 2009

Gambling in Sub-Saharan Africa: energy security through the prism of Sino-African relations, Bas Percival, Benjamin Valk and Lucia van Geuns, Clingendael Energy Paper; 2009/1, July 2009

Crossing borders in European gas networks: the missing links, Aad Correlje; Dick de Jong; Jacques de Jong [eds.], Clingendael energy paper; 2009/2, September 2009

China, Copenhagen and beyond: the global necessity of a sustainable energy future for China, Bram Buijs, Clingendael Energy Paper 2009/3, September 2009.

Negotiating a robust climate policy, Luc Werring, CIEP Briefing Paper, November 2009

[This is only a very small selection of the Clingendael publications.](#)
[For further information, please visit \[www.clingendael.nl/publications\]\(http://www.clingendael.nl/publications\)](#)

Annex B: Conferences, round tables and other events

Date	Activity	Programme	Location
20 January	The Czech Presidency of the Council of the European Union	CESP	Clingendael
22 January	Chances and Possibilities of the European Gendarmerie Force	CSCP	NLDA, Breda
23 January	(Re)building Governance and State building in Fragile States	CRU	Ministry of Foreign Affairs, The Hague
26 January	EU Policy seminar: Towards a balance: Privacy, Security and the Exchange of Information	CESP	Clingendael
26 January	Asser / Clingendael Sports Lecture	EZ	Clingendael
28-29 January	Training UNESCO	Dir.	Clingendael
29 January	Intervention and Peace-building	CRU	Clingendael
29 January	International Organisations for Peace and Security	CSCP	Clingendael
2 February	Clingendael Energy Lecture: The Medium-Term Oil Market Outlook	CIEP	Clingendael
12 February	Workshop: The Lord's Resistance Army – considering an international response	CRU	Clingendael
13 February	Conference: Energy Corridors in South-East Europe	CIEP	Clingendael
16 February	Round Table: Will Obama become the new international climate policy leader? - US and EU roles on the road to Copenhagen	CESP/CIEP	Clingendael
6 March	Working visit by students from Groningen University	EZ	Clingendael
10 March	Conference: Security Challenges of a Global Nuclear Renaissance	CSCP/CIEP	Clingendael
12 March	Global Fund in cooperation with the KNCV Tuberculosis Foundation	EZ	Clingendael
17 March	The financial-economic crisis: threat or challenge for the European Union?	NGIZ/CESP	Clingendael
20 March	The relations between EU and Russia: a perspective from the low countries	CESP	Clingendael
24 March	Seminar for Nottingham Students	EZ	Clingendael
25 March	Frans Andriessen Conference: European Commissioner and European Citizen	CESP	Upper House of Parliament
26-27 March	Workshop: Implementation of UNSC Resolution 1540 at the national level	CSCP	Clingendael
30 March	Expert Meeting on the future of NATO	CSCP	Clingendael
30 March	Regional Context, Local Action, National results in Afghanistan	CSCP	Clingendael
31 March	Working visit by St. Maartenscollege Maastricht	EZ	Clingendael
1 April	Book presentation: Evert Kets, 'Kuijfe en TinTin kabbelen in Afrika'	CSCP	Clingendael
2 April	Lecture Vice Prime Minister of Macedonia	EZ	Brasserie Berlage
2 April	Lunch meeting with former Ambassador Johan Wolfs	CSCP	Clingendael
6 April	Book presentation: Edy Korthals Altes	EZ	Clingendael
7 April	Expert meeting 'Hamas and its position towards Israel'	CSCP	Clingendael
8 April	Working visit by the political party ChristianUnion	EZ	Clingendael
14 April	Expert meeting EUFOR Tchad/RCA and the crisis in Chad	CSCP	Clingendael
9 April	Working visit by UNESCO	EZ	Clingendael
17 April	Lunch meeting General Affairs/ Ridderzaal	EZ	Clingendael
20 April	The Caspian Development Corporation Concept	CIEP	Clingendael
20/21 April	EU Policy Seminar: The Eastern Partnership: Towards a New Era of Cooperation between the EU and its Eastern Neighbours?	CESP	Clingendael
28 April	Opening of the Japanese and Dutch Garden	EZ	Clingendael
29-30 April	Smart EU Energy Policy	CIEP	Florence
6/7 May	Normative Power	CESP/TEPSA	Brussels
13 May	Lunch meeting with Christ Klep	CSCP	Clingendael
18 May	Expert meeting, Risk Analysis	CSCP	Clingendael
19 May	Meeting the Schokland Agreement	CRU	Clingendael
25-26 May	Is Europe ready for Asia's rise?	CAS	Clingendael
26 May	IFRI/CIEP event: Turkey, Azerbaijan and the Southern Gas Corridor	CIEP	Brussels
27-28 May	Human rights Colloquium	CDSP	Clingendael
28 May	Pakistan meeting	CSCP	De Bijhorst

Date	Activity	Programme	Location
28-29 May	US-EU Workshop on a Shared Vision for Energy & Climate Change	CIEP/Atlantic Council of the US	Brussels
29 May	From Moscow to Copenhagen: Russian Perspectives on Climate Change & Energy Governance	CIEP	Clingendael
3 June	Lecture: Apostolic Society	EZ	Clingendael
3 June	Twenty years after the Tiananmen Square: reforms in today's China	CAS/CDSP/CSCP	Nieuwspoor
9 June	Working visit by students from Groningen University	EZ	Clingendael
10 June	Round-table meeting with representatives from the Counsellor's Office of the State Council of China	CAS	Clingendael Bezuidenhoutseweg
11 June	Lunch meeting: The Potential of the European Gendarmerie Force	CSCP	Clingendael
12 June	Lunch meeting with Commodore Dré Kraak on 'The JSF and Dutch ambitions'	CSCP	Clingendael
15 June	Expert meeting: Pakistan: analysis of a protracted crisis and its regional repercussions	CAS/CRU	Clingendael
17 June	Expert seminar: The Global Financial Crisis and China's Foreign Policy	CSCP/CAS/CDSP	Clingendael
18 June	Expert lunch: 'Factors for the Success or Failure of Stabilisation Operations'	CSCP	Clingendael
18-20 June	2nd Hague Diplomacy Conference	CDSP	Clingendael
19 June	Presentation by Dr. Susan Aaronson on the Extractive Industry Transparency Initiative (EITI)	CSCP	Clingendael
22 June	Informal Seminar on Europe in 2030	CESP	Clingendael
22-23 June	Seminar Relations with the Islamic World	CDSP	Clingendael
29-30 June	Workshop: Smart EU Energy Policy	CIEP	Clingendael
29 June	Lunch meeting: Four scenarios for Sudan	CSCP	Clingendael
29 June	Workshop: Smart EU Energy Policy	CIEP	Clingendael
30 June	Lecture: 'The BP Statistical Review of World Energy '	CIEP	Clingendael
8 July	Conference: 'Pioneering for Solutions Against Piracy Focusing on a Geopolitical Analysis, Counter-piracy Initiatives and Policy Solutions'	CSCP	Clingendael
10 July	Energy Meeting: 'Energy Security and the Role of Sub-Saharan Africa'	CIEP	Clingendael
14 July	Conference: 'The Swedish Presidency of the Council of the European Union'	CESP	Clingendael
10 September	Mini-Conference: Subsidiarity	CESP	Clingendael
11 September	China Rising: Will the West Be Able to Cope? Presentation of Jan Willem Blankert's book, published by World Scientific/Kemper Conseil Publishing	CAS	Clingendael
17 September	Gas day	CIEP	Clingendael
21 September	Energy Lecture: Energy Security through Dialogue: The Role of the International Energy Forum (IEF)	CIEP	Clingendael
22 September	Report launch: HIV/AIDS, Security and Conflict: New Realities, New Responses	CRU	Clingendael
28-29 September	Workshop: Smart EU Energy Policy	CIEP	Milan
1 October	Expert meeting: 'The Future of International Involvement in Bosnia and Herzegovina: What is the Strategy? In cooperation with the Democratization Policy Council	CDSP	Clingendael
2 October	The New ASEAN & EU-ASEAN Relations – meeting with Indonesian Director General for ASEAN Cooperation and the Ministry for Foreign Affairs Asia and Oceania Department	CDSP	Clingendael
6-7 October	POBB Seminar: 'The EU in 2030'	CESP	Clingendael
7 October	Lunch meeting: Discussing the Europeanisation of the Security Structure	CSCP	Clingendael Bezuidenhoutseweg
7 October	Lecture by the Turkish Minister for Foreign Affairs	EZ	Sociëteit De Witte
8 October	Conference: Mom Wellenstein 90	EZ	Clingendael

Annex B: Conferences, round tables and other events

Date	Activity	Programme	Location
9 October	Working visit by students from Radboud University	CSCP	Clingendael
9 October	Round Table on 'Eurasian Energy Market Security' with Ambassador CIEP Richard L. Morningstar, U.S. Department of State Special Envoy for Eurasian Energy		Clingendael
12 October	Working visit by a delegation from the Dutch Christian Democrat Party (CDA)	CSCP	Clingendael Bezuidenhoutseweg
13 October	Lunch lecture : 'Non - proliferation'	CSCP	Clingendael Bezuidenhoutseweg
14 October	Independent Commission on Turkey: presentation of the Report Turkey in Europe- Breaking the vicious circle	EZ	Clingendael
15-16 October	Symposium: Economic Diplomacy beyond 2010: Geo-economic Challenges of Globalization and Economic Security, in cooperation with the Institute for Social Studies (ISS)	CDSP	Clingendael
21 October	High-level Expert meeting: 'Sustainable energy: the Netherlands and CIEP the European goals'		Clingendael
22 October	Religion and State for the Ministry of Justice and Scientific Council for Government Policy (WRR)	CDSP	Clingendael
22-23 October	POBB Seminar: EU Renewable Energy policies: a need for further action at the national or European level	CESP/CIEP	Clingendael
26-30 October	Course for Diplomats from China	CDSP	Clingendael
30 October	Round-table discussion: The Netherlands and the North Pole: chances and responsibilities	CIEP	Clingendael
2 November	Launch of the Alumni Association for the International Visitor Leadership Programme in cooperation with the Embassy of the USA	EZ	Clingendael
2 November	Meeting: Young Management VNO/NCW	CDSP	Clingendael
3 November	POBB Seminar: Council of Europe	CESP	Clingendael
4 November	ESDP at Ten: Improving the EU's Effectiveness in Crisis Management	CSCP	Clingendael
6 November	Seminar: Exchange Programmes	CDSP	Clingendael
12 November	A Europeanisation of the Security Structure: the Security Identities of the United Kingdom and the Federal Republic of Germany	CSCP	Clingendael
16 November	Expert Meeting: A dedicated approach to Roma inclusion in the European Union	CSCP	Clingendael
19 November	The strategic relationship between China and Iran: Challenges for the US and Europe	CDSP	Nieuwspoort
20 November	Forecasts in co-operation with Cordaid and Pax Christi	CSCP	Clingendael
26 November	Middle East seminar: Peace in Palestine	CSCP	Clingendael
26 November	Lecture by the French Minister for European Affairs	EZ	Clingendael
30 November and 1 December	Public Diplomacy	CDSP	Clingendael
30 November	Round Table with the Embassy of Azerbaijan	EZ	Clingendael
2 December	Seminar: The Green revolution, Iran after the breaking news, in co-operation with the Netherlands Society for International Affairs (NGIZ)	CSCP	Clingendael
3-4 December	Muslim Brotherhood	CSCP	Clingendael
11 December	Seminar on Negotiation Research and Training in the Netherlands	Netherlands Negotiation Network	Clingendael

CDSP = Clingendael Diplomatic Studies Programme

CAS = Clingendael Asia Studies

CESP = Clingendael European Studies Programme

CSCP = Clingendael Security and Conflict Programme

CRU = Conflict Research Unit

EZ = External Affairs Office

Annex C: Courses and Training programmes

Date	Activity/ Target group	Programme	Location
7-8 January	NOS Course, module 2	CESP	Clingendael
12 January - 13 February	Iraq	CDSP	Clingendael
12 January - 20 May	Advanced Defence Course	CSCP	Clingendael
13-15 January	Ministry of Agriculture, Nature and Food Quality 8, module 5	CDSP	Clingendael
20-22 January	PBL How to deal with Europe	CESP	Clingendael/Brussels
21-23 January	Ministry of Social Affairs and Employment in an International and European Perspective	CESP	Clingendael/Brussels
26 January - 4 February	Crisis Management	CSCP	Clingendael
29-30 January	Justice and Home Affairs course module 4	CESP	Brussels
5-6 February	NOS course, module 3	CESP	Clingendael
6 February	Simulation Erasmus University Rotterdam	CESP	Clingendael
9-12 February	How to Work with Brussels, Turkish civil servants	CESP	Clingendael
12-13 February	Ministry of Agriculture, Nature and Food Quality 8, module 6	CDSP	Clingendael
16 February - 10 April	Indonesia Junior course	CDSP	Clingendael
23-24 February	NOS course, module 4	CESP	Clingendael
2 - 5 & 16 - 19 March	Course on International Security	CSCP	Clingendael
9 March - 3 April	Course on International Relations and Diplomatic Practice for Diplomats from the Great Lakes Region	CDSP	Clingendael/Bijhorst
12 & 13 March	Ministry of Agriculture, Nature and Food Quality 8, module 7	CDSP	Clingendael
17 March	NOS course module 5	CESP	Clingendael
22-28 March	Kazakhstan and the OSCE Chairmanship of 2010	CDSP	Clingendael
6-9 & 14 - 17 April	Course on International Security for the Ministry of the Interior and Kingdom Relations	CSCP	Clingendael Bezuidenhoutseweg
14-15 April	Justice and Home Affairs (JBZ) course module 1	CESP	Clingendael
15 April - 21 May	Course on International Relations and Diplomatic Practice for diplomats from Pakistan and Bangladesh	CDSP	Clingendael
15 April - 28 May	Course for Junior Diplomats from South-Eastern Europe	CDSP	Clingendael
18 April	Ministry of Agriculture, Nature and Food Quality 8 evaluation day	CDSP	Clingendael
23 April	Managers from the Ministry of Transport, Public Works and Water Management	CESP	Clingendael
7-19 May	International Relations and Diplomatic Practice for diplomats from Morocco	CDSP	Clingendael
11-13 May	Justice and Home Affairs (JBZ) module 2	CESP	Clingendael
25 May - 16 June	Sudan GNU	CDSP	Clingendael
27 May - 17 July	CDCAM (LCA)	CDSP	Clingendael
28 May	Managers from the Ministry of Transport, Public Works and Water Management	CESP	Clingendael
2 - 5 June	Seminar on International Negotiations	CDSP	Clingendael
4 June	IVS team	CSCP	Clingendael
8-10 June	Justice and Home Affairs (JBZ) module 3	CESP	Clingendael/Brussels
14-17 June	Visitors' Programme for Commission civil servants	CESP	Clingendael, among others
22-26 June	MTEC, How to work with Brussels	CESP	Montenegro
22 June - 3 July	Indonesia traineeships NL	CDSP	Clingendael
24 June - 26 June	Ministry of Agriculture, Nature and Food Quality 9 Module 1	CDSP	Clingendael
29 June - 10 July	CDTP Balkans	CDSP	Clingendael
29 June - 10 July	Indonesia Senior	CDSP	Clingendael
1-2 July	Justice and Home Affairs (JBZ) module 4	CESP	Brussels
17 August - 16 December	Advanced Defence Course	CSCP	Clingendael
26 August - 16 October	CDEE	CDSP	Clingendael
31 August - 22 September	Sudan GOSS	CDSP	Clingendael
1-2 September	Europe Today	CESP	Clingendael
2 September	Training, Flemish EU Council Presidency	CESP	Brussels

Annex C: Courses and Training programmes

Date	Activity	Programme	Location
8-9 September	Foreign Affairs and the European Union	CESP	Clingendael
9-11 September	Ministry of Agriculture, Nature and Food Quality 9, module 2	CDSP	Clingendael
14-25 September	MTEC, How to operate in Brussels	CESP	NH Hotel, The Hague
22 September	Training, Flemish EU Council Presidency	CESP	Brussels
14 September - 13 November	Higher Defence Training	CSCP	IDL
14-25 September	Course on European Affairs and Diplomatic Practice for Civil Servants from Kosovo	CDSP	Clingendael
16-18 & 23-25 September	Course on Crisis Management	CSCP	Clingendael
21 September-11 December	Course on Foreign Relations	CDSP	Clingendael
22 September	Training, Flemish EU Council Presidency	CESP	Brussels
29 September - 8 December	Course on International Politics	CDSP	Clingendael
5-7 October	Ministry of Social Affairs and Employment in an International and European Perspective	CESP	Clingendael/Brussels
12-15 & 26-29 October	Course on International Security	CSCP	Clingendael
12-13 October	Justice and Home Affairs (JBZ) module 1	CESP	Clingendael
20 October	Training, Flemish EU Council Presidency	CESP	Brussels
21 October	EU Simulation Fontys Hogeschool	CESP	Clingendael
21-23 October	Ministry of Agriculture, Nature and Food Quality 9, module 3	CDSP	Clingendael
21 October - 17 November	Indonesia Midcareer	CDSP	Clingendael
27-29 October	PBL How to deal with Europe	CESP	Clingendael/Brussels
29 October	EU Module for Government trainees	CESP	Campus, The Hague
29-30 October	Effective representation in the EU	CESP	Clingendael
2-6 November	Seminars in Macedonia	CDSP	Macedonia
4-5 November	Bulgaria Energy Conference	CDSP	Sofia
5 November	EU Module for Government trainees	CESP	Campus, The Hague
9-13 November	Bulgaria Research study visit	CDSP	Clingendael
9-21 November	MTEC, How to Cooperate with Brussels	CESP	NH Hotel The Hague
10 November	EU Simulation Fontys Hogeschool	CESP	Clingendael
12 November	Master class Rotterdam module 1	CDSP	Clingendael
16-19 en 23-26 November	Course on International Security	CSCP	Clingendael
17 November	Training, Flemish EU Presidency	CESP	Brussels
17-19 November	Justice and Home Affairs (JBZ) module 2	CESP	Clingendael
17-19 November	PBL How to deal with Europe	CESP	Clingendael/Brussels
19-20 November	Ministry of Agriculture, Nature and Food Quality 9, module 4	CDSP	Clingendael
23-24 November	Ministry of Foreign Affairs/Department of Environment, Climate and Energy (DME)	CESP	Clingendael
23-27 November	MATRA Alumni	CDSP	Clingendael
30 November-4 December	Seminar on Capacity Building in Jakarta	CDSP	Jakarta
30 November-4 December	Seminar on Capacity Building in Sofia	CDSP	Sofia
7-9 December	Justice and Home Affairs (JBZ) module 3	CESP	Clingendael/Brussels
7-11 December	Pakistan Capacity Building	CDSP	Clingendael
7-18 December	Diplomats' Course in Jordan	CDSP	Clingendael
10 December	Simulation Ministry of Agriculture, Nature and Food Quality	CESP	The Hague
15-16 December	Effective Representation in the EU	CESP	Clingendael
16 December	Master class Rotterdam, module 2	CDSP	Clingendael

CDSP = Clingendael Diplomatic Studies Programme

CESP = Clingendael European Studies Programme

CSCP = Clingendael Security and Conflict Programme

Annex D: Finances

	2007	2008	2009
1. Basic subsidies	€ 2,6 mln	€ 2,7 mln	€ 2,7 mln
2. Project revenues	€ 5,8 mln	€ 6,0 mln	€ 6,2 mln
3. CRU-project revenu	€ 0,6 mln	€ 0,6 mln	€ 1,0 mln
4. Staff costs	€ 3,9 mln	€ 4,2 mln	€ 5,3 mln
5. Corporate costs	€ 1,6 mln	€ 1,6 mln	€ 1,7 mln
6. Project costs (including CRU)	€ 3,2 mln	€ 3,2 mln	€ 3,0 mln
Exploitation results	€ 308.500	€ 289.000	- € 73.000



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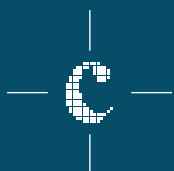
Design and printing: Jurriaans Lindenbaum Grafimedia,
Amsterdam Zuidoost

Editing: Peter Morris

Photos: Clingendael

The Hague, The Netherlands, 2010





Nederlands Instituut voor Internationale Betrekkingen
Netherlands Institute of International Relations
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