

Clingendael annual report 2011

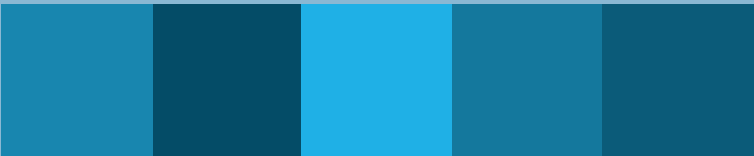


Nederlands Instituut voor Internationale Betrekkingen
Netherlands Institute of International Relations
Clingendael



Table of contents

<i>Introduction</i>	4
<i>Clingendael in a Nutshell</i>	6
<i>Clingendael Boards</i>	
Clingendael Board of Governors	8
Board Foundation Fonds Clingendael	8
Clingendael Advisory Board for Training and Research (CAROO)	9
<i>Research</i>	
Diplomacy / Strategic Research	10
Europe	12
Security	15
Networking	21
<i>Training</i>	
Diplomacy	22
Europe	25
Security	27
<i>Clingendael International Energy Programme</i>	29
<i>Internationale Spectator</i>	31
<i>Corporate Affairs</i>	
Communication and Events	34
Library and Documentation Centre	34
Personnel and Human Resources	35
Finances	35
<i>Annexes</i>	
List of Abbreviations	37
Annexe A: Clingendael Events	38
Annexe B: Clingendael Courses and Training Programmes	40
Annexe C: Clingendael Publications	43
Annexe D: Contributions to the Internationale Spectator	58



Introduction



The year 2011 was turbulent for the Clingendael Institute. This conclusion can be drawn from the context that defines the Institute's activities: international politics and developments within the Institute itself.

As for the latter, one year ago we were faced with a small-scale restructuring in answer to the deteriorating economic situation (less demand for training programmes and courses, and a smaller market for research projects). This restructuring also anticipated a new cycle of (basic) subsidies, which will be effective from January 2013. In view of the budget cuts that our main subsidizers – the Dutch Ministries of Foreign Affairs and Defence – have to overcome, a demand for economizing and reorganization could not be left unaddressed. The following section will briefly examine the restructuring process.

As for the former, in 2011 Clingendael attempted – and in our opinion succeeded – to fulfill its role as an independent and influential think tank by means of the Institute's adage: to think, to analyze and to serve. To illustrate its productivity, in 2011 Clingendael employees published 72 articles in academic and professional journals, wrote and edited twelve books on international relations and 32 chapters in other books, while the collective output of internal reports and policy briefs, etc., numbered 26. They were asked to deliver numerous external lectures, and in addition Clingendael staff organized some 93 courses and training programmes, both at Clingendael and outside the Institute, in the process training over 2000 participants from all over the globe in international diplomacy, Europe, security and conflict issues, development cooperation and international economics and law. The staff made hundreds of appearances on radio and television, and were consulted many times about printed or online journals. Over the entire year, Clingendael's website contributions in the fields of security, Europe, energy and diplomacy generated over twelve million hits.

Clingendael's staff faced the challenge in a changing organization. Halfway through 2011 the Institute had to remodel itself into a more flexible research unit, shedding its former 'compartmentalized' division of programmes on Diplomacy, Europe and Security.

The notion 'flexibility' is the keyword of 2011. The events that took place in the world and in the Netherlands itself only emphasized the logic of this change.

For starters, no policy plan for 2011 (whether it concerned a governmental policy or that of a think tank) could have foreseen the surprise of the year: the Arab Spring. This series of revolutions early in the year was a test (passed without flaws by the Clingendael staff) for the flexibility of policy researchers and policy-makers. Later in 2011, in the autumn, attention was fully drawn to the domain of international financial politics through the increasing crisis within the euro zone. The crisis did not so much take us by surprise, but the urgency and sudden glooming velocity with which it spread, and the despair that overcame politicians, did. Despite being a somewhat unfamiliar field for Clingendael, the euro zone's crisis was very well handled by our researchers on Europe.

In a sense, both major events illustrated the necessity to have a more flexible research capacity in the shape of: (1) project teams with knowledge and expertise on one or more topics; and (2) facilities that enable these units to respond quickly to sudden developments.

Clingendael tried to achieve the former by implementing its so-called 'research mosaic', a conceptual research framework in which all activities of the Clingendael Institute reflect both the structural dimension of every project from the Dutch-European-world perspective, as well as the policy sensitive dimension (according to the governmental agreement of 2010 on Prosperity-Security-Democracy-

Human Rights). The latter has taught Clingendael the lesson to reserve a flexible budget for new and unforeseen political 'springs' and 'autumns'.

It is easy to illustrate the work and practice of 2011 with examples. The Arab Spring was (meant to be) an uprising for democracy and human rights, with global consequences, but also a direct challenge to Europe's foreign and security policy. The intervention in Libya was not only an old-fashioned military coup, which by the way acted as a catalyst for a new discussion on burden-sharing within NATO between the United States and Europe, but introduced the implementation of the R2P (Responsibility to Protect) doctrine.

Using combined project resources for researching and analyzing the major events in the MENA region proved to be indispensable. The financial - economic crisis could not have been analyzed without knowledge on Europe, the weight of the EU in the changing geopolitical relations towards, among others, China and other BRIC countries, and its consequences for prosperity, stability and security in both the broader and - for a policy purpose such as 'economic diplomacy' - in the more narrow sense. Policy-related demands also forced us to opt for new, flexible research models. Although the markets for courses and for research projects do not entirely overlap, Clingendael Academy (which officially started on 1 January 2012) also followed this trend. Combined civilian-military missions, the multi-tasking diplomat, and the rapprochement between security and development assistance are proof of the increasing lack of 'disciplinary' boundaries between traditional crafts and special expertise. This should also be taken into account in the training programmes and courses that we organize for our target groups.

And, of course, 'the world as we know it' did not stop turning either. The demise of Osama Bin Laden in early May 2011, and somewhat later the ten-year anniversary of 9/11, were symbols of the closure of a decade of the War on Terror – symbols, because terrorism continues and the attention is shifting towards preventive research, home grown/lone-wolf terrorism and the issues regarding the return of terrorists who have served their sentence.

The year 2011, according to influential statistical sources, also saw a slight increase in defence-related expenditure and the number of conflicts in the world. The question, therefore, of whether the world became a safer or at least more manageable place in 2011 cannot be met with an affirmative response. Terrorism, conflict management and reconstruction continued to be important fields of research for the Clingendael Institute.

Clingendael Institute's restructuring has been formally completed, through significant efforts by staff and the board, but still requires practical implementation in many aspects: mentally, in the organization itself, and not in the least in major changes, such as the closure of the Clingendael Library and Documentation Centre for the general public and a higher priority for online communication. In 2011 Clingendael started to develop a new website and a more intensive use of social media. Both initiatives will be further realized in 2012.

In conclusion, 2011 was a tough year for Clingendael staff and the board, in which sacrifices had to be made. However, the positive outcome of all of these developments was that, shortly before Christmas, the Dutch Ministry of Foreign Affairs wholeheartedly gave its approval to the Clingendael Policy Plan for 2012.

Ko Colijn
General Director

Clingendael in a Nutshell

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 to analyse 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 acts in an advisory capacity to the Dutch government, parliament and public organizations, and organizes conferences and seminars; it also has a library and documentation centre, and publishes a Dutch-language monthly journal on international politics, *Internationale Spectator*, as well as a digital English-language newsletter. Clingendael currently employs some sixty staff, the majority of whom are researchers and programme coordinators.

The Institute consists of a number of topical units:

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 and the future role of the United States; and relations between the Islamic world and the West. CDSP also develops training programmes in diplomacy and international negotiations for participants from a wide variety of countries. Meanwhile, *Clingendael Asia Studies* undertakes research and analysis on diplomacy, political economy, security and energy issues in, or relating to, Asia. Geostrategic implications of the emergence of China for the Asian region, as well as for Europe and the Netherlands, are major points of interest.

The Netherlands Institute of International Relations is located in the beautiful, partly seventeenth-century, country manor 'Huys Clingendael'



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, EU borders, current EU policy developments and the position of the Netherlands in the enlarging Union. CESP specializes in tailor-made training courses and stimulates the general debate on European Union issues by organizing conferences and seminars, as well as through its publications and contributions in the media.

Clingendael Security and Conflict Programme (CSCP) focuses on Dutch and global security issues. CSCP conducts research on defence-related issues, terrorism and radicalization, the proliferation of non-conventional weapons, and changing strategic environments. It also organizes training courses on topics such as crisis management and international security.

Conflict Research Unit (CRU) is a specialized unit that conducts research on the nexus between security and development, with a special focus on integrated/comprehensive approaches to conflict prevention, and stabilization and reconstruction in fragile and conflict-affected situations.

Clingendael International Energy Programme (CIEP), which is affiliated to the Clingendael Institute, acts as an independent forum for governments, non-governmental organizations, the private sector and the media. The Programme organizes seminars, conferences and roundtable discussions. CIEP focuses on three main 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 invited to deliver lectures and to take part in conferences and seminars. Clingendael is constantly in touch with other major research institutes throughout Europe and the United States and, in close cooperation with similar institutes in Western Europe, prepares studies for various governmental and non-governmental bodies.

A substantial part of the Institute's budget is generated by subsidies from the Dutch Ministries of Foreign Affairs and Defence; the remainder is made up from the Institute's own activities. The Institute is, however, an autonomous organization. Its activities and views are independent of any public or private bodies, and the Institute is not allied to any political party, denominational group or ideological movement.

For more detailed information about Clingendael, please visit www.clingendael.nl

Clingendael Boards

Clingendael Board of Governors

Dr B.R. Bot (President)
Lt . Gen. (ret.) M.L.M. Urlings (Vice-President)
Mr H.D.A. Haks RA (Treasurer)
Mr W.O. Baron Bentinck van Schoonheten
Prof. H.W. van den Doel
Mrs M.T.H. de Gaay Fortman LLM
Mr M. Leijten LLM
Mr R.W. Meines MA

Prof. J. Colijn (Secretary of the Board since May 2011)
Prof. J.W. de Zwaan (Secretary of the Board until May 2011)

Board Foundation Fonds Clingendael

Mr G. Verberg (Chairman)
Mr H.D.A. Haks (Treasurer)
Mr W.O. Russell
Mr R. Willems
Mrs I.L. van Veldhuizen
Mrs J.M.P. Moons



Clingendael Advisory Board for Training and Research (CAROO)

Prof. C. Flinterman (Chairman)

Mrs Dr W. Asbeek Brusse

Prof. M.A.P. Bovens

Dr K. van Dam

Mrs K.G. Ferrier MA

Dr T. Heukels

Mrs Prof. M.O. Hosli

Prof. J.C. Kennedy

Mr E. van Middelkoop

Mr. W.L.E. Quaedvlieg LLM

Mr J. Ramaker MA

Mrs G.J. van der Spek MA

Prof. J. Colijn

Mr R.S. Ton MA (Secretary)



In its capacity as an international think tank, the Clingendael Institute identifies and analyses emerging political and social developments in a constantly changing global context. Its research focuses on the fields of its primary expertise: Diplomacy; Europe; and Security. These three topics are combined in Clingendael's long-term Strategic Research.

The Clingendael International Energy Programme is a separate entity. Information regarding Clingendael's activities in this field can be found separately on p. 29 of this annual report.

Diplomacy / Strategic Research

2011 is likely to be remembered as a year in which a particularly significant string of events contributed to a shake-up of the global diplomatic system. Characterizing the increasingly unpredictable environment was instability in Europe's backyard – the Middle Eastern region and enhanced economic competition – that played out in bilateral and multilateral settings. The growing influence in international politics of fast-rising powers outside Europe, including the so-called BRICs, became much clearer. At the same time, these events highlighted the important role of diplomatic solutions to the world's problems. Faced with multifaceted challenges, foreign ministries and a growing group of disparate public and private actors are engaged in a process of continuous diplomatic innovation. New tools and mechanisms, such as economic instruments and social media, come to the fore and require scrutiny.

As political change swept the Middle East, grabbing the attention of policy-makers, scholars and citizen groups in all parts of the world, Clingendael researchers played a crucial role in the Dutch and international debates. First-hand information was acquired through visits to the region – including Tunisia and Egypt – and transmitted through appearances in the media, public and expert seminars, and numerous publications. Debates focused on developments in specific countries, such as Egypt and Syria, or on particular themes, including social diplomacy. A lively debate was held at the *Nieuwspoort* International Press Centre in The Hague on Egypt's revolution and its consequences, and an international seminar on counter-terrorism policies in Algeria, Saudi Arabia and Indonesia was convened. A major project for the Research and Documentation Centre of the Dutch Ministry of Security and Justice (WODC) was finalized, while other projects that were undertaken will come to fruition next year. These include a book – written in the Dutch language – on the Arab Spring and a report of the Islamic Research Project (IRP) on Saudi Arabia concerning the role of women, the emergence of civil society and the major themes in intellectual dialogues.

While East Asia is of vast importance to the Netherlands and Europe, current engagement with this region as a whole and with individual countries is lagging behind. This is a good reason for Clingendael to continue to address the rise of Asia and the geostrategic implications of the shifts in global power. In 2011 Clingendael Asia Studies contributed further to its reputation as a provider of expertise in the fields of diplomacy, political economy, security and energy issues in, or relating to, Asia. Fifteen events brought together representatives of government, media, the private sector, civil society and the general public in a variety of settings. A public seminar commemorating 50 years of diplomatic relations between the EU and South Korea was organized jointly with the Embassy of the Republic of Korea and, separately, the potential for the Netherlands and South Korea to operate in international relations as middle powers was debated in an expert seminar. A growing number of

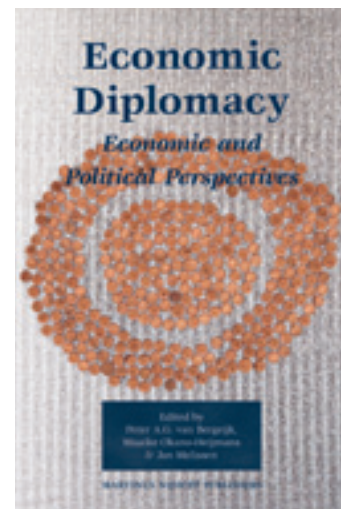
experts on Asia's international relations visited Clingendael to give presentations, including prominent scholars from universities and research institutes in Asia, Europe and the United States.

For their part, CAS researchers made numerous research trips, participated in seminars and conferences, and contributed to public and scholarly debates through the publication of a significant number of articles, book chapters and op-eds. Clingendael Asia Forum completed its third year with the online publication of six op-eds.

The study of diplomacy remained high on Clingendael's agenda in 2011. The Institute continued to play a leading role as a hub on diplomacy – a centre of expertise, a platform for debate, and in an advisory capacity for governments, private actors and the public at large. Through a vast range of events, publications and other public outreach, researchers contributed to and guided the debate in areas of activity that receive widespread attention from foreign ministries in all parts of the globe – such as economic diplomacy, public diplomacy and citizen diplomacy, and consular affairs (*inter alia* as an international security challenge). Clingendael added to its reputation as a pioneering actor in the field of economic and business diplomacy, including through the publication of a special issue of *The Hague Journal of Diplomacy (HJD)* on economic diplomacy, which was also republished as a book.

Other publications by Clingendael researchers that speak to debates in both government and academic circles include well-received volumes on public diplomacy and soft power in East Asia, as well as on consular affairs and diplomacy. The 'Clingendael Papers' series that was launched in 2011 featured studies on the European External Action Service, the new public diplomacy, and the EU's strategy on weapons of mass destruction. External experts prepared *Discussion Papers in Diplomacy* on other relevant and innovative topics, such as the role of apology in improving tarnished international relationships. Finally, *HJD* – in 2011 in its sixth volume and with four issues a year – continued to increase its readership throughout the world.

Several high-level events brought varied groups of stakeholders to The Hague. The Clingendael Institute and Eurasia Partnership Foundation (EPF), with co-sponsorship from the Netherlands Ministry of Foreign Affairs, convened a high-level seminar with speakers and participants from the Georgian government, media and civil society, from EPF's regional network and the European Union to discuss the rule of law and democracy on the ground in Georgia.



Participants in the high-level seminar on Georgia

Separately, China's twelfth five-year plan was the focus of debate during a one-day conference organized jointly with the Dutch Academic China Association (ACO). The Institute was also host to a conference on the EU's strategy for Asia, which formed part of the EUforAsia programme.

Research projects that were completed or initiated in 2011 addressed the issues of water diplomacy as a niche for the Netherlands, the future of diplomacy, and global governance and global justice. Several workshops made for heated debates between stakeholders in these various projects, commissioned by the Dutch and foreign governments.

Europe

For the EU – and specifically for the Netherlands – 2011 was in many ways a year of paradoxes. 2011 was the year in which the seriousness of the EU's economic and institutional crises became apparent. Spring 2011 seemed to offer growth, but it soon became apparent that the euro crisis was far from over and the fears of the 'double dip' turned into reality. As a result, European Council meetings, surrounded by meetings of ministers of finance, flourished. Several European Council meetings were presented as 'historic' or 'the meeting of all meetings', but lack of progress in decision-making eroded trust in the EU leaders and EU institutions. Yet the year ended with a much stronger EU because of major breakthroughs in economic governance. As a result, EU member states – including the self-proclaimed 'good' Netherlands – have to live up to new and almost automatically binding macro- and micro-economic rules. Other developments of ongoing deepening integration included further – blocked – steps in the enlargement of Schengen (debates on the rule of law in Romania and Bulgaria) and of the EU (for example, to Croatia).

These developments in European integration evidently left their mark on the political debates in the Netherlands. The new Dutch government (October 2010) started with a relatively critical stance towards the EU generally, and was confronted with a similar euro-critical Dutch parliament. A resolution from parliament in February 2011 (*'Motie Slob'*) even explicitly informed the government that no more sovereignty should be handed over to the EU. Yet 2011 ended with major political support for apparently unavoidable new rules governing national budgets and potential economic imbalances. 2012 will probably require similar political and intellectual flexibilities in the Netherlands.

In addition, the EU and its member states had to formulate positions in relation to collective action in Libya, Israel, Syria and the Arab Spring. Also in these areas, time pressure, public support and (governance) capacities have been competing variables with which politicians have had to cope.

Clingendael has been present in these debates through events, lunch discussions, media contributions and research. Important outlets included a major public debate organized around Barroso's 'State of the Union' address (see the section on Value(s) for Money below), seminars on ways to solve the euro crisis, and publications on the EU's external relations and the legitimacy of EU actions. A major event combining academia, policy-makers and representatives of think tanks included the public debate that was organized by Jan Marinus Wiersma (Senior Visiting Fellow at Clingendael) and Joost Lagendijk on the Dutch EU enlargement strategy.

Events and Conferences

EU Debate on 'Value(s) for Money: The State of the Union and the Netherlands'

On 11 October 2011 Clingendael, with the support of The Hague University for Applied Sciences, organized a large public EU debate. The objective of this event was to reflect on, and move beyond, José Manuel Barroso's annual speech to the European Parliament: the State of the Union. The key questions were: What are the value(s) and meaning of the EU for the Netherlands and vice-versa? Is the EU worth the Dutch money?

The event opened with the question: Who of you have followed Mr Barroso's speech on the internet (EP live broadcasting)? Only a few people among the approximately 250 participants raised their hands. It seemed that Mr Barroso's speech had not reached the larger public, but mainly the MEPs in Strasbourg. *Judith Sargentini*, MEP of *Groen Links*, started the conference with a passionate alternative State of the Union speech, emphasizing the tremendous accomplishments of the Union in the fields of democracy, liberty and freedom. The programme included three very interesting mini debates on the Common Foreign and Security Policy of the EU, on the issue of economic governance and the euro, and on migration policy. The debate concluded with the proposition that European cooperation is a deliberate choice in which each step of the way should be critically debated. European citizens' involvement in the debate is essential.



Décor of 'Value(s) for Money'

Seminar on 'Beyond the Deadlock? Future Perspectives on EU Enlargement'

On 19 December 2011 the European Council signed the Accession Treaty of the Republic of Croatia, thus welcoming the 28th member of the European Union. Negotiations with Croatia took much longer than expected. The pace of the EU enlargement process has slowed down considerably, which seems to have become a general trend in the EU and in the (potential) candidate countries. Given the many obstacles on both sides, we can even speak of a deadlock.



'Beyond the Deadlock? Future Perspectives on EU Enlargement' was the topic of this seminar, held on 29 November 2011, which discussed the state of play in three panels: on lessons learned from earlier accessions (panel 1); on the pre-accession challenges of Turkey and Macedonia in the wider Balkan context (panel 2); and on the future perspectives (panel 3). Jan Marinus Wiersma, Senior Visiting Fellow of the Clingendael Institute, and Joost Lagendijk, Senior Advisor of the Istanbul Policy Centre, hosted and chaired the seminar.

Among the other speakers were various representatives on European Cooperation and Enlargement of the Dutch Ministry of Foreign Affairs and the ambassadors from Turkey and Macedonia. A web publication on this topic can be found on the Clingendael website.

'Beyond the Deadlock?':
Panel on lessons learned
from earlier EU accessions

Seminar on 'Innovation and Research Policy within the MFF'

On 23 and 24 November 2011 Clingendael organized a high-level policy seminar on 'Innovation and Research Policy within the MFF'. There were participants from all over Europe, scientists from relevant policy fields, policy officers from specific departments, but also civil servants from the Permanent Representations in Brussels. The seminar was preceded by an overview paper and will be followed up with a policy brief in 2012.



Participants in Clingendael's main
conference room

Highlighted Publications

Website on the EU Budget

Since July 2011, Clingendael has been executing a project on the EU Multi-annual Financial Framework (MFF), because during the course of 2012 the new budget (*begroting* in Dutch) for the period 2014–2020 will be decided by the EU. This assignment by the Netherlands Ministry of Foreign Affairs contained a publication on the MFF. In order to reach a bigger audience, Clingendael decided to design and maintain a website – www.eubegroting.nl – that explains the MFF, but also provides opinions, information links and news items. A booklet was made to support the website, containing the essentials for the negotiations. The website will be updated throughout 2012.

Study about the Importance of Europe for the Fruit and Vegetable Sector

Clingendael was asked to look into the effects of EU membership for the Dutch economy in general, and specifically for the fruit and vegetable sector. The study concluded that the Dutch economy profited hugely from the internal market, the euro, and the safety and stability that the EU offered. Commerce prospered and the Netherlands has become the world's largest exporter of vegetables. Fruit exports also quadrupled during the past twenty years. This has created a lot of jobs and, in view of the present economic crisis, it would be prudent to undertake further steps in the process of European integration: he who sows, shall reap!

Van Schaik, L.G., H. Van der Bij, A. Mijs and A. Schout, *Wie zaait, zal oogsten: Het belang van de Europese Unie voor een gezonde Nederlandse economie* (Barendrecht and The Hague: The Greenery and Clingendael Institute, 2012, initiated in 2011).

Book titled Freedom, Security and Justice after Lisbon and Stockholm

Sarah Wolff of Clingendael took the initiative to write a book on the main changes induced by the Lisbon Treaty and the Stockholm Programme in the field of Justice and Home Affairs. Together with Flora Goudappel and Jaap de Zwaan of Erasmus University she edited this book published by T.M.C. Asser Press. The contributions to this book assess the *acquis* so far and elaborate on the remaining challenges in order to turn the area of freedom, security and justice into a reality, both for citizens and practitioners. Written by experts with different backgrounds – academics and practitioners – they make this book a very useful tool for a broad audience, including EU officials, judges, lawyers, academics, students and police officers.

Wolff, S., F.A.N.J. Goudappel and J.W. de Zwaan (eds), *Freedom, Security and Justice after Lisbon and Stockholm* (The Hague: T.M.C. Asser Press, 2011).

Security

2011 has been another crucial and exciting year for any ambitious conflict and security-monitoring institute in the world, with Clingendael's Security and Conflict Programme (CSCP) being no exception.

At the global level, 2011 budgetary trends in defence outlays reflected relative shifts rather than general global effects of the financial–economic crisis. Most Western countries were forced to face hard choices in limiting and even cutting defence expenditures, leaving the upward swing in military investment to South and East Asian countries. While testifying to the fact that this budgetary shift

broadly reflected the growing strategic importance of the Indian Ocean and Asia-Pacific powers, the 'surprise' shock in 2011 was the Arab revolt in the Middle East–North Africa region. Probably triggered by domestic rather than international pressures, developments in Tunisia, Egypt, Libya, Syria and other states pushed the international community to bring into practice the Responsibility to Protect (R2P) doctrine, which had been adopted but never seriously tested since 2005. Security Council Resolution 1973, mandating military intervention in Libya, was a milestone in operationalizing the R2P. Syria, Yemen and Bahrain each showed that 'milestone' is certainly not synonymous with 'precedent'. The new reality of legitimate interventionary norms in support of freedom and democracy still very much conflicted with the old realities of geopolitical realism, conflagration with the overarching Israel–Arab conflict, the Iran shadow and the uncertain factor of political and/or violent extremism. The proximity of the MENA region rather urgently addressed the foreign policy capacity of Europe, Europe's willingness to engage diplomatically and militarily (within NATO or semi-independently) and of individual members (including the Netherlands) either to 'internationalize' actively or to acquiesce in relative 'domesticization' and stand to one side.

Shifts of power in a neo-geo world, MENA, terrorism, Iran, the Arab–Israeli conflict, defence cuts, EU ambitions, Dutch rebalancing of domestic–foreign engagement and assessing the Netherlands' place in future scenarios all found their place in CSCP activities. Clingendael continued to conduct research on most of these topics in 2011. Its research in the security sphere focused on four thematic areas: identifying trends and scenarios in the future strategic environment (the Clingendael Strategic Monitor being the principal project); the role of international security organizations and the international legal order; specific security issues and threats such as terrorism, proliferation of non-conventional weapons and maritime piracy; and the European and Netherlands' security and defence policies.

In early 2011 Clingendael staff contributed to the debate on the proposed plans for a training mission in northern Afghanistan, Kunduz, by publishing a critical Policy Brief *'Kanttekeningen bij de voorgestelde politietrainingsmissie in Afghanistan'* (*'Observations regarding the proposed police training mission in Afghanistan'*). This Policy Brief concluded that for the Dutch mission to contribute to its goal of 'contributing to a stable and democratic Afghanistan which provides rights to its population', the emphasis of the proposed mission leaned too much towards the lower-tiers training mission by NATO and insufficiently on the judicial reform EUPOL mission of the EU.

One of the unexpected events of 2011, the Arab Spring, moreover gave reason to a group of Clingendael researchers to publish the Policy Brief *'De hernieuwde Arabische lente: tussen revolte en revolutie'* (*'The renewed Arab Spring: between uprising and revolution'*) to put the new developments in a historical as well as a regional context. Multiple media appearances and opinion articles in newspapers by Clingendael researchers were also the consequence of the stream of events in the Middle East and North Africa.

In autumn 2011, the Clingendael Institute kicked off a new, multiple-year project in which current and future developments in international security were mapped out, and their consequences for stability and security in the world in general, and the Dutch security and defence policy in particular, were identified. This project, named *'Clingendael Strategic Monitor'*, serves as input for the governmental

strategic monitor, which is being carried out by the Dutch Ministries of Foreign Affairs, Defence, and Security and Justice, but is also open to the wider public. This project had its pilot year in 2011.

The *Clingendael Strategic Monitor* partly builds on the method of the *Future Policy Survey* (Dutch Ministry of Defence, 2010), in which Clingendael also played a role. The analyses of the *Monitor* are carried out on fifteen themes – driving forces and actors – that also feature in the *Future Policy Survey*. A group of Clingendael researchers were invited to answer five questions on each of the fifteen themes, which include globalization, great powers, non-state actors, climate change and Dutch society. As well as mapping out recent developments on these themes, the researchers were asked to provide analyses on which of these trends are likely to evolve further in the future, and to identify uncertainties with regard to the identified trends. In addition, strategic shocks and scenarios from the *Future Policy Survey* were monitored. The analyses of the *Clingendael Strategic Monitor* culminated in a vast report that was published in early 2012. The *Clingendael Strategic Monitor* is part of *Clingendael Futures*, a collection of various activities and products that Clingendael undertakes and offers in the fields of foresight, scenario planning and future studies. As well as research, this includes training and consultancy, in which Clingendael offers tailor-made current solutions to future challenges.

In 2011, the International Centre for Counter-Terrorism (ICCT) in The Hague was able to establish a strong and solid foundation for itself, two years after its inception, as a relevant international player in the field of counter-terrorism. After almost ten years of counter-terrorism efforts, mainly focusing on the military and the reactive side, the emphasis of counter-terrorism policies starts to shift towards the prevention of violent radicalization and international (legal) cooperation. The Clingendael Institute is the commissioner and one of the founders of ICCT (together with the T.M.C. Asser Institute and the Counter-Terrorism Centre of Leiden University), and Clingendael research fellows Bibi van Ginkel and Tinka Veldhuis have conducted several studies, policy briefs and comments and have organized many events in light of the ICCT activities, mainly on counter-terrorism policies, the role of civil society herein, legal questions surrounding terrorism issues, and radicalization and reintegration processes.

One of the ICCT highlights was an international conference on the rehabilitation and reintegration of violent extremist offenders. From 6–9 December 2011, the United Nations Interregional Crime and Justice Research Institute (UNICRI) and ICCT–The Hague hosted the '*Conference on Rehabilitation and Reintegration of Violent Extremist Offenders: Good Practices and Lessons Learned*'. Organized by Clingendael researcher Tinka Veldhuis, approximately twenty countries, a number of multilateral organizations and thirty independent experts took part in the four-day conference, which focused on identifying a series of good practices in rehabilitating incarcerated violent extremists as they make their transition back into society.

Moreover, in November 2011 Clingendael / ICCT research fellow Bibi van Ginkel was invited by the UN Counter-Terrorism Executive Directorate to participate in a regional workshop in Nairobi, in which representatives of East African countries were invited to share their experiences of the implementation of UN Security Council Resolution 1624. At the workshop, Van Ginkel presented her ICCT research study on '*Incitement to Terrorism*'.



Bibi van Ginkel (front row 5th from the right) at the regional workshop in Nairobi, Kenya.

Other research themes include research on the Netherlands' security and defence policies. The Clingendael research project '*3D, the Next Generation: Lessons Learned from Uruzgan for Future Operations*', which was conducted by researcher Jaïr van der Lijn in cooperation with Cordaid, mapped the practice of the 3D approach – the Dutch version of the comprehensive approach – in which military, diplomats and development work together. It distilled factors for success and failure and showed the many coherence strengths in the comprehensive approach, but also that there is room for further improvement in future missions, and dilemmas and pitfalls to avoid. The findings also received wide attention in the Dutch parliament through the participation of Jaïr van der Lijn in the roundtable meeting in Parliament on the evaluation of the Uruzgan mission.

In September 2011 Clingendael published Policy Brief 6: '*Internationale Militaire Samenwerking: Knelpunten en kansen*' ('*International Military Cooperation: Challenges and Opportunities*'). This Brief presented the many forms of existing military cooperation, as well as the bottlenecks that currently prevent real expansion in this field. Despite these impediments, the Brief concluded that with more political will and acceptance within the military, vast improvements in the field of international military cooperation could be possible, especially in Europe, resulting in a more flexible, agile and efficient European military capability.



Col. Dr Wendy Broesder after
defending her dissertation

Clingendael researcher colonel Wendy Broesder obtained her PhD at Leuven University. She defended her dissertation, entitled '*Soldiers wielding Swords and Ploughshares: the significance of military role identity*', in December 2011. The study is innovative in distinguishing peacekeeper role identity from warrior role identity and investigating both roles at the same time. Distinguishing the two roles and understanding the relationship between the two roles allows for international comparisons and improved harmonization of mission training.

Clingendael researcher Sico van der Meer took part in the third year of the PhD project on nuclear non-proliferation, which was commissioned by the Dutch Ministry of Foreign Affairs together with IKV Pax Christi. He also coordinated a book project about the *Future of Biological Weapons Revisited* by Koos van der Bruggen and Bas ter Haar.

As in previous years, CSCP participated in Clingendael Asia Studies (CAS), an inter-program research cluster. This involvement in CAS was aimed at doing research and organizing events on international security in Asia, as well as on the involvement of Asian actors in global security issues.

Translators during the Sino-Dutch
expert meeting



Clingendael organized many events on its research topics, some of the highlights being a Sino-Dutch expert meeting with non-proliferation experts from China and the Netherlands. The expert meeting discussed the challenges in nuclear disarmament and non-proliferation, taking a regional as well as an international perspective.

In cooperation with the Netherlands Ministry of Foreign Affairs, the Foreign Commonwealth Office of the United Kingdom and Wilton Park a large multiple day international conference was held in The Hague to prepare for the 5-annual Biological and Toxic Weapons Convention (BTWC), in which eighty diplomats from all over the world participated.



US ambassador Fay Hartog-Levin and National Coordinator Counterterrorism and Security Erik Akerboom at the expert meeting 'Ten years after 9/11; Resilient Partnership - Achievements and Future Challenges regarding Transatlantic Cooperation in Security and Counterterrorism'.

The ten-year anniversary of the 9/11 attacks offered a pivotal opportunity to evaluate a decade of intense security cooperation, including gains achieved, as well as remaining challenges. To mark the 10th year anniversary of the 9/11 terrorist attacks in New York, the Embassy of the United States of America and the Netherlands Institute of International Relations 'Clingendael' co-hosted an expert seminar with distinguished speakers like Ambassador Mr. Kurt Volker (Managing Director of the Center for Transatlantic Relations at SAIS, Johns Hopkins University and former U.S. Ambassador to NATO), Mr. Erik Akerboom, National Coordinator for Counterterrorism and Security, Dr. Christiane Höhn, Adviser to the EU Counter-terrorism Coordinator Gilles de Kerchove, Council of the EU, and Prof. dr. Ko Colijn, Director of the Clingendael Institute. Her Excellency Fay Hartog Levin, Ambassador of the United States to the Netherlands, opened the event. The meeting was chaired by Prof. dr. Edwin Bakker, Professor in Terrorism and Counter-terrorism at the University of Leiden, Campus The Hague.

In October 2011 Clingendael/ICCT research fellow Bibi van Ginkel participated in a three-day conference in New York on the involvement of civil society organizations with the UN Counterterrorism Strategy. Twenty-five NGOs from different continents were involved, together with UN representatives working on various aspects of counterterrorism policies, that discussed the potential areas of cooperation.

In November 2011, the Clingendael Institute organized the event '*NATO Posture Review: New Threats, New Capacities?*', aiming to stir the public discussion on the upcoming NATO summit in Chicago in May 2012. Among the speakers and the audience were representatives from relevant ministries, NGOs, universities, think tanks and the Parliament. The discussions during this event were centered around two topics; how NATO should deal with new threats, such as cyber security, terrorism and electronic warfare on the one hand and how NATO should continue to maintain an effective deterrence against nuclear threats.



Panel with Ko Colijn / Kees Homan (Clingendael) and Sebastian Reyn (Ministry of Defence)

In cooperation with the Geneva Centre for Democratic Control of Armed Forces (DCAF) and the Dutch Review Committee on the Intelligence and Security Services and with the support of the Netherlands Ministry of Foreign Affairs and the Office of the Ombudsman, the Clingendael Institute organized a one day high level international conference in December with parliamentarians from the Balkan on 'Strengthening International Oversight in Western Balkans', highlighting Clingendael's long time commitment to studying security sector reform and to transition processes in general and the Balkans in particular.

Conflict Research Unit (CRU)

The Conflict Research Unit (CRU) is a specialized unit that conducts research on the nexus between security and development, with a special focus on integrated/comprehensive approaches to conflict prevention, stabilization, and peace- and state-building in fragile and conflict-affected situations.

During 2011, CRU conducted research for the Netherlands Ministry of Foreign Affairs in the fields of peace, security and development in fragile and conflict-affected situations under the Peace-building and Stabilization Research Programme (PSRP). The research activities aimed to support policy officers and practitioners in identifying the causes of conflict and fragility, and to assist them in improving their engagement in these complex situations. Activities were structured along the lines of the three central components of an integrated approach towards fragile and conflict-affected situations – that is, security and stability (including the rule of law and justice); governance and state-building; and peace-building and socio-economic development. CRU aims to integrate all three of these central components into its research projects. Additional areas of research are gender and conflict; and (inter)national aid effectiveness and aid architecture issues.

In 2011, projects focused on: linking security-sector reform and rule-of-law reform; the role of local non-state actors in peace- and state-building processes; transnational organized crime; the cooperation between development actors, diplomats, civil society, the military and the police in crisis-management operations; gender-sensitive demobilization, disarmament and rehabilitation processes; and effective and legitimate state-building in fragile and conflict-affected states. CRU also conducted country-specific context analyses, in order to gain insight into specific transition processes and to identify entry points for international engagement. Research was conducted on Burundi, Colombia, the Democratic Republic of Congo, Guatemala, Kosovo, Liberia, Libya, Pakistan, Somalia, Southern Sudan and Syria.

As well as research activities conducted under the PSRP, the Conflict Research Unit conducted research for a range of clients in 2011, including the governments of Denmark, Norway, Sweden and the United Kingdom, the OECD–DAC International Network on Conflict and Fragility and the OECD–DAC Evaluation Network, the European Commission, and a number of UN agencies (including the UNDP Bureau for Crisis Prevention and Recovery, UN Women and the UN Peace-building Support Office).

In order to increase its knowledge base and to pool resources with other actors working on issues of conflict and fragility, CRU is a member of a number of research networks: the Network on Peace, Security and Development, which is supported by the Netherlands Ministry of Foreign Affairs; the EU-funded Initiative for Peace-building (IfP); and the *Observatoire de l'Afrique*, which is supported by the French government.

Networking

In 2011, Clingendael researcher Margriet Drent was a member of an informal working group convened by Egmont–Royal Institute for International Relations (Egmont–Brussels), *l'Institut de Recherche Stratégique de l'Ecole Militaire* (IRSEM–Paris), the Geneva Centre for Security Policy (GCSP–Geneva) and the International Institute for Strategic Studies (IISS–London). The working group produced a proposal for a civilian–military strategy for the EU's Common Security and Defence Policy (CSDP). Starting from the EU's vital interests, an analysis of the threats and challenges to these interests and the EU's foreign policy priorities, this CSDP strategy outlines the priority regions and issues for CSDP and, keeping in mind the long-term political objectives and the appropriate political roadmap for these regions and issues, scenarios for launching an operation. The proposed strategy, 'Europe Deploys: Towards a Civil–Military Strategy for CSDP', was published by the Egmont Institute by editors Sven Biscop and Jo Coelmont.

In 2011, Clingendael researchers Ko Colijn, Margriet Drent and Kees Homan were appointed to the Permanent Committee on Peace and Security (CVV) of the Advisory Council on International Affairs (AIV), an independent body advising the Dutch government and parliament. Adriaan Schout became a member of the Permanent Committee on European Integration (CEI) of the Advisory Council.

The Clingendael Institute's strength comes from its unique combination of training and research activities hosted under the same roof. During the last few years, the Institute has gained a solid international reputation as a diplomatic academy, offering training programmes to diplomats from all over the world at different levels of expertise (ranging from eight-week training sessions for junior diplomats to one-week courses to prepare future ambassadors for their postings). Moreover, programmes have been organized to facilitate various professionals' interactions with the EU, and special courses have been designed in the field of international security, both for military and civilian audiences. The following section of this annual report will focus only on the most important courses. For a full overview, please see annexe B (p. 40) or www.clingendael.nl/training.

Diplomacy

During the last twenty years, the Clingendael Institute has been offering an ever-growing number of diplomatic training courses to very diverse audiences. In 2011, a number of new programmes were added, in particular thanks to the reigniting of the relationship between Clingendael and the South African Ministry of Foreign Affairs. Some new trends that had been initiated in 2010 were also continued, such as the cooperation with the Arab Water Academy on water diplomacy and the attaché course for Dutch future attachés.

As in 2010, the training activities can be categorized as follows:

- Training courses for foreign diplomats;
- Dutch civil servants' and professional training courses;
- Training courses for post-graduate students;
- Capacity-building (e.g. of foreign diplomatic academies).

The participants of Clingendael training programmes in 2011 came from very diverse backgrounds. While the vast majority consisted of foreign diplomats, a substantial number of participants were from very different horizons: Dutch and foreign civil servants; professionals from various sectors (including businessmen and NGO representatives); and post-graduate students. Approximately 540 participants took part in more than 35 training activities organized by Clingendael.

Training of Foreign Diplomats

The Clingendael institute has traditionally been involved in training diplomats from long-standing partner countries such as Indonesia, Eastern Europe and the Caucasus, South-Eastern Europe and Turkey, Central Asia, Pakistan and Bangladesh, ASEAN, the Great Lakes Region of Africa and the Sudans. Those countries and regions were thus well represented in the training programmes that were organized in 2011, which also saw the renewal of a working relationship with South Africa. No less than nine different activities were organized for, or in cooperation with, DIRCO (the South African Ministry of Foreign Affairs), offering many opportunities to explore new topics and trends in diplomacy. Standing out among those activities, a two-week course was organized for future South African ambassadors to be deployed from January 2012, as well as a one-week-long workshop on strategic planning for members from the training, research and development branch of DIRCO. Workshops were also offered in South Africa, where three different activities (training sessions on negotiations skills, development cooperation, and capacity-building) took place during the course of the year.



The South Sudanese delegation received by Mr Jaime Andreu, Head of Unit, Directorate-General Communication of the EU Commission, September 2011

Last, but not least, in 2011 Clingendael was among the first organizations to offer a training programme for senior officers from the new Ministry of Foreign Affairs of South Sudan, only a few weeks after South Sudan's declaration of independence.

2011 also saw the continuation and successful completion of the first series of activities related to water diplomacy, in cooperation with the Arab Water Academy in Abu Dhabi. Those activities are very much in line with the Netherlands' officially recognized 'niche' of water management, and some follow-up activities in that area have also been prepared based on these first, very positive experiences.



South African future heads of mission



South African mid-career diplomats



Clingendael course for Dutch attachés

Training for Dutch Civil Servants and Other Professionals

The Clingendael Institute has been providing various ministries with specific and tailor-made programmes for many years. In 2011, a new format was prepared for the programme that is offered to the Dutch Ministry of Economic Affairs, Agriculture and Innovation (EL&I). The course that was initiated in 2010 to prepare future attachés from various ministries for their future assignments in Dutch embassies was continued, while the Master Class in International Relations and Diplomatic Competences that had been initiated in 2009–2010 for the municipality of Rotterdam was renewed in 2010–2011. Other activities were offered on an open subscription basis, such as biannual workshops on negotiation skills and a course on international politics, which was offered on a weekly basis in the second part of 2011 to Dutch citizens who wanted to expand their knowledge of international affairs. Finally, seminars on Islam and public diplomacy were organized to bring together Dutch diplomats who are interested in those issues.

Course in Foreign Relations for Dutch Post-graduate Students

For decades, the Leergang Buitenlandse Betrekkingen (LBB) course has been bringing together young professionals and fresh graduate students who are eager to understand better the contemporary world and to develop their capacities to work in an international environment. In the autumn of 2011, nineteen participants took part in the 66th edition of this three-month programme.

Diplomatic Capacity-building

Thanks to the expertise gained by the Clingendael Institute over the years, the Institute has also been able to organize many activities that share knowledge and best practices with similar institutions from abroad. 2011 saw completion of a long-standing project with the diplomatic academy of Bulgaria, as well as capacity-building activities in Indonesia and South Africa. Furthermore, training sessions were also organized at Clingendael for representatives from the diplomatic academies of Pakistan and Bangladesh.

Development of New Training Activities and Tools

Clingendael training officers developed a substantial array of training tools in 2011, including interactive exercises, simulations and case studies, but also lectures and frameworks for workshops.

Dutch Minister of Foreign Affairs Uri Rosenthal (2nd left), together with staff and alumni of the LBB, after a debating session on Dutch foreign policies. In 2011 three sessions took place with the Minister and young graduates of the LBB.



Topics selected to reflect current issues of international affairs included, among others, climate change negotiations, the illegal exploitation of natural resources, the pros and cons of regional integration in Africa, (radical) Islam in Western Europe, and reforms and challenges for the UN in the twenty-first century. They also developed and improved special frameworks for reflection sessions, country presentations, policy brief workshops, the preparation of working visits, and debating sessions.

Europe

MTEC–HOB

The very last edition of the Matra Training on European Cooperation (MTEC) on the topic 'How to Operate in Brussels' (HOB) took place in 2011. There were 49 participants from the western Balkans: Albania; Bosnia-Herzegovina; Croatia; the former Yugoslav Republic of Macedonia; Montenegro; Kosovo; and Serbia. Training took place at the Europa Hotel in Scheveningen from 28 November until 9 December 2011. The main objective of this training course was to prepare participants for promoting their countries' interests in an effective and efficient way, while operating in or in contact with Brussels, before and after accession to the European Union.

The Clingendael Institute has organized these trainings since 2002. They were then called ADEPT (Accession-orientated Dutch European Proficiency Training). During the first two years the training took place twice a year for 100 participants per training session. After the EU's enlargement wave of 2004, the name of the programme changed to MTEC. Until 2006 the course 'How to Operate in Brussels' was still open to the new EU member states from Central and Eastern Europe. From 2007 onwards, more countries from the western Balkans joined the course. The Clingendael Institute has tremendously enjoyed giving these courses, and Clingendael staff still regularly meet former participants of the courses all over Europe.

MTEC–HWP

From 24–28 January 2011, a special MTEC–How to Operate with Brussels took place at the Koru Hotel in Bolu, Turkey. This training course was an exact copy of the course given in September 2010. This time 36 junior experts from the Secretariat General for EU Affairs of Turkey were trained. The Dutch Embassy in Ankara, together with Agency NL, sponsored the event. The training course was designed to provide the target group with in-depth knowledge on the practical functioning of the European Union. The goal was also to teach them the necessary skills on how to communicate, negotiate and represent Turkish interests in Brussels.

EU Training for the Dutch Ministries

The training course titled 'Ministry of Social Affairs and Employment in an International and EU Perspective' took place twice, in the spring and autumn 2011. A working visit to Brussels was part of the programme on both occasions. The Justice and Home Affairs course for senior officials from the Ministries of Security and Justice and Home Affairs took place in autumn 2011 for a group consisting of eleven participants. Divided over three modules, the participants broadened and deepened their knowledge on JHA policies and enhanced their lobbying, networking and negotiation skills. Furthermore, a workshop for the Ministry of Infrastructure and Environment was organized on the topic of 'How to Deal with the European Commission'.



'Training of Trainers' programme for senior staff of the Centre for Education and Training (CET) and the Indonesian Ministry of Foreign Affairs, 2011. In the middle of the picture are Mrs Prianti Gagarin, Director of the CET, and Mr Ron Ton, trainer and Director of Clingendael Academy



Participants during their EU training, on the steps of 'Huys Clingendael' with trainer Wilbur Perlot (centre front)

Processes of International Negotiation (PIN)

Since 1 January 2011, the Clingendael Institute has been the home of the Processes of International Negotiations research network, which is headed by a Steering Committee whose members belong to the international academic elite in negotiation and mediation research. Guy Olivier Faure, professor at the Sorbonne, and I. William Zartmann, professor at SAIS, Johns Hopkins University, are the most renowned members.

2011 was a busy year for PIN. It launched a new website, www.pin-negotiation.org; it revamped its biannual newsletter and published two editions (#36 and #37); it started a new research project called Negotiations in Transitions, studying the negotiations of the Arab Spring; and did a road show in Uzbekistan at the University for World Economics and Diplomacy. Last, but not least, 2011 saw the first International Negotiation Week at Clingendael, with seminars on negotiations with the Chinese, the Arab Spring, and engaging extremists. The second International Negotiation Week is scheduled for 2013.

(European) Negotiation Training

Further fuelled by the PIN research, the Clingendael Institute continued with its state-of-the-art training in negotiations in 2011, focusing on skills and enhancing the knowledge of participants in the processes of negotiation. Tailor-made courses were offered to Serbian civil servants preparing for EU accession negotiations, on understanding EU negotiations for the Turkish Ministry for Water Resources, negotiation and conflict management for Moldovan diplomats, European diplomats in the European Diplomacy Programme, officials preparing for EU civilian missions (as part of the ENTRi programme), Dutch senior military staff and many more. The Clingendael negotiation team, Wilbur Perlot and Paul Meerts, gave training sessions in 2011 in Malta, Italy, Belgium, Syria, Turkey, Uganda, Malaysia, Estonia, Moldova, United States, Germany, the UK, the Czech Republic, Montenegro, Slovenia, Austria and the Netherlands, among others.

Security

The Clingendael Institute continued to organize various courses and training sessions on international security issues, including the long-standing open enrollment courses on international security and crisis management, for a very broad range of professionals working in this area.

For the eighth year in a row, the Clingendael Institute contributed to the International Security Module of the senior staff course and Executive Masters '*Hogere Defensie Vorming*' for the Netherlands Defence Academy. Clingendael, together with Pax Ludens, organized the sub-module 'International Crisis Management' with several lectures and training sessions, which concluded with a large simulation game on the greater Middle East. Clingendael also organized a course on the Middle East for Dutch military officers taking part in the United Nations Truce and Supervision Organization (UNTSO), preparing them and their partners for their mission and posting in the region.

The Clingendael Security and Conflict Programme moreover continued its cooperation with the Netherlands Police Academy, by working together on the 'Columbus' course, aiming at promoting international awareness of the Dutch police force, and training them in operating more effectively internationally.

In 2011, the Clingendael Institute joined a European network of training institutes: Europe's New Training Initiative for Civilian Crisis Management (ENTRi). This is a unique capacity-building programme that was initiated in early 2011. Its main focus is on the preparation and training of civilians who are either going to work, or are already working in, crisis management missions worldwide. Such missions include those of the European Union, the United Nations, the Organization for Security and Cooperation in Europe and the African Union.



Mediation exercise during the Clingendael ENTRi training programme

ENTRi is a 2.5 million euro initiative that is funded by the European Commission (80 per cent) and co-funded by its thirteen implementing partners (led by the Centre for International Peace Operations (ZIF) in Berlin). Each implementing partner originates from a different EU member state. ENTRi was created by the European Union's Instrument for Stability and is guided by the Foreign Policy Instruments Service, a service of the European Commission that is co-located with the European External Action Service.

The Clingendael Institute provided two training programmes in the context of ENTRi in 2011: one specialization course on 'Negotiation and Mediation' in October, led by senior trainer Wilbur Perlot; and a second specialization course in December on 'Security Sector Reform', led by Clingendael senior researcher Margriet Drent.

The Clingendael Institute also participated in two summer schools: one by the ICCT on 'Countering Terrorism in a Post- 9/11 World'; and the other on 'Women, Peace and Security: Ten Years after UNSC Resolution 1325', together with Oxfam Novib and Campus The Hague, of Leiden University.

Introduction: Age of Paradox

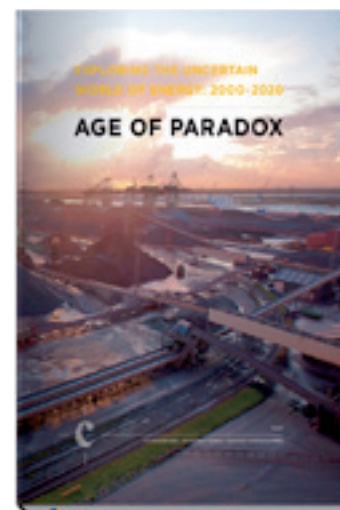
Politics and policies

The year 2011 was again an exciting year for the world of energy. Oil prices averaged above \$100 per barrel despite the poor economy in the US and Europe. Robust economic growth and oil demand in emerging economies, mainly Asia, propelled prices to a higher level than the year before, but also political events drove oil prices up. The Arab Spring contributed to increased uncertainty about supply levels when one country after the other was confronted with protests and calls for change. Although other producing countries compensated for the loss of Libyan supply and the IEA approved a strategic stock release in July, the oil price remained high. The change in the crude oil supply mix, nevertheless, impacted many refineries, particularly in southern Europe. At the same time, North American natural gas prices began slipping due to weak demand and ample supplies from shale production. Due to infrastructure bottlenecks in Cushing, Oklahoma, the American oil price WTI partly disconnected from world oil prices, resulting in cheaper energy for the weak American economy. The impact on world oil and gas prices of the North American energy boom would have been different if in March Japan had not been struck by an earthquake and tsunami, destroying the Fukushima nuclear facilities. Apart from the additional oil and gas demand to compensate for the lost nuclear power capacity, the nuclear industry's future came into question at a moment when its renaissance was about to happen. In Germany, the government decided to close seven nuclear plants and to phase out the rest by 2021, reversing an earlier decision to allow them to maintain operating longer. Instead, national legislation was passed to impose decarbonisation of the German energy sector ahead of policy making in the EU.

In the EU, work started on the 2050 energy roadmap, opening the discussion about post-2020 decarbonisation policies and the implications for the internal market. The current decarbonisation policies show that national policymaking is jeopardising the internal market and creating new inefficiencies. Moreover, the Eurocrisis is seriously undermining the ability of many European governments to continue their engagement in decarbonisation policy competition. Battered consumers may not be able to carry the cost in all the member states, jeopardising the efforts. The economic frailty is also impacting on traditional energy sectors. Companies with oil indexed long-term take-or-pay gas contracts are suffering in markets where the merit order pushes out gas first due to high oil prices. The result is that more wind energy in the system is less efficient in CO₂ reduction terms than anticipated because coal power stations can competitively satisfy demand for electricity, rather than natural gas power stations. Oil refiners are suffering very slim margins, and the nuclear industry finds it difficult to find financing under the new circumstances. Infrastructure to accommodate the new internal and external energy flows remains problematic, while dislocations due to different support schemes remain rampant.

Indeed, 2011 was not a dull year

The CIEP agenda reflected the dynamics of the energy sector. Apart from covering the various topical issues, 2011 was also a year of reflection for CIEP. Celebrating our ten-year anniversary made us look back and forward a decade, showing the often paradoxical developments in markets and policies.



In December 2011 CIEP published 'Age of Paradox', revealing insights from ten years of CIEP publications, brainstorm discussions and gatherings, while also identifying main trends in world energy for the current decade.

The year started off with a high level gathering focussing on the French-Dutch energy relations and strategies. Issues in the Northwest European energy market developments and policy making were a recurring theme, culminating in a large conference on long-term energy policy making in the countries around the North Sea on 17 November with senior policy makers and company officials and several publications. The impact of government policies on the gas sector was also discussed during the CIEP Gas Day. Other gatherings and publications were concerned with security of gas supply, the Gas market target model and the emission-trading scheme.

The ongoing economic difficulties in Europe, the growth of gas supply in North America and the growth of energy demand in Asian countries is rapidly changing the relations in international energy markets. In February the International Energy Forum (IEF) published a book on the history of twenty years of producer-consumer dialogues and is a reminder of the fact that for a long time OECD and OPEC countries dominated the world energy discussion but that in the past decade this is changing fast to include other countries and other fuels than oil. A presentation on the BP Statistical Review of World Energy reflected on these changes in the energy markets, while the 2030 outlook of ExxonMobil showed how much change can be expected in the years to come.

In 2011, apart from the research work and activities done in connection to the Fuel Mix, Gas and Oil groups, two large projects reached the final stage. For the Polinares project two publications on the criticality of minerals were finished, while work on an assessment of current strategies of main players and scenarios for the future was gathering steam for delivery early in 2012. The regional roundtables on Geopolitics and natural gas for taskforce 3 of the International Gas Union (IGU) were concluded with a wrap up meeting in Paris, and after that work commenced on the final report to be presented at the World Gas Conference in 2012.



CIEP offices in the Clingendael park

A Special Year

The year 2011 marked the 65th volume of *Internationale Spectator*. To emphasize the special relationship between the Netherlands and Belgium (in particular Flanders), embodied in *Internationale Spectator* as the only independent Dutch-language journal on international relations, this milestone was commemorated by a seminar on Dutch and Belgian foreign policy, the Flemish dimension and Benelux cooperation. The seminar was held at the Clingendael premises on 24 May. Earlier in May 2011, a special commemorative issue on the same topic was published. Belgian researchers and policy-makers featured both as speakers at the seminar and as contributors to the May 2011 issue.

Editorial Policy

The editorial board of *Internationale Spectator* continued its two-track policy in 2011. While it frequently presented clusters of articles on the most crucial topics in the field of international relations, it also tried to offer the interested reader a range of essays on more specialized subjects.

As far as the crucial topics are concerned, the search for new energy sources; the emergence of the BRIC countries; the global and European economic and financial crises; the prevention and control of armed violence; the Arab Spring; counter-terrorism; the Israeli–Palestinian conflict; Islam in Europe; and problems involving migration all featured in different issues of *Internationale Spectator* in 2011. Among the specialized subjects may be mentioned the rise of the G20 as a threat to established international organizations; the coming of age of the UN Convention on the Rights of the Child; commercial diplomacy; the European Union in the media; and the debate on the international responsibility of the United Nations and peacekeeping operations.

The preparation process for all of these issues required the timely acquisition of articles. In this respect, the editorial board was able to draw on a well-established arsenal of highly qualified researchers and policy-makers from Groningen to Brussels, as well as from among the ranks of the Clingendael Institute.

Selecting, Preparing and Polishing the Articles

The editorial process commences by checking all of the contributions against the highest quality standards. During this review process, commentaries from the members of the general editorial board are vital. When the articles have passed this quality test, they are thoroughly edited. In order to address as many issues as possible and to enhance legibility, the editorial board has continued its policy to limit the length of each article, preferably to four pages in print. This policy resulted in the publication of over 100 articles in 2011 (see Table 1). The two managing editors have primary responsibility for this 'polishing work'. Checking the length of articles as well as quality of issues is also required for staying within the limits of the annual page budget, as allocated by our publisher, Koninklijke Van Gorcum (Assen), which publishes *Internationale Spectator* on behalf of the Netherlands Institute of International Relations 'Clingendael'. The opening sentence of the colophon clearly reflects the traditional bond between the Institute and its monthly publication – between 'Clingendael' and *Spectator* – a *trait d'union* that has been 'covered' for over fifteen years by our solicitous publisher from Assen.

Internationale Spectator

Jaargang 65 - nr 6 - juni 2011



KINDERRECHTEN VOLWASSEN

Het debat over Europa

Beteugeling van geweld

Instituut Clingendael

Reviews: Films, Books, Reports

The Film Review section was successfully continued in 2011. Every issue featured a review of a film or documentary covering a historic or current international political theme, such as *Des hommes et des dieux*, *Ten Conditions of Love*, *Odessa ... Odessa*, *Welcome*, *Armadillo*, *Women without Men*, *Children of the Taliban*, *Black Butterflies*, *Syriana*, *102 Minutes that Changed America*, and *Shout*. The Film Review section was coordinated by Susanne Kamerling of the Clingendael Security and Conflict Programme until May 2011; and from May 2011 Floor Janssen, of Clingendael's Conflict Research Unit, took charge of this section.

As may be seen from Table 1, numerous reviews of books have been published on a wide range of topics, while more concise profiles of books and (advisory) reports were presented each month in the sections titled '*Signalementen*' and/or '*Varia*'. In February 2011, Dr Fenna van den Burg, who had been in charge of the '*Signalementen*' section for many years, retired. She was succeeded by Joris Kreutzer.

Authors and Editors

Volume 65 (2011) of *Internationale Spectator* saw contributions from 182 persons, whether as columnists, authors, reviewers or in response to an earlier published article, 27 of which were from Flanders, Belgium. The Clingendael Institute contributed significantly with columns, articles and reviews from 37 staff members and trainees.

The total number of contributions was 205 (a slight decrease compared to 2010) and consisted of 107 articles, 65 book reviews and 11 contributions to the 'response/reply' section. Concise profiles were published of no less than 80 important Dutch or foreign books, as well as reports and brochures etc. (a considerable increase compared to 2010).

The articles that were received by the editorial office were submitted in a peer-review-type process to the members of the General Board for their judgements. On the basis of these commentaries, the '*kernredactie*' [core editorial team], consisting of the editor-in-chief and two managing editors, evaluated the articles and other contributions during their weekly meetings. At these meetings all of the other editorial, publishing and organizational matters concerning *Internationale Spectator* were also dealt with.

At the beginning of 2011, the General Board – presided over by the editor-in-chief Prof. Jan Rood – consisted of sixteen members. During the course of 2011, Mrs Edith Drieskens, Mrs Larissa van den Herik and Prof. Jaap de Zwaan stepped down, while Dr Tom Sauer (University of Antwerp), Dr Hans Hoebeke (the Royal Institute for International Affairs 'Egmont', Brussels) and Dr Gelijk Molier (Leiden University) became new members. The Board met three times for general meetings in The Hague – on 22 March, 24 May and 27 September 2011.

Although – like in 2010 – *Internationale Spectator's* website (www.internationalespectator.nl) attracted many visitors in 2011, the declining trend in the number of subscribers that many (printed) monthlies throughout the world are experiencing has also affected *Internationale Spectator*. In 2012, the editorial board and the publisher will do their utmost to turn this trend around, in particular through marketing activities aimed at specific target groups, and to extend, enhance and upgrade the website.

For a complete overview of all of the contributions to Volume 65 of, please view annexe D on page 58.

Communication and Events

The Clingendael Institute's main objective is to enhance the public debate on international relations. The Institute seeks to achieve this objective through its research, studies, courses and training programmes, and by providing information to the media and the public at large.

In 2011 Clingendael's objectives were publicized through its events and publications. The digital 'Clingendael Newsletter' changed its format and has been sent out on a weekly basis since November 2011, providing our worldwide network with updated information about the Institute's activities.

Since the Clingendael Institute is not affiliated to any political, religious or social movement, and is strictly neutral, the Institute is therefore the ideal platform for debate on international affairs.

In 2011 the Clingendael Institute again organized numerous seminars, conferences, public lectures and roundtable discussions, welcoming many representatives from the Dutch and foreign governments, academic circles, NGOs and the media. Highlights of topics and key note speakers included:

- The visit of Macedonian Minister of Foreign Affairs, H.E. Mr. Antonio Milososki, who had a lively discussion with the audience regarding relations between his country and the EU;
- The Clingendael European Health Forum, which was held for the eleventh consecutive year;
- The lecture held by the Deputy Prime Minister of Croatia, H.E. Mr Gordan Jandrokovi, on Croatia's foreign policy priorities;
- The session co-hosted with the British Embassy in The Hague and the Confederation of Netherlands Industry and Employers (VNO-NCW), during which Britain's Minister for Europe, David Lidington MP, gave his views on the enlargement of the European Union ('Tulips, Trade and Growth');
- The seminar co-hosted by Clingendael and the Representation of the European Union in The Hague, with the EU Commissioner for Financial Programming and Budget, H.E. Mr Janusz Lewandowski, as the keynote speaker on the European Financial Framework post-2013.

For a complete overview of all of Clingendael's events, conferences and seminars, please view annexe A on page 38. For more detailed information, please visit www.clingendael.nl/events.

Library and Documentation Centre

Clingendael's Library and Documentation Centre continued to support the training, research and consultancy activities of the Institute. Staff focused on proactive support and the dissemination of information. The content of Clingendael's teaching and research programmes forms the main framework for expanding the collection. The library covers a broad range of international political relations and security topics, with a predominant emphasis on the work of the European Union and of international organizations, diplomatic relations, international negotiations, peace and conflict studies, and the foreign and security policies of the Netherlands.



Library staff have developed extensive expertise. Information is stored digitally whenever possible. The library staff's main tasks are designing reading lists, answering enquiries from Clingendael staff members and the public at large, and compiling the links section of the Institute's website. Due to cutbacks, however, as noted in the Introduction to this annual report, the Library and Documentation Centre will close for the general public per January 2012.

Personnel and Human Resources

The main priority of the Human Resources department in 2011 was to support and advise the Institute's management in preparing and implementing the Institute's reorganization. As of 2012, the Institute consists of three departments that are based on the Institute's main objectives: Research; the Academy; and Corporate Staff. Each department has its own management. The management team of the Institute consists of the general director and three directors of these departments. As of January 2012, all staff members of the Institute received a new position within the organization.

The Human Resources department designed a redundancy programme (*Sociaal Plan*) for the staff who were affected by the reorganization plan. This programme's objective is to support the affected staff in finding a new position either inside Clingendael or outside. The Employees' Council (*Ondernemingsraad*) agreed with the programme. Most of the changes in staffing were the result of the natural turnover of labour, and some staff managed to find a new job with the support of Clingendael. For the others, Clingendael continues to provide support by, for example, education and/or outplacement.

Clingendael's ambitions for the future also have implications for its staff. For that reason, as of 2012 Clingendael has a budget that is reserved for the education and training of its staff. Clingendael staff should be service-providers, have excellent training and communication skills, be visible in the media and public debates, and be able to act as opinion-makers and to lead debates.

Other core concepts of the reorganization are that Clingendael should be: demand-driven and have increased flexibility; cover its costs; have integrated management; improved (online) communication; and modernization of support tasks such as finance, ICT, and human resources, etc.

On 31 December 2011 the Institute employed 57.2 full-time employees (including secondments from various ministries). Twenty-two employees left Clingendael during the year, while thirteen new employees were welcomed. The gender balance on 31 December 2011 was 30 male employees versus 37 female employees. The Clingendael Institute provided 26 internships.

Finances

In terms of finances, 2011 was a different year from before. Despite the economic crises, the project revenues turned out to be much higher than estimated. However, because of an expected fall in income in the coming years and changes in its priorities, Clingendael has gone through a reorganization process in 2011. The costs of this process were calculated to be nearly € 1,000,000. Because of these one-off expenses, the debit balance was nearly minus € 373,000, much better than expected (minus € 765,000).

As a result of the reorganization, personnel costs were significantly lower than in 2010. With fixed costs in 2012 around € 1.5 million lower than in 2009, the Institute expects to be prepared for the years to come. For 2012 and later, the Institute's financial prospects are better than was expected last year. Many long-term projects have been renewed. The Institute's order book is filled for 2012, and expectations for 2013 are positive. However, given the budget cuts that any new Dutch government will have to implement after 2012, Clingendael should be prepared for new adjustments. The Institute will also continue to look for other sources of income.

Now that the reorganization process is almost complete, a lot of effort has to be taken in the auditing process. The system of internal checks and balances has to be renewed.

The main effort of the Financial Department in 2011 was to produce the right figures in time with fewer staff. In 2012 and 2013 the auditing process will be its main priority.

Financial Overview for 2011

	2009	2010	2011
1. Basic subsidies	€ 2.7 mln	€ 2.8 mln	€ 2.8 mln
2. Project revenues	€ 6.2 mln	€ 6.0 mln	€ 5.4 mln
3. CRU project revenues	€ 1.0 mln	€ 1.0 mln	€ 1.0 mln
4. Staff costs	€ 5.3 mln	€ 5.0 mln	€ 4.4 mln
5. Corporate costs	€ 1.7 mln	€ 1.8 mln	€ 2.5 mln*
6. Project costs (including CRU)	€ 3.0 mln	€ 2.9 mln	€ 2.7 mln
	<hr/>	<hr/>	<hr/>
Exploitation results	- € 73,000	€ 111,000	- € 373,000

* Including reorganization costs.

List of Abbreviations

Clingendael Programmes

CAS	=	Clingendael Asia Studies
CDSP	=	Clingendael Diplomatic Studies Programme
CESP	=	Clingendael European Studies Programme
CIEP	=	Clingendael International Energy Programme
CRU	=	Conflict Research Unit
CSCP	=	Clingendael Security and Conflict Programme
EZ	=	<i>Externe Zaken</i> [External Affairs]

Other

ACO	=	Dutch Academic China meeting [<i>Academisch China Overleg</i>]
ADV-DIR	=	Adviser to the Director
AIV	=	Advisory Council on International Affairs
ASEAN	=	Association of South-East Asian Nations
BP	=	British Petroleum
BuZa	=	<i>Ministerie van Buitenlandse Zaken</i> [Dutch Ministry of Foreign Affairs]
CATCH – CBRN	=	Chemical, Biological, Radiological and Nuclear Advanced Training
CDCAM	=	Course for Diplomats from Central Asia, Afghanistan and Mongolia
CET	=	Centre of Education and Training
CODEX	=	EU Codex Alimentarius Commission (food standards for international food trade)
EL&I	=	(Ministry of) Economic Affairs, Agriculture and Innovation [<i>Ministerie van Economische Zaken, Landbouw en Innovatie</i>]
ENTRi	=	Europe's New Training Initiative for Civilian Crisis Management
EU	=	European Union
GNU	=	Government of National Unity
HOVO	=	<i>Hoger Onderwijs voor Ouderen</i> [Higher Education for Seniors]
ICC	=	International Criminal Court
ICCT	=	International Centre for Counter-Terrorism
IKV/ Pax Christi	=	<i>Inter Kerkelijk Vredesberaad / Pax Christi</i>
JBZ	=	<i>Justitie en Binnenlandse Zaken</i> [Justice and Home Affairs]
JHA	=	Justice and Home Affairs
LNv	=	Former Dutch Ministry of Agriculture, Nature and Food Quality (now EL&I)
MATRA	=	Aid Programme for Social Transformation in Eastern Europe, Western Balkans and Turkey [<i>Hulpprogramma voor Maatschappelijke Transformatie</i>]
MENA	=	Middle East - North Africa region
MEP	=	Member of the European Parliament
MFF	=	Multi-annual Financial Framework
MP	=	Member of Parliament
MTEC	=	Matra Training for European Cooperation
NATO	=	North Atlantic Treaty Organization
NGIZ	=	<i>Nederlands Genootschap voor Internationale Zaken</i> [Netherlands Society for International Affairs]
NGO	=	Non-Governmental Organization
POBB	=	<i>Programma Ondersteuning Buitenlands Beleid</i> [Foreign Policy Support Programme]
UNESCO	=	United Nations Educational, Scientific and Cultural Organization
UNTSO	=	United Nations Truce Supervision Organization
US	=	United States
WODC	=	Research and Documentation Centre / Ministry of Security and Justice [<i>Wetenschappelijk Onderzoek en Documentatie Centrum / Ministerie van Veiligheid en Justitie</i>]

Annexe A: Clingendael Events in 2011

38

Date	Activity	Programme	Location
11 January	Dutch–French Cooperation Council, High-Level Seminar on Energy Markets and Policy Trends	CIEP	Clingendael
12 January	Informal roundtable: International Law in Dismay/Disarray: The Legal Status of Taiwan and the Legality of the Use of Force in a Cross-Taiwan Strait Conflict, with Phil C.W. Chan	CAS	Clingendael
31 January	Conference: The Hungarian Presidency of the Council of the European Union	CESP	Clingendael
2 February	Panel Discussion: Egypt's Revolution and its Consequences	CDSP	Nieuwspoort
3 February	ACO meeting: 'China's Five Year Plans: Looking Back and Looking Ahead'	CAS	Clingendael
7 February	Expert meeting: Côte d'Ivoire: A Return to Civil War?	CSCP	Clingendael
9 February	11th Clingendael Health Forum	EZ	Clingendael
10 February	Lecture by László Andor, EU Commissioner for Employment, Social Affairs and Inclusion: 'Social Europe after the Crisis?'	CESP	Clingendael
15 February	Lecture by Croatian Prime Minister Mr G. Jandrokovic: 'Croatia's Foreign Policy Priorities in the Year Ahead'	EZ	Clingendael
17 February	Neil Chapman – CIEP energy workshop on Crisis Response: Communication Lessons of the Macondo Oil Spill	CIEP	Clingendael
18 February	Presentation by ExxonMobil: Outlook for Energy – A View to 2030	CIEP	Clingendael
18 February	EU Simulation: Erasmus Universiteit Rotterdam	CESP	Clingendael
24 February	Jirga meeting for NGOs	CSCP	Clingendael
2 March	Jirga meeting for the Dutch Ministry of Defence	CSCP	Clingendael
2 March	Seminar: Commercial Diplomacy and International Trade: Between Plan and Practice	CDSP	Clingendael
2 March	Expert meeting on the Geneva Accord	CSCP	Clingendael
4 March	Lecture by Prof. Zhu Feng: Rising China and Security Dynamics in East Asia	CAS	Clingendael
7 March	Jirga meeting for the Dutch Ministry of Foreign Affairs	CSCP	Clingendael
7–11 March	South Africa / Research Mission	CDSP	Clingendael
8 March	The Future of the EU Emission Trading System	CIEP	Clingendael
9 March	Speech by British Minister for Europe, David Lidington MP, titled: 'European Union Enlargement: Tulips, Trade and Growth'	EZ / VNO-NCW / British Embassy	VNO-NCW
10 March	CATCH CBRN Defence Training Curriculum, End-User Workshop	CSPC	Clingendael
13–16 March	Seminar: International Negotiation, Diplomatic School of the Syrian Ministry of Foreign Affairs	ADV-DIR	Damascus
17 March	Energy and Finance Seminar: 'Energy Finance in a New World?'	CIEP and the Duisenberg School of Finance	Clingendael
21 March	Jirga meeting	CSCP	Clingendael
24 March	World Energy Day	CIEP	Clingendael
25–27 March	Scenario Workshop: 'Netherlands in the World'	CSCP	Clingendael
31 March	Roundtable: 'The Development Policy for Tibet: Domestic and International Perspectives'	CAS	Clingendael
4 April	WODC meeting	CSCP	Clingendael
5 April	Multilateral Negotiation, NATO Defence College	ADV-DIR	Rome
7–8 April	Seminar: International Negotiation, Mediterranean Diplomatic Academy	ADV-DIR	Valletta / Msida, Malta
11 April	Meeting with students of the University of Groningen	CSCP	Clingendael
13–15 April	Negotiation Module: Economic University	ADV-DIR	Prague
11–13 May	Scenario Workshop: 'Netherlands in the World'	CSCP	Clingendael
12 May	Book presentation and expert meeting: 'Scared Neighbours: The Mutual Fear of Invasion in Venezuela and the Leeward Islands'	CSCP	Nieuwspoort
30 May	Expert Meeting with the Truman Institute (Jerusalem)	CSCP	Clingendael
30 May	'Shifting Centre of Gravity in EU Fuel-Mix Politics'	CIEP	Clingendael
31 May	Roundtable meeting	CSCP	Clingendael
6–9 June	PIN International Negotiations Week	PIN	Clingendael
8 June	'Croatian Accession to the EU' discussion with Jan Marinus Wiersma and twelve members of the Croatian Parliament	EZ/CESP	Europe House
9–10 June	Workshop: 'EU Agencies and their External Relations: Which Way Forward?'	CESP	Clingendael
14 June	Roma Conference with the Hungarian Embassy	EZ	Clingendael
17 June	WODC meeting	CSCP	Clingendael
17 June	ICC seminar	CDSP	Clingendael
18–19 June	Negotiation Analysis Workshops, Conference on Group Decision and Negotiation	ADV-DIR	Amman

Date	Activity	Programme	Location
20 June	Lunch debate with Paul de Grauwe	CESP/EZ	Clingendael
20–23 June	Visit by officials to the European Commission	CESP	Clingendael/extern
21 June	Seminar: 'Indonesia until 2020: Its Developments and Meaning for Dutch Foreign Policy'	CAS	Clingendael
21 June	CIEP Lecture: 'BP Statistical Review of World Energy 2011'	CIEP	Clingendael
23 and 24 June	Workshop: Europe and Public Diplomacy	CDSP	Clingendael
24 June	Protest and Revolt in North Africa and the Middle East: Perspectives from the Global South	CDSP	Institute of Social Studies
27 June	Seminar: Consular Affairs and Diplomacy	CAS	Clingendael
4–6 July	Seminar on International Negotiation, Diplomatic Academy of Angola	ADV-DIR	Luanda
6 July	Conference: Polish Presidency to the Council of the European Union	CESP	De Witte, The Hague
7-8 July	Workshop on the Gas-Supply Security Architecture (with FSR, FEEM, WP)	CIEP	Clingendael
25 August	Lecture by Imtiaz Gul: Pakistan after Osama Bin Laden: Ties with the United States and the Regional Balance	CAS	Clingendael
30 August	Meeting with IKV Pax Christi	CSCP	Clingendael
31 August	Roundtable: Water Diplomacy	CDSP	Clingendael
8 September	CIEP Gas Day 2011	CIEP	Clingendael
12 September	Summer School: Women, Peace and Security	CSCP	Clingendael
23 September	Seminar: Europe: Building on the Current Crisis, with Mrs Danuta Hübner and Mr Frans Timmermans	CESP	Clingendael
28 September	Lecture by Bonnie S. Glaser: US Policy in Asia: Assessing the Obama Administration's Efforts to Manage a Rising and Increasingly Assertive China	CAS	Clingendael
6 October	ASEAN seminar with the Dutch Ministry of Foreign Affairs	CAS	Clingendael
11 October	Debate: Meeting Value(s) for Money	CESP	Haagse Hogeschool
11 October	Embassies and Social Media in China: The Canadian Case	CAS	Clingendael
25 October	Christof Ruehl (BP) meets NL Energy	CIEP	Clingendael
27 October	Book presentation: <i>Freedom, Security and Justice after Lisbon and Stockholm</i> , edited by Sarah Wolff, Flora Goudappel and Jaap de Zwaan	CESP	
31 October	50 Years of Diplomatic Relations: The Republic of Korea, the Netherlands and the EU	CAS	Clingendael
1 November	Middle Powers and Foreign Policy Strategy: Republic of Korea and the Netherlands	CAS / CDSP	Clingendael
2–4 November	Scenario Workshop: 'The Netherlands in the World'	CSCP	Clingendael
10 November	Expert Meeting: 'Non-state/Local Security and Justice Providers: Practical Implications for Donors'	CRU	Clingendael
10 November	Lecture by Serbian Deputy Prime Minister Mr Djelic	CESP/EZ	House of Europe
11 November	RABO Bank and Holland Consultant Group	ADV-DIR	Nijkerk
11 November	Conference: 'The Civilian Influence on Transitional Security Sector Reform in North Africa (Tunisia and Egypt)'	CRU	Clingendael
14–16 November	Seminar: Peace Operations in Africa	CDSP	Clingendael
15 November	Lecture: Municipality Den Haag with Willem Post	EZ	Clingendael
16 November	Working Visit: Anna v. Rijn, College Nieuwegein	EZ	Clingendael
16 November	Report on the presentation on water diplomacy	CDSP	Clingendael
17 November	CIEP 10-year anniversary conference on North-West European Markets	CIEP	Clingendael
18 November	Workshop: <i>The Hague Journal of Diplomacy</i>	CDSP	Clingendael
18 November	NATO posture review: New Threats, New Capacities?	CSCP	Clingendael
24 November	POBB Seminar: The MFF Proposal	CESP	Clingendael
28 November	Book Presentation: <i>Russia, Our Distant Neighbour: The Burden of Conventional Beliefs</i> , by Hugo Klijn	Atlantische Commissie / CSCP	Clingendael
29 November	Seminar: The Future of the Enlargement of the European Union	CESP	Clingendael
30 November	Clingendael Energy Conference: 'New Energy Technologies: Global Competition, Innovation and China'	CIEP	Clingendael
1 December	Guest lecture by Dr Pang Zhongying	CAS	Clingendael
2 December	Strengthening Intelligence Oversight in the Western Balkans	CSCP	Clingendael
13 December	CIEP 10-year anniversary dinner	CIEP	Clingendael
14–15 December	Conference: Re-engaging Europe with Asia	CAS with Europe–Asia Policy Forum	Clingendael Clingendael
20 December	Lunch lecture: 'Will China Save the Euro?'	CESP	Clingendael

Annexe B: Clingendael Courses and Training Programmes in 2011

Date	Activity	Programme	Location
11–13 January	LVN, Module V	CDSP	Clingendael
18 January	Masterclass 2, Module III	CDSP	Rotterdam
23–27 January	Arab Water Academy, Module III	CDSP	Abu Dhabi
24–28 January	MTEC/How to Work with Brussels	CESP	Bolu, Turkey
26 January–23 February	Indonesian mid-career diplomats	CDSP	Clingendael
1–4 February	UNTSO	CSCP	Clingendael
7–11 February	Negotiation Modules, Masters in Water Management, UNESCO Institute for Higher Education	ADV-DIR	Delft / Clingendael
10–11 February	LVN, Module VI	CDSP	Clingendael
15 February	Masterclass 2, Module IV	CDSP	Rotterdam
15–17 February and 1–3 March	Course on Crisis Management	CSCP	Clingendael
16 February	Negotiation training for RABO Bank credit analysts, Holland Consultant Group	ADV-DIR	Nijkerk
18 February	EU Simulation, Erasmus University Rotterdam	CESP	Clingendael
28 February–22 April	Indonesian junior diplomats	CDSP	Clingendael
3–4 March	Effective Representation in the EU	CESP	Clingendael
7–11 March	South Africa, research mission	CDSP	Clingendael
10–11 March	LVN-10, Module VII	CDSP	Clingendael
13–16 March	Multilateral Negotiation, NATO Defence College	ADV-DIR	Rome
14–15 March	Introduction to Relations with the Islamic World	CDSP	Clingendael
16–17 March	Columbus III, Module 1	CSCP	Warnsveld
21–24 March	JHA Course, University of Barcelona	CESP	Barcelona
23 March	Energy training day for Dutch secondary school students (titled YES! Studiedag)	CIEP	
24 March	Masterclass 2, Module V	CDSP	Rotterdam
25–27 March	Scenario Workshop: 'Netherlands in the World'	CSCP	Clingendael
28–30 March	Accession Negotiation Training, Serbs	CESP	Bruges
28 March–22 April	Course on International Relations and Diplomatic Practice for Diplomats from the Great Lakes Region	CDSP	Clingendael
29 March–1 April and 12–15 April	Course on International Security	CSCP	Clingendael
4–6 April	Ministry of Social Affairs and Employment in International and European Perspective	CESP	Clingendael / Brussels
5 April	Workshop, Nottingham University	CDSP	Clingendael
7–8 April	Seminar on International Negotiation, Mediterranean Diplomatic Academy	ADV-DIR	Valletta / Msida, Malta
15 April	LVN-10, closing ceremony	CDSP	Clingendael
20–21 April	Columbus III, Module 2	CSCP	Clingendael
26–28 April	European Diplomatic Programme	CESP/CDSP	Florence
27 April–7 May	6th course in 'International Relations and Diplomatic Practice' for diplomats from Pakistan and Bangladesh	CDSP	Clingendael
9–13 May	JHA course, University of Barcelona	CESP	Barcelona
9–20 May	GNU Khartoum Seniors	CDSP	Clingendael
9–13 May	South Africa / Capacity-Building In Diplomatic Training	CDSP	Pretoria
11–13 May	Scenario workshop on 'Netherlands in the World'	CSCP	Clingendael
12 May	Masterclass Rotterdam, closing ceremony	CDSP	Clingendael
16–18 May	Accession Negotiation Training, Serbs	CESP	Bruges
16–18 May	Attaché Course-2	CDSP	Clingendael
17 May	Negotiation Training for RABO Bank credit analysts, Holland Consultant Group	ADV-DIR	Nijkerk
17–18 May	Training in Crisis Counselling	CSCP	Clingendael
19–25 May	South Africa/Training in Development Cooperation	CDSP	Pretoria
24–27 May	Seminar International Negotiations	CDSP	Clingendael
24–27 May	EDP-11, Module V	CDSP	Budapest
25–26 May	Columbus III, Module 3	CSCP	Clingendael

Date	Activity	Programme	Location
27 May	Workshop on International Negotiations	ADV-DIR	Heidelberg
30 May	Training: Shifting the Centre of Gravity in EU Fuel Mix Politics	CIEP	Clingendael
1 June	Course EU-JBZ for DJI	CESP	Clingendael
6–9 June	PIN International Negotiations Week	PIN	Clingendael
6–10 June	Indonesian Capacity-Building Training for the CET	CDSP	Jakarta
7–9 June	Mayor Crisis Training	CSCP	Clingendael
13–15 July	Training: International Energy Politics (for the Dutch Ministry of Foreign Affairs)	CIEP	
13–22 July	Course for diplomats from South-Eastern Europe	CDSP	Clingendael
20–23 July	Visit by officials, European Commission	CESP	Clingendael / external
21–6 July	Mid-career diplomats' training, South Africa	CDSP	Clingendael
15 July	Negotiation workshop for the Central European Initiative	ADV-DIR	Dubrovnik
18–20 July	Accession Negotiation Training, Serbs	CESP	Brugues
21 July	Intensive training on Practice Accession Negotiation	CESP	Brugues
24 August–7 October	Training programme for junior diplomats from Eastern Europe	CDSP	Clingendael
1–2 September	The Ministry of Foreign Affairs and the European Union	CESP	Clingendael
5–16 September	Capacity-building training programme in International Relations for Diplomats from Southern Sudan	CDSP	Clingendael
6–8 and 20–22 September	Course on Crisis Management	CSCP	Clingendael
7–8 September	Columbus III, Module 4	CSCP	Warnsveld
14–16 September	Leergang EL&I, Module 1	CDSP	Clingendael
19–30 September	Course in Strategic Planning and Foreign Policy for Senior Diplomats from Indonesia	CDSP	Clingendael
19–22 September	Accession training for Turkish senior officials, Environment	CESP	Ankara
19 September–9 December	Course on Foreign Relations 66	CDSP	Clingendael
26–30 September	Seminar for diplomats from the People's Republic of China on Public Diplomacy and Soft Power	CDSP	Clingendael
27 September–6 December	Course on International Politics	CDSP	Clingendael
29–30 September	Effective Representation in the EU	CESP	Clingendael
5–7 October	Negotiation in the European Union	CESP	Clingendael
10–11 October	JBZ Course, Module 1	CESP	Clingendael
12–14 October	Course EL&I, Module 2	CDSP	Clingendael
13–14 October	Training on Crisis Counselling	CSCP	Clingendael
17 October	EU training, CODEX	CESP	Clingendael
17–21 October	ENTRi	CSCP	Clingendael
17 October–7 December	CDCAM (junior diplomats from Central Asia, Afghanistan and Mongolia)	CDSP	Clingendael
24–28 October	Pakistan: Capacity-building	CDSP	Clingendael
25–28 October and 8–11 November	Course on International Security	CSCP	Clingendael
26–28 October	Ministry of Social Affairs and Employment in an International and European Perspective	CESP	Clingendael / Brussels
1 November	MTEC / How to Operate in Brussels	CESP	Bilderberg Europa Hotel, The Hague
2–4 November	Scenario workshop on 'The Netherlands in the World'	CSCP	Clingendael
3 November	The Geopolitics of Energy Transition	CIEP	Clingendael
21–23 November	JBZ Course, Module 2	CESP	Clingendael
22–25 November	Course for MATRA alumni	CDSP	Clingendael
23–24 November	Two-day training programme for the Diplomatic Institute to the Ministry of Foreign Affairs of the Republic of Bulgaria	CIEP	Sofia, Bulgaria

Date	Activity	Programme	Location
28 November– 6 December	Training programme in Strategic Foreign Policy Analysis and Professional Diplomatic Competences for South African Heads of Mission	CDSP	Clingendael
28 November– 9 December	MTEC / How to Operate in Brussels	CESP	Bilderberg Europa Hotel, The Hague
30 November– 2 December	Course EL&I, Module 3	CDSP	Clingendael
1 December	HOVO	CSCP	Clingendael
5–9 December	ENTRi	CSCP	Clingendael
13–15 December	JBZ Course, Module 3	CESP	Clingendael / Brussels

Clingendael staff published widely on developments regarding international relations. This annexe presents only a selected overview of Clingendael publications. For more information regarding all publications, please visit online at www.clingendael.nl/publications.

Books and Series

Clingendael Papers

Beyond the New Public Diplomacy / J. Melissen. - The Hague: Netherlands Institute of International Relations 'Clingendael', October 2011. (Clingendael paper; 3).
ISBN 978-90-5013-158-8.

Engaging the Arab World through Social Diplomacy / R. van Doeveren. - The Hague: Netherlands Institute of International Relations 'Clingendael', October 2011. (Clingendael paper; 4).
ISBN 978-90-5013-159-5.

The European Union's Strategy on Weapons of Mass Destruction: From Ambition to Disappointment / P. van Ham. - The Hague: Netherlands Institute of International Relations 'Clingendael', December 2011. (Clingendael paper; 6).
ISBN 978-90-5031-162-5.

Clingendael Policy Briefs

De hernieuwde Arabische lente: tussen revolte en revolutie / K. Colijn; B. Hendriks; F. Janssen; S. Kamerling; R. Meijer; A. Pijpers; W. Post; S. Wolff. – The Hague: Netherlands Institute for International Relations 'Clingendael', February 2011. - 11 pp.; 30 cm. – (Clingendael policy brief; 1).

Clingendael Asia Studies [CAS]

Clingendael Asia Forum

A Division of Labour in Transatlantic Relations / O. Tunsjø. - The Hague: Clingendael Asia Forum, 21 April 2011. - 3 pp.; 30 cm.

Not Just Politics: a Different Approach to Supporting Ethnic Minorities in China / W. Warmerdam. - The Hague: Netherlands Institute of International Relations 'Clingendael', 3 October 2011. - 3pp.; 30 cm. - (Clingendael Asia Forum)

India and Australia: the End of Estrangement? / V. Kumar. - The Hague: Netherlands Institute of International Relations 'Clingendael', 9 December 2011. - 3 pp.; 30 cm. (Clingendael Asia Forum).

Clingendael Diplomatic Studies Programme [CDSP]

Discussion Papers in Diplomacy

Honorary Consuls in Small State Diplomacy: Through Liechtenstein's Lens / K.D. Stringer. - The Hague: Netherlands Institute of International Relations 'Clingendael', February 2011. (Discussion Papers in Diplomacy; 120).

Australia's International Education as Public Diplomacy: Soft Power Potential / C. Byrne; R. Hall. - The Hague: Netherlands Institute of International Affairs 'Clingendael', July 2011 - (Discussion Papers in Diplomacy; 121).

Apology Diplomacy: Justice for All? / S. Jones. - The Hague: Netherlands Institute of International Relations 'Clingendael', September 2011. (Discussion Papers in Diplomacy; 122).

Clingendael Security and Conflict Programme [CSCP]

CSCP Policy Brief

'Kanttekeningen bij de voorgestelde Nederlandse politie trainingsmissie in Afghanistan' / M. Drent; K. Colijn; B. van Ginkel; J. van der Lijn. - The Hague: Netherlands Institute of International Relations 'Clingendael', January 2011. - 8 pp.: fig.; 30 cm. - (CSCP policy brief).

Clingendael International Energy Programme [CIEP]

Book

Age of Paradox: Exploring the Uncertain World of Energy: 2000–2020, CIEP 10 year publication, December 2011.

Clingendael Energy Papers

Wind and Gas: Back-up or Back-out, 'That is the Question', Nora Méray, December 2011.

CIEP Vision on the Gas Target Model, August 2011.

Het Internationale Energiebestuurssysteem: Hoe navigeert Nederland naar betaalbaar, duurzaam- en voorzieningszekerheid in een onzekere wereld?, 2011.

Seasonal Flexibility in the North-West European Gas Market: an Outlook for 2015 and 2020, April 2011.

CIEP Briefing Papers

Resource Security Risks in Perspective, Bram Buijs and Henrike Sievers, November 2011.

Critical Thinking about Critical Minerals, Bram Buijs and Henrike Sievers, November 2011.

Conflict Research Unit [CRU]

CRU Policy Brief

When the Centre doesn't Hold: Imagining a Different Somalia / J. Hemmer; A. Uzelac. - The Hague: Netherlands Institute of International Relations 'Clingendael', March 2011 (CRU policy brief; 16).

Increasing Security in Democratic Republic of Congo: Gender-responsive Strategies for Combating Sexual Violence / R. Smits; S. Cruz. - The Hague: Netherlands Institute of International Relations 'Clingendael', 2011 (CRU policy brief; 17).

Supporting the Syrian Summer: Dynamics of the Uprising and Considerations for International Engagement / T.H. Donker; F. Janssen. - The Hague: Netherlands Institute of International Relations 'Clingendael', September 2011 (CRU policy brief; 18).

Consolidating Libya's New Dawn: The Importance of Supporting Early Security and Justice / K. Steeves. - The Hague: Netherlands Institute of International Relations 'Clingendael', November 2011 (CRU Policy Brief; 19).

CRU Research Paper

A Community Dilemma: DDR and the changing face of violence in Colombia / I. Briscoe; M. Derks; H. Rouw – The Hague: Peace, Security and Development Network, October 2011.

Global developments in state failure: a brief analysis of the Failed States Index 2005-2010 / E. van Veen – The Hague: Netherlands Institute of International Relations 'Clingendael', March 2011.

Kosovo's new map of power: governance and crime in the wake of independence / I. Briscoe; M. Price – The Hague: Netherlands Institute of International Relations 'Clingendael', May 2011.

Linking Security System Reform and Armed Violence Reduction - Programming note / M. Derks; M. Price – Paris: Conflict and Fragility, OECD Publishing, 2011.

Local justice and security programming in selected neighborhoods in Colombia / E. Scheye – The Hague: Netherlands Institute of International Relations 'Clingendael', April 2011.

Local justice and security development in Burundi: workplace associations as a pathway ahead / E. Scheye – The Hague: Netherlands Institute of International Relations 'Clingendael', October 2011.

Local justice and security providers in South Kivu: going local to support youth-neighborhood watch-community development groups / E. Scheye - The Hague: Netherlands Institute of International Relations 'Clingendael', October 2011.

The EU's Support to Security System Reform in the Democratic Republic of Congo: Perceptions from the field in Spring 2010 / S. More; M. Price – The Hague: Netherlands Institute of International Relations 'Clingendael', July 2011

The nature of a friendship: making sense of Sino-Pakistani relations / M. Mezzera – Oslo: NOREF Policy Brief, 6 September 2011.

Articles in Periodicals and Books by Author

Agt, Christof van

'The Energy Infrastructure Challenge', in: *Green, Safe, Cheap: Where Next for EU Energy Policy?* / ed. by K. Barysch. - London: Centre for European Reform [CER], September 2011. - pp. 27–35.

'Buying Time: Energy and the Art of Sustainable Advancement in Transatlantic Relations', in: *Transatlantic 2020: A Tale of Four Futures* / ed. by D. Hamilton; K. Volker. – Washington, DC: Center for Transatlantic Relations, 2011. - pp. 257–284.

Berger, Maurits

'Islamisering van het Westen, of verwestering van de islam?', in: *INTERNATIONALE SPECTATOR*, 65(10) October 2011: 503–507.

Briscoe, Ivan

Kosovo's New Map of Power: Governance and Crime in the Wake of Independence / I. Briscoe; M. Price. - The Hague: Netherlands Institute of International Relations 'Clingendael', May 2011.

A Community Dilemma: DDR and the Changing Face of Violence in Colombia / M. Derks; H. Rouw; I. Briscoe. - The Hague: Netherlands Institute of International Relations 'Clingendael', July 2011.

Shots across the ocean: joining the dots of modern violence / I. Briscoe, in: *OpenDemocracy*, 14 October 2011.

Unsentimental partners: Obama goes South of the border / I. Briscoe in: *OpenDemocracy*, 17 March 2011.

Buijs, Bram

'Why China Matters', in: F.P. Sioshansi (ed.), *Energy, Sustainability and the Environment: Technology, Incentives, Behavior* (Amsterdam: Elsevier, 2011).

'National Energy Policy in the Context of the North-West European Market', Bram Buijs and Jacques de Jong, in: *EDI Quarterly*, (2010, but appeared in 2011).

'China, Europe and International Security', in: *EU-China Observer*, March 2011.

Colijn, Ko

'WikiLeaks en de gevaren van laaghangend fruit', in: *INTERNATIONALE SPECTATOR*, 65(3) March 2011: 113-114.

'Koortsachtig bezuinigen: naar de paracetamolkrijgsmacht?', in: *MARINEBLAD*, 121(3) May 2011: 8-11.

'Vrienden onder elkaar', in: *MARINEBLAD*, 121(4) July 2011: 17.

'Speelboot', in: *MARINEBLAD*, 121(5) August 2011: 11.

'Moesson', in: *MARINEBLAD*, 121(6) October 2011: 27.

'Tien jaar na 9/11', in: *SOCIALISME & DEMOCRATIE*, 68(7 and 8) 2011: 176-181.

'Van tri naar dy?', in: *MARINEBLAD*, 121(7) November 2011: 23.

'Het jaar van de pleinen', in: *MARINEBLAD*, 212(8) December 2011: 17.

'De goede gesel van oorlog?', in: *"Het is oorrrlog!"*: Friese leermeester in de Haagse beleidsfabriek; *liber amicorum ter gelegenheid van het afscheid van prof.dr. Jan Geert Siccama* / ed. by S. Reyn; A. Teftedarija. - The Hague: Netherlands Ministry of Defence, May 2011. - p. 123-144.

Correljé, Aad

'Aardgas: Eén verleden en vele toekomstscenario's', Aad Correljé, in: Jurgen Ganzevles and Rinie van Est (eds), *Energie in 2030: Maatschappelijke keuzes van nu* (The Hague: Rathenau Instituut, 2011).

'Het dilemma van goede betrekkingen', Aad Correljé, in: *Magazine Nationale Veiligheid en Crisisbeheersing*, April 2011.

Column in *ENERGIE NEDERLAND*

Dari, Elisa

Bound to violence: young lives in Freetown / E. Dari, in: *OpenDemocracy*, 10 October 2011.

Derks, Maria

A Community Dilemma: DDR and the Changing Face of Violence in Colombia / M. Derks; H. Rouw; I. Briscoe. - The Hague: Netherlands Institute of International Relations 'Clingendael', July 2011.

Safety from below: is non-state security the way forward? / M.Derks in: *OpenDemocracy*, 14 October 2011.

Drent, Margriet

NATO's Retirement?: Essays in Honour of Peter Volten / M. Drent; A. van den Assem; J. de Wilde [eds]. - Groningen: Centre of European Security Studies [CESS], 2011. - 202 pp.: fig.; 24 cm. – (Greenwood paper; 26).
ISBN 978-90-76301-28-0.

'Characterizing the European Union's Strategic Culture: an Analytical Framework' / A. Biava; M. Drent; G.P. Herd, in: *JOURNAL OF COMMON MARKET STUDIES*, 49(6) November 2011: 1227–1248.

Drieskens, Edith

'Ceci n'est pas une présidence: The 2010 Belgian Presidency of the EU', in: *The JCMS annual review of the European Union in 2010* / ed. by N. Copsey; T. Haughton. - Oxford: Wiley-Blackwell, 2011.

Genderen, Ruben van

'Nederland als middelgrote mogendheid: van streven naar erkenning tot poging tot volwassenheid?', in: *INTERNATIONALE SPECTATOR*, 65(1) January 2011: 14–18.

Geuns, Lucia van

'Aardolie: economisch en maatschappelijk smeermiddel voor Nederland' / J. Meijknecht; L. van Geuns, in: *Energie in 2030: maatschappelijke keuzes van nu* / ed. by J. Ganzevles; R. van Est. - Boxtel: Aeneas, 2011. - p. 318–337.

'Arctisch olie en gas: nut of noodzaak?', in: *ATLANTISCH PERSPECTIEF*, 35(3) 2011: 20–24.

'Oorzaak en gevolg olieprijs', in: *Energie+*, April 2011.

Haar, Bas ter

The Future of Biological Weapons Revisited: a Concise History of the Biological and Toxin Weapons Convention / K. van der Bruggen; B. ter Haar. - The Hague: Netherlands Institute of International Relations 'Clingendael', December 2011. - 194 pp.; 24 cm.
ISBN 978-90-5031-160-1.

'Biologische wapens: gevaren nog niet geweken', in: *INTERNATIONALE SPECTATOR*, 65(12) December 2011: 647–650.

Haas, Marcel de

'Moskaus nütliches Instrument?: Russland und die Shanghai-Gruppe', in: *WELTTRENDS*, 19(76) January/February 2011: 43–51.

'Russia's Military Doctrine Development (2000–2010)', in: *Russian Military Politics and Russia's 2010 Defense Doctrine* / ed. by S.J. Blank. - [s.l.] : Strategic Studies Institute [SSI], March 2011. - pp. 1–61.

'NAVO en Rusland na de Lissabon top: hoe nu verder?', in: *ATLANTISCH PERSPECTIEF*, 35(3) 2011: 26–30.

Ham, Peter van

'De mythe van global governance', in: *INTERNATIONALE SPECTATOR*, 65(6) November 2011: 305–306.

Hemmer, Jort

Beyond good versus evil: fighting Somalia's perpetual war / J. Hemmer in: *OpenDemocracy*, 11 October 2011

Southern Sudan's Self Determination Referendum – Two narratives / J. Hemmer in: *SSRC Blogs: Making Sense of Sudan*, 14 February 2011

Homan, Kees

'Een nieuw leven voor de Benelux?: politieke en militaire Beneluxsamenwerking' / K. Homan; J.Q.Th. Rood, in: *ATLANTISCH PERSPECTIEF*, 35(4) 2011: 14–18.

'Turkije richt blik naar het oosten', in: *ARMEX*, 95(1) February 2011: 4.

'Reguleer en certificeer particuliere beveiligingsfirma's!', in: *MARINEBLAD*, 121(1) February 2011: 29.

'The Empire Slides Back': heroverwegingen in Brits defensie- en veiligheidsbeleid', in: *ATLANTISCH PERSPECTIEF*, 35(1) 2011: 4–10.

'Militair–industriële complex erodeert', in: *ARMEX*, 95(2) April 2011: 13–14.

'De Verenigde Staten en China: samenwerking of rivaliteit?', in: *ARMEX*, 95(2) April 2011: 30–33.

'Militaire interventies: eigen belang en moraal', in: *ARMEX*, 95(3) June 2011: 12–13.

'Grote woorden, steeds minder ambitie', in: *ARMEX*, 95(3) June 2011: 23–26.

'Militair leiderschap: samenhang van hoofd, handen en hart', in: *Koning Nobel: opstellen over goede en kwade leiders, en wat het verschil maakt; liber amicorum voor Prof. dr. Hans Renner* / ed. by D. Bosscher; Y. van Hoef. - [s.l.] : [s.n.], 2011. - pp.33–38.

'EU Battle Groups: Use Them, or Lose Them', in: *ARMEX*, 95(4) August 2011: 18–19.

'De Nederlandse krijgsmacht in transformatie', in: *Bezinning op het buitenland: het Nederlands buitenlands beleid in een onzekere wereld* / ed. by D. Hellema; M. Segers; J.Q.Th. Rood. – The Hague: Netherlands Institute of International Relations 'Clingendael', October 2011. - pp. 151–172.

'Responsibility to Protect in Libya', in: *ARMEX*, 95(5) October 2011: 26–27.

'Van Lissabon naar Chicago: NAVO moet zijn visie operationaliseren', in: *ARMEX*, 95(4) December 2011: 16–17.

'Oorlog en technologie: verdwijnt de mens in de toekomstige oorlogvoering?', in: *"Het is oorrrlog!" : Friese leermeester in de Haagse beleidsfabriek; liber amicorum ter gelegenheid van het afscheid van prof.dr. Jan Geert Siccama* / ed. by S. Reyn; A. Teftedarija. – The Hague: Ministry of Defence, May 2011. - pp. 77–96.

Hooghe, Ingrid d'

'WikiLeaks: Amerikaanse hoofdpijn, Chinese nachtmerrie' / G. van Pinxteren; I. d'Hooghe, in: *INTERNATIONALE SPECTATOR*, 65(2) February 2011: 59–62.

'The Limits of China's Soft Power in Europe: Beijing's Public Diplomacy Puzzle', in: *Public Diplomacy and Soft Power in East Asia* / ed. by Sook Jong Lee; J. Melissen. - New York: Palgrave Macmillan, 2011. - pp. 163–190.

'China's opkomst: kroniek van een machtsverschuiving', in: *ATLANTISCH PERSPECTIEF*, 35(2) 2011: 4–7.

Hulbert, Matthew

'Working Out a New Dance with Russia: the Case for a Beijing–Brussels Energy Pact', Matthew Hulbert and Christian Brutsch, in: *South China Morning Post*, 19 July 2011.

Janssen, Floor

De waarde van broederschap en berusting / F. Janssen in: *INTERNATIONALE SPECTATOR* 65(1): 42-43

'Is al-Qa'ida echt failliet?' / F. Janssen; J. Wagemakers, in: *INTERNATIONALE SPECTATOR*, 65(7-8) July–August 2011: 393–396.

'Luidt de Arabische lente de winter van al-Qaida in?' / F. Janssen; J. Wagemakers, in: *ZEMZEM*, 7(1) 2011: 40–45.

Jong, Jacques de

'Zigzag-bewegingen rond kernenergie', in: *INTERNATIONALE SPECTATOR*, 65(1) January 2011: 35–39.

Kamerling, Sanne

'Europe Sails East, China Sails West: Somali Piracy and Shifting Geopolitical Relations in the Indian Ocean' / S. Kamerling; F.-P. van der Putten, in: *China, Europe and International Security: Interests, Roles, and Prospects* / ed. by F.-P. van der Putten; Shulong Chu. - London: Routledge, 2011. - pp. 176–194.

'Ten Reasons Why India Will Not Become a Superpower' / L. Landman; S. Kamerling, in: *JASON*, 36(1) 2011: 10–11.

'Lessen van de Srilankaanse tragedie: een voorproefje van mondiale veranderingen op het gebied van veiligheid en ontwikkeling?' / B. Klem; R. Pieneman; S. Kamerling, in: *INTERNATIONALE SPECTATOR*, 65(10) October 2011: 530–534.

Klijn, Hugo

'De niet zo nieuwe NAVO', in: *INTERNATIONALE SPECTATOR*, 65(2) February 2011: 63–66.

'Europe's Virtual Security Debate and a New Transatlantic Relationship', in: *NATO's Retirement?: Essays in Honour of Peter Volten* / ed. by M. Drent; A. van den Assem; J. de Wilde. - Groningen: Centre of European Security Studies [CESS], 2011. - pp. 175–183.

Russia, Our Distant Neighbour: The Burden of Conventional Beliefs. – The Hague: Netherlands Atlantic Association, 2011.
ISBN 978-90-73329-00-3.

Landman, Lennart

'Ten Reasons Why India Will Not Become a Superpower' / L. Landman; S. Kamerling, in: *JASON*, 36(1) 2011: 10–11.

'A Common Future for the EU', in: *JASON*, 36(2) 2011: 4–13.

Lijn, Jaïr van der

'Het einde van religieus terrorisme? En wat daarna?', in: *INTERNATIONALE SPECTATOR*, 65(7-8) July–August 2011: 389–392.

Linde, Coby van der

IEF: Twenty Years of Producer–Consumer Dialogue in a Changing World, Bassam Fattouh and Coby van der Linde. - Riyadh: International Energy Forum (IEF), April 2011.

Column in *ENERGIE NEDERLAND*

Meer, Sico van der

'Not That Bad: Looking Back on 65 Years of Nuclear Non-proliferation Efforts', in: *SECURITY AND HUMAN RIGHTS*, 22(1) 2011: 37–47.

Meerts, Paul

'Diplomatic Negotiation, Evolution, and Effectiveness', in: *Entrer en négociation: mélanges en l'honneur de Christophe Dupont* / ed. by A Colson. - Brussels: Larcier, 2011. - pp. 277–285.

'Boundaries in Bargaining: a Multidimensional View', in: *GROUP DECISION AND NEGOTIATION*, 20(2) 2011: 155–164.

Meijer, Roel

'De trage revoluties in Egypte en Tunesië', in: *ZEMZEM*, 7(1) 2011: 6–13.

'De Moslim Broederschap in Europa', in: *INTERNATIONALE SPECTATOR*, 65(10) October 2011: 512–515.

'De Arabische revolutie tussen Tahrir en de Hoge Militaire Raad', in: *INTERNATIONALE SPECTATOR*, 65(11) November 2011: 577–581 and 597.

Meijknecht, Jochem

'Aardolie: economisch en maatschappelijk smeermiddel voor Nederland' / J. Meijknecht; L. van Geuns, in: *Energie in 2030: maatschappelijke keuzes van nu* / ed. by J. Ganzevles; R. van Est. - Boxtel: Aeneas, 2011. - pp. 318–337.

Melissen, Jan

'WikiLeaks verandert de diplomatie niet', in: *INTERNATIONALE SPECTATOR*, 65(2) February 2011: 57–58.

Consular Affairs and Diplomacy / J. Melissen; A.M. Fernandez [ed. by]. - Leiden: Martinus Nijhoff, 2011. - xiii, 333 pp.: fig.; 25 cm. - (Diplomatic studies; 7). ISBN 978-90-04-18876-1.

'Introduction: The Consular Dimension of Diplomacy; Blending Diplomacy and Consular Affairs', in: *Consular Affairs and Diplomacy* / ed. by J. Melissen; A.M. Fernandez. - Leiden: Martinus Nijhoff, 2011. - pp. 1–17.

Public Diplomacy and Soft Power in East Asia / Sook Jong Lee; J. Melissen [ed. by]. - New York: Palgrave Macmillan, 2011.
ISBN 978-0-230-11097-7.

'Introduction' / Sook Jong Lee; J. Melissen, in: *Public Diplomacy and Soft Power in East Asia* / ed. by Sook Jong Lee; J. Melissen. - New York: Palgrave Macmillan, 2011. - pp. 1–9.

'Economic Diplomacy: Economic and Political Perspectives [Special Issue]' / eds. P.A.G. van Bergeijk; M. Okano-Heijmans; J. Melissen, in: *THE HAGUE JOURNAL OF DIPLOMACY*, 6(1–2) 2011: 1–217.

'Economic Diplomacy: The Issues' / P.A.G. van Bergeijk; M. Okano-Heijmans; J. Melissen, in: *THE HAGUE JOURNAL OF DIPLOMACY*, 6(1–2) 2011: 1–6.

Economic Diplomacy: Economic and Political Perspectives / P.A.G. van Bergeijk; M. Okano-Heijmans; J. Melissen [eds.]. - Leiden: Martinus Nijhoff, 2011.
(Also published as a special issue of *The Hague Journal of Diplomacy*, vol. 6, nos. 1–2, 2011.)
ISBN 978-90-04-20960-2.

'The Present and Future of Diplomacy and Diplomatic Studies', in: *International Studies Review*, 13(4) 2011, pp. 709–28 (with Stuart Murray, Paul Sharp, David Crikemans, Geoffrey Wiseman).

Doctoral Commission: Steffen Bay Rasmussen, *Universidad del País Vasco*, 2011.

Mezzera, Marco

Dante in Karachi: circles of crime in a mega city / M. Mezzera in: *OpenDemocracy*, 10 October 2011

More, Sylvie

The EU's Support to Security System Reform in the Democratic Republic of Congo: Perceptions from the Field in Spring 2010 / S. More; M. Price. - The Hague: Netherlands Institute of International Relations 'Clingendael', May 2011.

Okano-Heijmans, Maaike

'Changes in Consular Assistance and the Emergence of Consular Diplomacy', in: *Consular Affairs and Diplomacy* / ed. by J. Melissen; A.M. Fernandez. - Leiden: Martinus Nijhoff, 2011. - pp. 21–41.

'Overcoming the Past in Sino-Japanese Relations?' / Mingde Wang; M. Okano-Heijmans, in: *INTERNATIONAL SPECTATOR*, 46(1) March 2011: 127–148.

'Economic Diplomacy: Economic and Political Perspectives [Special Issue]' / eds. P.A.G. van Bergeijk; M. Okano-Heijmans; J. Melissen, in: *THE HAGUE JOURNAL OF DIPLOMACY*, 6(1–2) 2011: 1–217.

'Economic Diplomacy: The Issues' / P.A.G. van Bergeijk; M. Okano-Heijmans; J. Melissen, in: *THE HAGUE JOURNAL OF DIPLOMACY*, 6(1–2) 2011: 1–6.

'Conceptualizing Economic Diplomacy: The Crossroads of International Relations, Economics, IPE and Diplomatic Studies', in: *THE HAGUE JOURNAL OF DIPLOMACY*, 6(1–2) 2011: 7–36.

Economic Diplomacy: Economic and Political Perspectives / P.A.G. van Bergeijk; M. Okano-Heijmans; J. Melissen [eds.]. - Leiden: Martinus Nijhoff, 2011. - vi, 229 pp.: fig, tab.; 24 cm. (Also published as a special issue of *The Hague Journal of Diplomacy*, vol. 6, nos. 1–2, 2011.) ISBN 978-90-04-20960-2.

'Commerciële diplomatie en internationaal ondernemen: koopman versus dominee in de nieuwe internationale wereldorde' / M. Okano-Heijmans; H. Ruël, in: *INTERNATIONALE SPECTATOR*, 65(9) September 2011: 463–467.

Pijpers, Alfred

'The Truth about the Dutch Involvement in the Iraq War: the Report of the Commission Davids', in: *The Netherlands Yearbook on International Cooperation 2009* / ed. by P. Hoebink. - Assen: Van Gorcum, 2011. - pp. 49–55.

'Adenauer legde eerste steen voor Europese vrede, niet Schuman', in: *INTERNATIONALE SPECTATOR*, 65(6) June 2011: 318–320.

'Het Palestijnse luchtkasteel', in: *INTERNATIONALE SPECTATOR*, 65(9) September 2011: 459–462.

Pinxteren, Garrie van

'WikiLeaks: Amerikaanse hoofdpijn, Chinese nachtmerrie' / G. van Pinxteren; I. d'Hooghe, in: *INTERNATIONALE SPECTATOR*, 65(2) February 2011: 59–62.

Post, Willem

Column in *Het Financieele Dagblad*.

Putten, Frans-Paul van der

China, Europe and International Security: Interests, Roles, and Prospects / F.-P. van der Putten; Chu Shulong [ed. by]. - London: Routledge, 2011. (Asian Security Studies) ISBN 978-0-415-58580-4.

'Introduction' / F.-P. van der Putten; Chu Shulong, in: *China, Europe and International Security: Interests, Roles, and Prospects* / ed. by F.-P. van der Putten; Shulong Chu. - London: Routledge, 2011. - pp. 1–6.

'Conclusion' / F.-P. van der Putten; Chu Shulong, in: *China, Europe and International Security: Interests, Roles, and Prospects* / ed. by F.-P. van der Putten; Shulong Chu. - London: Routledge, 2011. - pp. 195–201.

Rood, Jan

'Beter een goede buur dan een verre vriend', in: *INTERNATIONALE SPECTATOR*, 65(1) January 2011: 1–2.

De kracht van de BENELUX in het Europa van de toekomst: La force du BENELUX dans l'Europe de demain. – The Hague: Netherlands Institute of International Relations 'Clingendael', March 2011.

'Benelux-samenwerking: hopen tegen beter weten in?', in: *INTERNATIONALE SPECTATOR*, 65(5) May 2011: 260–263.

'Leiderschap in de Europese Unie: de kwadratuur van de cirkel', in: *Koning Nobel: opstellen over goede en kwade leiders, en wat het verschil maakt; liber amicorum voor Prof. dr. Hans Renner* / ed. by D. Bosscher; Y. van Hoef. - [s.l.] : [s.n.], 2011. - pp. 207–212.

'Een nieuw leven voor de Benelux?: politieke en militaire Beneluxsamenwerking' / K. Homan; J.Q.Th. Rood, in: *ATLANTISCH PERSPECTIEF*, 35(4) 2011: 14–18.

'Het Europese speelveld na het Verdrag van Lissabon', in: *Lissabon in Den Haag: de gevolgen van het Verdrag van Lissabon voor politiek en bestuur in Den Haag.* - [s.l.] : Europa Unit HECROI, 2011. - pp. 15–22.

Bezinning op het buitenland: het Nederlands buitenlands beleid in een onzekere wereld / D. Hellema; M. Segers; J.Q.Th. Rood [eds.]. – The Hague: Netherlands Institute of International Relations 'Clingendael', October 2011. ISBN 978-90-5031-157-1

'Nederland: zoekend naar houvast in een onzekere wereld', in: *Bezinning op het buitenland: het Nederlands buitenlands beleid in een onzekere wereld* / D. Hellema; M. Segers; J.Q.Th. Rood (eds.). – The Hague: Netherlands Institute of International Relations 'Clingendael', October 2011. - pp. 217–224.

'Het EU-beleid van Nederland en België sinds het einde van de Koude Oorlog' / J.Q.Th. Rood; H. Vos, in: *Nederland-België: de Belgisch-Nederlandse betrekkingen vanaf 1940* / ed. by D. Hellema; R. Coolsaet; B. Stol. - Amsterdam: Boom, 2011. - pp. 237–261.

'Amerika en Europa van bondgenootschap naar partnerschap: een uitdaging voor Nederland', in:
"Het is oorrrlog!": Friese leermeester in de Haagse beleidsfabriek; *liber amicorum ter gelegenheid van het afscheid van prof.dr. Jan Geert Siccama* / eds. S. Reyn; A. Teftedarija. – The Hague: Ministry of Defence, May 2011. - pp. 35–41.

Schaik, Louise van

'EU krijgt spreekrechten in de VN, maar lidmaatschap blijft uit', in: *INTERNATIONALE SPECTATOR*, 65(6) June 2011: 350–351.

'The EU's Performance in the World Health Organization: Internal Cramps after the "Lisbon Cure"', in: *JOURNAL OF EUROPEAN INTEGRATION*, 33(6) November 2011: 699–714.

Schout, Adriaan

A public administration take on legitimacy: Better Regulation as multilevel governance challenge, Adriaan Schout; Jaap Sleifer in: Ambrus, M., K. Arts, E. Hey, H. Raulus (eds), *The Role of 'Experts' in International Decision-Making: Advisors, Decision-Makers or Irrelevant*. Cambridge University Press, Cambridge, November 2011.

Ever closer Union: supranationalism and intergovernmentalism as scale or concept?, A. Schout and S. Wolff in: F. Laurson (ed.) *The EU's Lisbon Treaty: Negotiation, Ratification and Implementation*. November 2011.

Smart growth in the EU budget: modernising the EU, A.Mijs and A. Schout Paper, November 2011.

'Catherine Ashton: Hoge Vertegenwoordiger, matige resultaten' / A. Isensee; A. Schout, in: *INTERNATIONALE SPECTATOR*, 65(6) June 2011: 310–313.

Telkamp, Gerard

'Poppenspel in Praag: de affaire-Soeripno in 1948 als tussenspel in de Indonesische onafhankelijkheidsstrijd', in: *Koning Nobel: opstellen over goede en kwade leiders, en wat het verschil maakt; liber amicorum voor Prof. dr. Hans Renner* / ed. by D. Bosscher; Y. van Hoef. - [s.l.] : [s.n.], 2011. - pp. 127–133.

Wagemakers, Joas

'Is al-Qa'ida echt failliet?' / F. Janssen; J. Wagemakers, in: *INTERNATIONALE SPECTATOR*, 65(7-8) July–August 2011: 393–396.

'Protecting Jihad: The Sharia Council of the Minbar al-tawhid wa-l-jihad', in: *MIDDLE EAST POLICY*, 18(2) summer 2011: 148–162.

'Luidt de Arabische lente de winter van al-Qaida in?' / F. Janssen; J. Wagemakers, in: *ZEMZEM*, 7(1) 2011: 40–45.

'Reclaiming Scholarly Authority: Abu Muhammad al-Maqdisi's Critique of Jihadi Practices', in: *STUDIES IN CONFLICT AND TERRORISM*, 34(7) July 2011: 523–539.

Wiersma, Jan Marinus

'Roma en de Europese Unie: een blinde vlek?', in: *INTERNATIONALE SPECTATOR*, 65(7-8) July-August 2011: 405-408.

Wolff, Sarah

Freedom, Security and Justice after Lisbon and Stockholm / ed. by S. Wolff; F.A.N.J. Goudappel; J.W. de Zwaan. - The Hague: T.M.C. Asser Press, 2011.
ISBN 978-90-6704-317-5.

'The Area of Freedom, Security and Justice after the Lisbon Treaty and the Stockholm Programme: From Myth to Reality' / S. Wolff; F.A.N.J. Goudappel; J.W. de Zwaan, in: *Freedom, Security and Justice after Lisbon and Stockholm* / ed. by S. Wolff; F.A.N.J. Goudappel; J.W. de Zwaan. - The Hague: T.M.C. Asser Press, 2011. - pp. 1-5.

'A European Migration Policy Fit for Future Challenges' / S. Wolff; F. Trauner, in: *Freedom, Security and Justice after Lisbon and Stockholm* / ed. by S. Wolff; F.A.N.J. Goudappel; J.W. de Zwaan. - The Hague: T.M.C. Asser Press, 2011. - pp. 63-78.

'Border Management: Impacting on the Construction of the EU as a Polity?' / S. Wolff; R. Zapato-Barrero, in: *Freedom, Security and Justice after Lisbon and Stockholm* / ed. by S. Wolff; F.A.N.J. Goudappel; J.W. de Zwaan. - The Hague: T.M.C. Asser Press, 2011. - pp. 117-134.

'The External Dimension of JHA: a New Dimension of EU Diplomacy' / S. Wolff; G. Mounier, in: *Freedom, Security and Justice after Lisbon and Stockholm* / ed. by S. Wolff; F.A.N.J. Goudappel; J.W. de Zwaan. - The Hague: T.M.C. Asser Press, 2011. - pp. 241-255.

Zandee, Dick

'Brits-Franse defensiesamenwerking: pro of contra Europa?', in: *INTERNATIONALE SPECTATOR*, 65(2) February 2011: 67-70.

'EU-NAVO: minder politiek, meer pragmatisme', in: *INTERNATIONALE SPECTATOR*, 65(12) December 2011: 637-641.

Zwaan, Jaap de

'Europese samenwerking buiten Europa: de geografische grenzen van de EU-samenwerking', in: *Koning Nobel: opstellen over goede en kwade leiders, en wat het verschil maakt; liber amicorum voor Prof. dr. Hans Renner* / ed. by D. Bosscher; Y. van Hoef. - [s.l.] : [s.n.], 2011. - pp. 213-221.

Freedom, Security and Justice after Lisbon and Stockholm / ed. by S. Wolff; F.A.N.J. Goudappel; J.W. de Zwaan. - The Hague: T.M.C. Asser Press, 2011.
ISBN 978-90-6704-317-5.

'The Area of Freedom, Security and Justice after the Lisbon Treaty and the Stockholm Programme: from Myth to Reality' / S. Wolff; F.A.N.J. Goudappel; J.W. de Zwaan, in: *Freedom, Security and*

Justice after Lisbon and Stockholm / ed. by S. Wolff; F.A.N.J. Goudappel; J.W. de Zwaan. - The Hague: T.M.C. Asser Press, 2011. - pp. 1–5.

'The New Governance of Justice and Home Affairs: Towards Further Supranationalism', in: *Freedom, Security and Justice after Lisbon and Stockholm* / ed. by S. Wolff; F.A.N.J. Goudappel; J.W. de Zwaan. - The Hague: T.M.C. Asser Press, 2011. - pp. 7–25.

'European Citizenship and Free Movement Rights' / F.A.N.J. Goudappel; J.W. de Zwaan, in: *Freedom, Security and Justice after Lisbon and Stockholm* / ed. by S. Wolff; F.A.N.J. Goudappel; J.W. de Zwaan. - The Hague: T.M.C. Asser Press, 2011. - pp. 27-39.

Annexe D: Contributions to *Internationale Spectator* in 2011

2011

Volume 65	Column	Article	Response/ Reply	Film Review	Book Review	Book (and Report) Profiles
January	1	8	2	1	5	5 (reports)
February	1	10	-	1	4	5
March	1	8	-	1	4	8
April	1	13	2	1	4	5
May	1	12	-	1	4	10
(incl. reports)						
June	1	12	-	1	6	5
July/August	1	9	-	1	9	5
September	1	12	1	1	9	15
(incl. reports)						
October	1	8	2	1	7	5
November	1	9	4	1	5	5
December	1	6	-	1	8	12 (incl.reports)
TOTAL						
	11	107	11	11	65	80

Overview of all contributions to Volume 65 of *Internationale Spectator*. The total number of contributions is 205 (excluding the 80 profiles of books and reports).

Netherlands Institute of International Relations 'Clingendael'
Clingendael 7
2597 VH The Hague, The Netherlands
Tel.: + 31 (0)70 324 5384
Fax: + 31 (0)70 328 2002

P.O. Box 93080
2509 AB The Hague, The Netherlands
E-mail: info@clingendael.nl
Website: <http://www.clingendael.nl>

All rights reserved.

Without limiting the rights under copyright reserved above, no part of this publication may be reproduced, stored or introduced into a retrieval system, or transmitted, in any form or by any means (electronic, mechanical, by photocopying, recording, or otherwise), without the prior written permission of the copyright owner.

Copyright: © Netherlands Institute of International Relations
'Clingendael', The Hague, the Netherlands, 2012

Published by: Jurriaans Lindenbaum Grafimedia, Amsterdam

Cover design: Derrick van Geest

Jurriaans Lindenbaum Grafimedia, Amsterdam

Editing: Rebecca Solheim

Photos: the Clingendael Institute

The Hague, The Netherlands, 2012





Nederlands Instituut voor Internationale Betrekkingen
Netherlands Institute of International Relations
Clingendael