

ANNUAL REPORT 2012
THE CLINGENDAEL INSTITUTE



Clingendael
Institute

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INTRODUCTION

INTRODUCTION

Clingendael faced many challenges in 2011, and 2012 was no different. The Institute went through a process of internal reorganization, and international developments – such as the Arab Spring and the euro crisis – were the focus of many of Clingendael's activities. However, three other developments could be added to that list. First, the fall of the Dutch government, which made it necessary to organize general elections yet again in September 2012. With each new cabinet, Clingendael is confronted with possible changes in two of its main research areas – foreign policy and international security – and/or a different approach towards institutions that receive government subsidies, such as Clingendael, a topic upon which I will elaborate further in this introduction.

Second, and in close connection with these circumstances, Clingendael had to prepare its application for a new four-year period of government subsidies for 2013–2016. Third, 2012 was the first year in which we all had to function in the new reorganized setting of the Institute. The main issues were how the organization would be able to cope with the changes and in which ways we would achieve success or failure, in both corporate and financial respects.

THE FALL OF THE DUTCH CABINET

The fall of the Dutch cabinet was a test for the Clingendael Institute: would we be able to incorporate – in a short time span and relatively unprepared – a sudden occurrence that was not part of our fixed annual programme?

The foreign and security policy of the first cabinet of Dutch Prime Minister Mark Rutte did not have a strong outward profile. In as far as this policy sector had any meaning for the electoral debate, a justifiable question that could be raised was whether the Netherlands was prepared to elevate this theme to a higher policy priority. With our publication of *Rijk achter de Dijken* and a series of activities related to the Dutch elections, the Institute managed to put itself in the picture and gain a lot of attention in the media and positive feedback from a very involved Dutch public. It was a team effort, with the participation of all Clingendael staff, and financed by another novelty within the Institute: the flex budget. It would of course be presumptuous to conclude that *Rijk achter de Dijken* served as a source of inspiration to the new Rutte-Asscher government, but the government's policy agreement showed a certain return to Europe and the world. The problems in financial and economic respects, however, remained the same, and Clingendael still faced the narrower margins of subsidies that had already been set in motion by the former government.

SUBSIDIES

In dealing with the application for subsidies for the next four years (2013–2016), Clingendael learned the inevitable truth about the rapid pace of governmental budget cuts, namely that they do not contribute to a friendly financial climate and stand in the way of a pliable application of the rules for grants and subsidies. After consultation with the Dutch ministries in early autumn 2012, the Institute's initial objective was to come to a speedy conclusion of the decision-making process regarding the subsidies.

This, however, was delayed by the elections in September and the fact that the new government established new policy priorities. The Dutch ministries indicated that their research priorities focused on security and Europe/the EU. During the application procedure, it also became clear that the Ministry of Foreign Affairs (MFA) was applying new interpretations of rules for subsidies and responsibilities within the ministry itself. In November 2012 Clingendael received the disappointing message that a 'fast track' decision would be out of the question. To be able to 'bridge' the first half of 2013, Clingendael applied for a 'transitional subsidy' (which has been granted). For the remaining period, the Institute has applied for a separate arrangement.

AFTER THE REORGANIZATION

On 1 January 2012, Clingendael completed its process of reorganization, which had started the year before. The previous annual report defined it as a 'small-scale operation', but the inevitable result of the seriously worsened financial conditions.

The crisis has accelerated a process that was both anticipated and desirable: a Clingendael that is less dependent on subsidies from the Ministries of Foreign Affairs and Defence and that has to strengthen its position in the open market for research and training. With regard to the courses organized by Clingendael Academy, the Institute exceeded all expectations. The Academy succeeded in acquiring two large projects: MATRA (a training programme for diplomats from the Middle East and North Africa (MENA) region and the Western Balkans); and the 'recapture' of the so-called *Klasje* (basic training of junior diplomats from the Dutch MFA). This was a major contribution to the overall success of Clingendael's training section and guarantees work beyond 2013.

Clingendael Research also produced satisfactory results, but still has to find a balance between fewer subsidies and more paid research projects, which will have to be found elsewhere. In the margins of the reorganization process, a thorough evaluation of working processes within Clingendael took place in 2012. The findings of the evaluation commission were not overall positive, and required adapting the corporate culture, structure and redistribution of tasks within Clingendael Research into a more project-based approach, and in measures that will make the Clingendael Institute as a whole more adroit at, and sensitive to market-driven demand. Clingendael Research will thus have one single director after 2012. The reorganization has enabled Clingendael to respond better to the demands of the aforementioned regime of subsidies. The reorganized Clingendael faced 'growing pains', although the Academy, and the Conflict Research Unit within Clingendael Research, which was relocated to the main office, continued to produce admirable results. The unit that had to make the greatest sacrifices was the Corporate Staff office, which now works in an integrated supportive capacity for the Academy and for Research. The office functions well, but modernization is required in the fields of data management and communication. For Clingendael as a whole, more attention needs to be devoted to the acquisition and training of its own staff, and the development of the Institute's website. Clingendael made progress in totally revising its website, but the final launch of the new site, which was originally planned for December 2012, had to be postponed because of technical complications. Clingendael also had to close its public library facilities. Part of its collection is now housed in the library of the Peace Palace in The Hague. In 2012 Clingendael again tried – in our view successfully – to fulfil its role as an independent and authoritative think tank based on its mission to think, enlighten and serve. Staff were faced with the difficult task of doing so in a constantly changing corporate and political environment. One standard for recognition and authority is the international ranking for think tanks of McGann. In 2012 Clingendael was ranked 21st in the top 100 for the category of world-wide non-US think tanks, 28th in the top 150 of all think tanks, 16th in the top 75 of Western European think tanks, and 19th in the top 70 ranking of think tanks on security and international relations.

J. Colijn, General Director of Clingendael



ABOUT CLINGENDAEL

The Netherlands Institute of International Relations “Clingendael” is a platform which aim it is to enhance knowledge and insight in international relations. Clingendael acts as a think tank as well as a diplomatic academy. The Institute provides information, does research and develops training programmes for a large number of audiences, which include Dutch diplomats and civil servants of ministries, as well as representatives of foreign ministries, personnel of the armed forces and employees of NGO’s and the private sector. Clingendael also provides information for the media and the general public.

RESEARCH AND ACADEMY

As of January 2012 the Institute is structured within two main departments: Clingendael Research and Clingendael Academy. The activities of Clingendael Research focus on Europe, security and conflict issues, diplomacy and the changing geopolitical landscape, with particular attention for Asia and the Middle East. The Conflict Research Unit (CRU) conducts research on the nexus between security and development with a special focus on a comprehensive approach of conflict prevention, stabilisation and reconstruction in fragile and conflict affected situations. Clingendael Asia Forum is an online platform for commentaries on international relations in, or relating to, Asia. Clingendael Academy is responsible for all courses and training programmes for various target groups, both in the Netherlands and abroad. It offers courses on Europe and the European Union, international security and crisis management, and international negotiations. In cooperation with Leiden University, Clingendael organizes a MSc in International Relations and Diplomacy.

INDEPENDENT

The Clingendael Institute is academically independent and as such not affiliated with any political, social, or religious movement. As an independent platform, the Institute is the ideal location for conferences and roundtables, with the primary objective of enhancing the public debate on international affairs.

The Clingendael Institute is affiliated with the Clingendael International Energy Programme (CIEP).

PUBLICATIONS

Clingendael publishes several papers and reports such as the Clingendael Papers, the Clingendael Discussion Papers in Diplomacy, the Clingendael Policy Briefs, and the Clingendael Newsletter. The Institute also houses the editorial board of the only Dutch language magazine on international relations, the *Internationale Spectator*, and it offers a home to the secretariat of the Dutch Association for International Affairs (*Nederlands Genootschap voor Internationale Zaken* - NGIZ).

NETWORK

The Clingendael Institute holds a vast network and is among others member of the The Hague Academic Coalition (HAC), an ‘umbrella’ platform for a number of academic institutions in The Hague, which develops activities in the field of peace, justice and international affairs.

BOARD OF GOVERNORS

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CLINGENDAEL
RESEARCH

CLINGENDAEL RESEARCH

EVOLVING PROFILE

Clingendael Research is the mainstay of the Institute's reputation as an international think tank and a hub for policy-oriented expertise on international affairs. Its work and international orientation are interdependent with the Clingendael Academy. In 2012 three Clingendael research programmes focusing on Europe, Security and Diplomacy merged into a single Research Department. The aims of this organizational change included the streamlining of research and management and enhancing the Institute's capacity in fundraising. As far as government-subsidized work is concerned, the Institute decided to focus on Europe and security as two leading research axes. Closer consultation with the Dutch Ministries of Foreign Affairs and Defence has resulted in further accentuation of policy relevance as a hallmark of all Clingendael activities. A sharper policy profile in publications, including the popular Clingendael Policy Briefs, enhanced the Institute's independent-minded engagement with policy debates. Other existing Clingendael fields of expertise – such as Asia, global governance and diplomacy – are increasingly connected to the two central research themes, and in 2012 their fundraising capacity demonstrated their recognized reputation for excellence.

Clingendael Research has a wide-ranging national and international network. Several Clingendael Research staff are members of advisory bodies, such as the Advisory Council for International Affairs and the Foreign Minister's Advisory Committee for the Modernization of the Diplomatic Service, as well as professional and public associations on international affairs. Clingendael researchers act as general editors of journals, including the Institute's *Internationale Spectator* (in Dutch), and they serve on the editorial boards of a variety of international publications. In 2012 researchers were invited to many conferences and seminars in Europe, the Americas, the Asia-Pacific region and the Middle East – probably the best evidence of the Institute's global reputation. One example of a niche in which Clingendael has clear network strength is its Processes of International Negotiation (PIN) network. The PIN Arab Spring project on Negotiations in Transitions entered its second year, with a variety of international workshops. PIN published two books, *The Slippery Slope to Genocide* (Oxford University Press) and *Unfinished Business: Why International Negotiations Fail* (University of Georgia Press), and two editions of its magazine *PIN Points*.

In 2012 Clingendael Research gave priority to 'going digital', with the aim of maximum electronic availability of all of its research output. This has been greatly facilitated by the preparation and launch of the Institute's new website. Clingendael staff also gave many interviews to the traditional Dutch and international media. The Clingendael Institute is the first port of call for the media in the Netherlands on issues on international politics. Staff also made numerous contributions to the global media, and in languages varying from Spanish to Russian, Chinese and Japanese.

THE EU FORUM PROJECT: EUFORUM.NL

It goes without saying that 2012 was a turbulent year for the European Union. Clingendael closely followed the main issues and helped to generate challenging debates in the Netherlands. In May 2012 the Institute initiated the EUforum project (www.euforum.nl). EUforum stimulates and promotes well-informed EU debates in the Netherlands by means of brief, accessible and online publications mapping different perspectives and views, as well as holding events/debates. The dedicated EUforum website covered the following main themes of 2012: Economy and Finance (the European Semester, Multi-annual Financial Framework, the Euro Crisis); 'Europe' as a topic in the Dutch parliamentary elections; EU neighbours, Asylum and Migration; Defence and Security; and EU Foreign Affairs. In the run-up to events, special website folders were filled with analyses, opinions, interviews and so-called 'mattermaps'.



Mattermap on Schengen

Clingendael (co-)organized five well-attended EU debates with experts from the Netherlands and other EU member states, national and European politicians, stakeholders and policy-makers, with one event attracting over 300 participants. For more on the following events and issues, see www.euforum.nl:

1. 'The European 3%: Salvation or Destruction?', with the Central Planning Office (CPB).
2. 'EU as a Political Union: Dream or Nightmare?', with the Hague University, Montesquieu Institute and European Movement in the Netherlands.
3. 'Court Simulation: The Netherlands versus Schengen'.
4. 'The EU as a Moving Target'.
5. 'The Role of Europe in Syria: a Practical or Moral Matter?', with the European Parliament.

In addition to these EUforum events, Clingendael also held several smaller public debates. We invited knowledgeable guests to discuss the latest developments in the euro-zone crisis, the paradoxical position of the Netherlands in the EU, the consequences of increasing intergovernmentalism in the EU Council and other current topics.



Adriaan Schout (left) during the debate about the 3% norm, 13 June 2012



Presenter Maarten Bouwhuis explains the intervention procedure at the debate on European political union, 27 August 2012



Presenter Maarten Bouwhuis interviews Harry van Bommel, 27 August 2012

In May 2012 Clingendael held a roundtable discussion on the Multi-annual Financial Framework (MFF) for 2014–2020 via the EPIN network, building on a Clingendael Discussion Paper titled *No Cuts, No Spending, No Growth: Budget Negotiations towards 2020*. Eight think-tank colleagues from different European countries and regions offered a balanced perspective on the main issues in the different member states. Stig Henneberg, Head of International Affairs at the Danish Ministry of Finance, and representing the EU rotating Presidency, opened a day of fruitful discussions. The desired goal of a shared think-tank position on the budget turned out to be far-fetched, but new insights emerged and found their way to Clingendael publications on the MFF.

SECURITY

Several Clingendael flagship projects are in the field of security. The presentation of the *Strategic Monitor 2011* in March 2012 marked the beginning of a new focus for Clingendael Research on developing future scenarios for the development of conflicts or other geopolitical developments, such as the seminars on Pakistan 2020 and China 2020. During the campaign period prior to the elections of a new Dutch Parliamentary Second Chamber, Clingendael published the Dutch magazine *Rijk achter de Dijken*.

This publication and accompanying events reflected on Dutch foreign and security policy, and the challenges and opportunities for a new Dutch government. Clingendael Research also continued to participate in the multi-stakeholder National Risk Assessment project (*Nationale Risicobeoordeling*), an interdepartmental scenario-oriented project under the analysts' network on national security (ANV). The National Risk Assessment helps Dutch government agencies to review their capacities, and to increase preparedness for potential security and safety risks at the national level. Another major project entails the International Centre for Counter-Terrorism (ICCT) – The Hague, of which Clingendael is the commissioner and, together with the T.M.C. Asser Institute and the Counter-Terrorism Centre of the University of Leiden, co-founder (ICCT has a separate annual report).

In addition to these main projects, Clingendael Research worked on several current developments in international security. These included: European security and defence cooperation; the future of the Dutch armed forces; counter-piracy and maritime governance; analysis of the conflicts in Syria and Libya; assessment of military missions and peace-keeping operations; non-proliferation and weapons of mass destruction; NATO; and the Arab Spring and related developments in the Middle East/North Africa (MENA) region. Clingendael researchers were requested by the Dutch Ministry of Foreign Affairs to write a 'food-for-thought paper' on the future of the Contact Group on Piracy off the Coast of Somalia (CGPCS), which was submitted to the CGPCS meeting in New York in November 2012.



J. Colijn (centre) presents *the Strategische Monitor 2012* to Angelien Eijssink (MP Dutch Labour Party) and Han ten Broeke (MP Liberal Democrats)

On defence issues, the focus has been on questions related to European security and defence cooperation. Publications were issued on topics such as the 2013 European Council, European military capabilities, the future of Dutch defence, and the potential for cooperation between the armed forces of European countries. In cooperation with *the Stiftung Wissenschaft und Politik* a seminar was held on *Deepening German-Netherlands Defence Cooperation for Europe's Security Needs*. It resulted in a joint report with concrete recommendations to intensify the bilateral defence cooperation in three areas: air mobile forces, the 'comprehensive approach' and maritime security. Presentations were made at the Wilton Park conference on the EU's comprehensive approach and at the annual review conference of the EU's Common Foreign and Security Policy of the *Stiftung Wissenschaft und Politik*. Clingendael Research has also had a convening role at NATO's Strategic Policy and Planning Division at Allied Command Transformation in Norfolk to help produce the foundations of the Framework for Future Alliance Operations (FFAO). Clingendael Research furthermore played a role as observer at the @tomic 2012 simulation held by the National Coordinator on Counter-Terrorism and Security (NCTV). The evaluation report written by Clingendael will be presented during the International Atomic Energy Agency's (IAEA) summit in 2013, and the final report will be released during the Nuclear Security Summit 2014.

In 2012, various seminars were held on developments and their consequences in the MENA area, either initiated by Clingendael, or in cooperation with the Dutch Ministry of Foreign Affairs, as well as with the Erasmus University of Rotterdam. One of these events led to publication of a book published by Hurst and Columbia University Press on *The Muslim Brotherhood in Europe*. Clingendael researchers and a group of outside experts and policy-makers also explored various scenarios for the conflict in Syria, which were published in the report 'Syria in 2012: Preparing for Persistent Turmoil?'

CONFLICT RESEARCH UNIT (CRU)

The Conflict Research Unit (CRU) is a specialized team within Clingendael Research that conducts applied, policy-oriented research and develops practical tools that assist national and multilateral governmental and non-governmental organizations in their engagement in fragile and conflict-affected situations. CRU strengthens its capacities by working closely with national and international partners – independent consultants, think tanks and INGOs in Europe, the United States and Canada, Africa, Asia and Central America.

Through its multi-annual Peacebuilding and Stabilization Research Programme (PSRP) (2007–2012), CRU aims to support and further strengthen the work of the Netherlands Ministry of Foreign Affairs in the fields of peace, security and development. In 2012, PSRP projects looked into various contemporary and emerging policy challenges, including the linking of security and justice support in fragile and conflict-affected situations; engaging local actors in the implementation of fragile states' policies; arriving at a coordinated strategy to tackle transnational organized crime; the role of peace missions in protecting civilians; cooperation among development actors, diplomats, civil society, the military and the police in crisis-management operations; and strengthening effective and legitimate governance arrangements in post-conflict fragile states. Responding to unforeseen global developments and subsequent demands for tailor-made analysis, in 2012 CRU prepared research papers on different aspects of the violent crises in Mali and Syria. Other country-specific context analyses were carried out for Egypt, Guatemala, Libya, South Sudan and Yemen. CRU also conducted an internal evaluation of the European Gendarmerie Force, looking into how the Force could become more effective in its future endeavours.

In addition, CRU provided services to a range of other clients in 2012, including the governments of Denmark, Norway, Sweden and the United Kingdom; the European Commission and the European Parliament; the OECD–DAC International Network on Conflict and Fragility and the OECD–DAC Evaluation Network; the Norwegian Peacebuilding Resource Centre (NOREF); Impunity Watch; International IDEA; and a number of UN agencies, such as the UNDP Bureau for Crisis Prevention and Recovery and the UN Peacebuilding Support Office.

In its capacity as a 'knowledge broker', and with the specific objective to facilitate and stimulate vivid exchanges among policy-makers, practitioners and researchers, CRU held a number of expert-seminars in 2012. These seminars highlighted topics ranging from the prospect of governance reform in Sudan to the *coup d'état* in Mali and its domestic, regional and international implications. For a number of these events, CRU drew on the support and expertise of the *Observatoire de l'Afrique*, a network of over twenty African and European research organizations working on peace and security issues, of which CRU is a core member. Furthermore, CRU and the The Hague Institute for Global Justice have established the Secretariat for the Knowledge Platform Security and Rule of Law (KPSRL) on behalf of the Netherlands Ministry of Foreign Affairs.

This Platform aims to bring together all of the stakeholders involved in furthering security and the rule of law in fragile and conflict-affected situations – both from the Global North and South – to enhance an exchange of knowledge on these issues and to identify knowledge gaps in this regard. The KPSRL is intended to become the main vehicle for identifying and managing security and rule-of-law research projects on behalf of the Ministry of Foreign Affairs, and CRU will continue to support the Secretariat of the Platform with analytical support and guidance.

ASIA AND THE MIDDLE EAST

Taking a global perspective, the rise of China and East Asia is one of the most salient international developments. Almost every month of 2012, expert-seminars and public events were held at the Clingendael Institute on developments such as East Asia's relations with Europe, current security dilemmas, future scenarios for China and Japanese perspectives, economic competition between China and Europe in Africa, China's new leadership, and the implications of China's rise for Dutch foreign policy. Clingendael collaborates with leading partner institutions in the Asia-Pacific region. The Institute co-organized a major conference in Beijing on China's global reputation, the first in a series of four annual conferences on the dialogue between China and Europe. More than 100 media reports in China alone were evidence of widespread attention for this event. A delegation of the Shanghai Institute of International Studies visited Clingendael and the Dutch Foreign Ministry for a seminar on the euro-zone crisis. Accompanied by various international publications and seminar activity, one Clingendael Research staff member obtained a Ph.D. on Japan's economic diplomacy.

The year 2012 also saw the continuation of *Clingendael Asia Forum (CAF)*, a widely acclaimed online op-ed series. Clingendael's work on Asia is also increasingly embedded in collaboration with European think tanks, resulting in new research initiatives, such as a 2012 report with NOREF in Oslo on China's security relations.

In a year of major crises and violence in the Middle East, the Clingendael Institute held various seminars that monitored events and discussed policies for the Dutch government and the EU. Research staff completed a range of publications, including two commissioned studies, one on counter-terrorism strategies in Indonesia, Algeria and Saudi Arabia, and another on trends and developments in civil society in Saudi Arabia. As mentioned above in the section on security, Columbia University Press published a volume on *The Muslim Brotherhood in Europe*, which originated from a Clingendael conference.

GLOBAL GOVERNANCE AND DIPLOMACY

Clingendael's work on global governance supports governments' efforts to deal with global issues that constitute complex policy challenges. A number of EU-related international seminars were held in this field, including a two-day workshop for sixty participants on EU external representation and the reform of international contexts, which produced better insights into what the EU does in international organizations and regimes. Among its research projects on global governance issues, Clingendael contributed to a study on EU behaviour in international climate talks for the London-based Overseas Development Institute, and staff participated in research on the European External Action Service. In 2012 Clingendael also embarked on a two-year study on global governance issues in collaboration with the The Hague Institute of Global Justice. One of the outcomes was a high-level seminar that discussed ways forward in multilateral attempts to tackle the financial crisis. The Clingendael Policy Brief *Upgrading the Global Financial System: The Why and How* highlights the potential to salvage the political will to modernize the global financial system. A pilot study on the inward-looking approach of governments in the face of the growing importance of global challenges resulted in a Policy Brief discussing the Netherlands as a case study.

European foreign ministries are challenged as a result of budget cuts that press for unprecedented reform and domestic and international change. Among various 2012 seminars for foreign ministry officials, think tanks and academia, a pioneering conference on business diplomacy for participants from twenty countries explored developments in corporate foreign relations. *The Hague Journal of Diplomacy (HJD)* continues to improve its record as a global platform for debate by both academics and practitioners. A 10 per cent rise in the journal's global circulation in 2012 reflects growing interest in this sector of Clingendael Research among governments and think tanks in the Asia-Pacific region, in particular in China, South Korea, Japan and Australia. *HJD* produced two special issues in 2012 with many research papers, including an issue on Europe's emerging diplomatic system. The Clingendael Institute's research staff also published the report "Futures for Diplomacy", based on research commissioned by the Foreign Ministry of Finland. A Clingendael Policy Brief on economic diplomacy advised the incoming Dutch government on an area of government activity that is a policy priority across the crisis-ridden euro zone.

THE INAUGURATION OF CLINGENDAEL ACADEMY

Clingendael Academy took off as a new department for international training and development on 2 January 2012, with an experienced training staff. It is the Academy's ambition to train international working professionals in such a way that they are better equipped to understand, shape, influence and implement international policies and processes.

The Academy's core activities are:

- Diplomatic training
- Capacity building and consultancy
- Training in the field of security and conflict issues
- EU affairs training
- International skills training
- Open registration courses



Clingendael Academy's team

During its first year of existence, the Academy managed to win two large and prestigious training projects: the training of Dutch junior diplomats (*'het Klasje'*); and the MATRA training contract for junior diplomats of possible EU accession countries in South-Eastern Europe and in the Arab region. Other new interesting initiatives and contracts include a course on international policy for DG-Agro of the Dutch Ministry of Economic Affairs, EU lobbying training for Gasterra and the Province of Noord-Brabant, a course on international trade for trainees at the World Trade Organization (WTO), the training of Ukrainian government officials in preparation for the chairmanship of the Organization for Security and Cooperation in Europe (OSCE), a course on human rights in civil-military relations for the Indonesian Defence University, and a training course for strategic policy planners from the Republic of Iraq.

DIPLOMATIC TRAINING

In 2012, 22 diplomatic training courses for foreign diplomats were organized by Clingendael Academy. We welcomed 450 participants from 50 countries in Eastern Europe, the Middle East, Africa and Asia in bilateral and regional programmes.

SPECIAL COOPERATION AND PARTNERSHIP AGREEMENTS: INDONESIA AND SOUTH AFRICA

Clingendael Academy maintained its special cooperation and partnership agreements with Indonesia and South Africa. Both not only have historical links with the Netherlands, but fulfil leadership positions in their regions and in the Global South, with their increasingly global outlook on foreign affairs translating into many areas of shared international interests and opportunities with the Netherlands. The cooperation and partnership agreements span multiple years, and even multiple generations of diplomats. The partnership with Indonesia goes back in a continuous line to 2004, and has been a constant in bilateral relations between our two countries. The renewed partnership with South Africa, which started in 2009 and is continuing in 2013, also harkens back to a strong history of cooperation in the early 1990s, when Clingendael helped to train new diplomats during the transition to the new democratic South Africa after the years of Apartheid.

INDONESIA

Multiple training programmes were organized in The Hague for the Indonesian Ministry of Foreign Affairs' Centre for Education and Training (Pusdiklat/Kemlu). These training programmes for junior (eight weeks), mid-career (four weeks) and senior diplomats (two weeks) took Indonesia's growing role as a regional and international player as their point of departure. Comparing best practices, mutual perceptions and foreign policy priorities shared between Indonesia and the Netherlands, as well as new developments in diplomacy that are relevant for both Dutch and Indonesian diplomats, the 2012 programmes were a further solidification of our ongoing, now nine-year partnership in diplomatic training. As an extension of this partnership, Clingendael also organized – for the third consecutive time – a two-week course in regional integration and diplomacy for all ASEAN member states and the Jakarta-based ASEAN Secretariat, in order to support the strengthening processes of regional integration in South-East Asia, connecting ASEAN and the EU through Jakarta and The Hague. Finally, building on the special partnership between Clingendael and the Indonesian Ministry of Foreign Affairs' Centre for Education and Training (CET), two week-long programmes were organized in Indonesia to provide guest lectures and capacity building in diplomatic training, and to discuss opportunities for future cooperation. This included a three-day joint exercise in the use and development of negotiation simulations to be used in future CET training. Special reference should be made to a Clingendael training course in Jakarta, which was attended by Indonesian mid-career diplomats in 2012, who were also trained in The Hague in 2004 as the first batch of junior diplomats.



Ambassador Retno Marsudi at the opening of the junior course 2012 (left)
Clingendael training session for mid-career diplomats, Jakarta (right)

SOUTH AFRICA

In another special cooperation and partnership arrangement, Clingendael worked together with the South African Ministry of Foreign Affairs (DIRCO) in diplomatic training, capacity building for the South African Diplomatic Academy, exchange of expertise, and training in the so-called MDips programme at the University of Pretoria.

This cooperation also encompassed diplomatic training at multiple levels, with both mid-career and senior-level officials coming to The Hague for diplomatic training, as well as cooperation in capacity building (on the further integration of interactive training techniques in diplomatic training in Pretoria). During 2012, Clingendael trained the newly appointed Heads of Mission in a two-week programme on skills and expertise in the management of a mission and the practice of maintaining diplomatic relations.

An exchange of experts was also set up, with Dutch experts travelling to Pretoria to share their insights in development cooperation, a field in which South Africa is becoming more active, and South African experts coming to The Hague to share their expertise in peace keeping operations in Africa.

TWO NEW COURSES FOR JUNIOR DIPLOMATS FROM SOUTH-EASTERN EUROPE AND THE ARAB REGION

Clingendael Academy was proud to be awarded a three-year contract for the development and organization of one course a year for the Western Balkans and Turkey, three courses a year for the Arab region, and one alumni course for diplomats of South-Eastern Europe during the period 2012–2014.

The first MATRA course for junior diplomats from countries in South-Eastern Europe that aims for EU accession took place from 1 October until 8 November 2012. Sixteen young diplomats were trained at Clingendael on issues regarding EU affairs, including the criteria for EU accession and the rule of law, the international legal order, Dutch human rights policy, new forms of diplomacy (including economic diplomacy), and personal skills such as reporting, presentation and negotiation. Working visits to international organizations and courts in The Hague, as well as a study trip to Brussels, were vital parts of the programme.



Junior diplomats from the Western Balkans and Turkey, with course leaders Andrea Teftedarija (upper row, third from the right) and Suzanne Nollen (front row third from the right)

From 12 November until 21 December 2012, the first training session for junior diplomats from the Arab region (Morocco, Tunisia, Libya and Jordan) took place. As of 2013, Egypt will also participate. The countries represented in this course have been – and some still are – going through important transition processes in the wake of the so-called ‘Arab Spring’. These developments have had an impact on their societies, economies and political organization, and have led to a necessary redefinition of their foreign policies. This course has been specifically designed to improve participants’ awareness and knowledge of the process of democratization, protection of human rights and the rule of law.



First group from the Arab region, with Marianne Ducasse-Rogier (left on the stairs, second from bottom) and Laura Adèr (right on the upper row) as the course leaders

For other countries from Asia, Clingendael Academy organized a one-week programme on global justice and diplomacy for Chinese diplomats, a six-week junior course for Pakistan and Bangladesh, and a five-week programme for junior diplomats from Afghanistan. The bilingual (French/English) programme on diplomacy and regional cooperation for the twelve African core members and Secretariat of the International Conference of the Great Lakes Region (IC/GLR) was organized for the fifth time.

CAPACITY BUILDING AND CONSULTANCY

In 2012 Clingendael Academy provided training and advice to foreign diplomatic academies and institutions to enhance their professional development. This training was delivered by Marianne Rogier (for Pakistan, Bangladesh, the Democratic Republic of Congo (DRC) and South Africa), Nils de Mooij (Indonesia) and Ron Ton (Indonesia and Bulgaria).

Clingendael Academy’s capacity-building training aims at sharing best practices in diplomatic (and other professional) training. It offers participants the opportunity to reflect on their profession and on contemporary challenges in (diplomatic) training deriving from the identification of new trends in diplomacy and international relations. Far from being a series of top-down lectures, the training sessions aim at creating an opportunity for participants to brainstorm and exchange views and practices. Concrete examples and case studies in curricula development, designing interactive exercises, teaching skills, evaluation methods and strategic development were used to make the training as interactive as possible and to allow participants to take an active part in the training. The philosophy was to encourage participants’ ownership of the training as much as possible. The Clingendael Institute’s experience in diplomatic training (dating back to 1992) was used as a basis to stimulate reflection and encourage creativity.

TRAINING IN SECURITY AND CONFLICT ISSUES

A diverse group of professionals were trained on various topics in this field. In January 2012 the yearly training for a group of 25 military observers and their partners was organized at the United Nations Truce Supervision Organization (UNTSO) in Jerusalem. The programme focused on the history, politics and religions of the Middle East to prepare the participants for their lives abroad. The Columbus course for senior police officials on international and European developments, a co-production of the Police Academy and Clingendael, took place in five different modules from January until October 2012. Furthermore, Clingendael participated in the Summer School on Peace, Women and Security. Two projects in this field stand out:

TRAINING FOR INDONESIA DEFENCE UNIVERSITY: THE HAGUE AND JAKARTA

In September 2012, the Clingendael Institute carried out training for lecturers and staff members from the Indonesian Defence University (IDU), in cooperation with the Centre for European Security Studies. Upon request from IDU, the training focused on two main learning goals: 1) developing understanding and knowledge on human rights and civil-military relations; 2) training the Indonesian teaching staff in the skills needed to integrate this knowledge and understanding into the curriculum, practices and institutional capacity of the IDU.



Delegation from the IDU

ENTRi: COURSE ON NEGOTIATION AND MEDIATION

Within the context of Europe’s New Training Initiative for Civilian Crisis Management (ENTRi), Clingendael organized a specialized course on negotiation and mediation from 4 to 7 June 2012. The aim of this course was to enable participants to ameliorate their knowledge, skills and competences in negotiation and mediation, and thereby to be more successful in their approaches to (civilian) crisis management in missions. 23 participants working for the EU in several countries (Georgia, Kosovo and the Philippines) came to The Hague to attend the training. Clingendael has been a partner in this international training consortium since 2011, with the *Zentrum für Internationale Friedenseinsätze (ZIF)* in Berlin as the lead partner.

EU AFFAIRS TRAINING

Inspired by their participation in the open registration course on advocacy and lobbying in the European Union, three former participants requested that Clingendael develop in-company training on effective interest promotion in the EU. Customized programmes were implemented for Gasterra in Groningen, the province of Noord-Brabant and the National Institute for Public Health and the Environment (RIVM). Other companies also showed interest and more in-company training sessions will take place in this field in 2013. Clingendael organized a new shortened edition of the justice and home affairs (JHA) course for the Ministry of Security and Justice. This course is meant for senior government officials dealing with EU files and offers a combination of content on the JHA policy areas as well as skills training to help participants influence these policies more effectively. A contract with the Ministry of Education, Culture and Science was also won, but this training took place in early 2013.

In close cooperation with the Multilateral Organizations and Human Rights Department (DMM) of the Dutch Ministry of Foreign Affairs, Clingendael designed a new training course on the practical problems concerning external representation of the EU in multilateral organizations. This course was given twice to a group of 25 officials. Next year the course will probably also be open to participants of the line ministries. For a group of new civil servants starting at the Dutch MFA's European Integration Department (DIE), Clingendael co-organized a two-day training course on EU working processes.

INTERNATIONAL SKILLS TRAINING

Clingendael Academy initiated plans for a broader international skills training programme, including also in future training courses in mediation, intercultural communication and chairing international meetings. The core of the work in 2012, however, was still international negotiation training. Training was provided for hundreds of professionals, including diplomats, civil servants, military and police officials from Uganda, Moldova, China, Montenegro, Turkey, the United Kingdom, Indonesia, Australia, Morocco, Tunisia, Malaysia, Thailand, Egypt, Italy, the United States, Belgium, Germany, Colombia and South Africa. One of the many highlights was the training undertaken by Wilbur Perlot in Bologna for the International Peace and Security Institute (IPSI) during their four-week symposium on conflict resolution. Every morning participants were trained in concepts of negotiation, followed by afternoon sessions with some of the world's most esteemed experts on negotiation. IPSI and Clingendael also collaborated later in 2012 on the first The Hague Symposium on Transitional Justice.

OPEN REGISTRATION COURSES

In 2012 Clingendael Academy successfully promoted its open registration courses. Courses such as the seminar on international negotiations, the course on international security and the post-graduate course in foreign relations (LBB) were again fully booked. The new open registration training on negotiating in the European Union took place for the first time. This four-day training course focuses entirely on the formal and informal negotiation processes, culture and decision-making within the EU context. Some fifteen participants from different line ministries participated in the training.

POST-GRADUATE COURSE ON INTERNATIONAL RELATIONS: LEERGANG BUITENLANDS BELEID

One of the most comprehensive and well-known courses offered by Clingendael Academy is the *Leergang Buitenlandse Betrekkingen* (Course on International Relations, or LBB). For twelve weeks, 22 participants are presented with a challenging blend of lectures, discussions, skills training and working visits. The *Leergang* aims to provide its participants with the knowledge and skills that are necessary to be successful internationally, working for a ministry, multinational organization, NGO, or otherwise.

The group of participants consists of an attractive combination of professionals with work experience in the field and recent university graduates. The range of age, experience and expertise ensures that participants not only learn from Clingendael's lectures, practitioners and skills-trainers, but also strengthen their analysis as a group by looking at the same issues from different perspectives. As Clingendael's longest running course – the first *Leergang* took place in 1967 – the LBB enjoys a vast network of international professionals, both former participants and lecturers. During the annual LBB network/speed date, former participants return to Clingendael to meet the newest batch of LBB participants to talk about developments in the field and international careers. Despite its history, the LBB continues to succeed in incorporating all the latest developments in international relations. Economic and water diplomacy, but also cyber warfare and the future of development cooperation, are among the topics discussed.

The grand finale of the LBB, the 48-hour simulation of an EU negotiation, is a perfect example of a working format that trains both knowledge and skills. Participants research the positions of an EU member state that they will represent during the simulation (for example, Germany, Poland, Greece, or Sweden) on a number of hotly debated European issues, such as the EU's relations with the Russian Federation, Schengen and the EU Budget. During the opening statements and informal deliberations, participants try to reach consensus by bargaining, playing hard-ball and compromising. On the second day of negotiations, at midnight, a result should be reached. The EU-negotiation simulation is just one of the many work formats that are included in the programme. From negotiation simulations to interview exercises, from working groups on political reporting to debating sessions, the *Leergang Buitenlandse Betrekkingen* will keep you on your toes.



Chairperson Willem van Eekelen (centre) during the LBB negotiations simulation



INTERNATIONALE SPECTATOR CORPORATE STAFF

INTERNATIONALE SPECTATOR

ANOTHER SPECIAL YEAR

While 2011 marked the 65th volume of the *Internationale Spectator*, in 2012 Gerard J. Telkamp, who had served as managing editor for more than 31 years, retired upon reaching his 65th birthday in September. Laura van der Wal, who graduated from the University of Utrecht and is a former journalist of NRC, became the new managing editor, and Judith Nuijens from the University of Groningen joined the editorial office in September.

EDITORIAL POLICY

The Editorial Board of the *Internationale Spectator* maintained its two-track policy in 2012. Most issues published clusters of articles covering topics on international and European affairs and on international economic, financial and social developments, while interested readers were at the same time offered a range of essays on more specialized subjects. As far as the clusters are concerned, the following topics stood out in 2012: the economic and financial crisis; international relations in the digital era; arms control; international water conflicts; the foreign policy of the Netherlands' Rutte-I government; and the US presidential elections. The March 2012 issue concentrated on Germany's role within the European Union, in May 2012 the progress being made on the African continent was prominent, and the foreign policy of Turkey featured in the December 2012 issue. These issues were prepared in full cooperation with the Germany Institute at the University of Amsterdam, the Africa Study Centre in Leiden, and the Turkey Institute Foundation in The Hague, respectively.

Among the specialized subjects may be mentioned developments following the Arab Spring, in particular in Syria; China's economic rise; the presidential elections in France; EU diplomacy; the EU, Russia and the search for shared values; predictions on post-Chavez Venezuela; and the peace talks between the government of Colombia and the FARC.

The process of preparing all of these issues required the timely acquisition of articles. In this respect the Editorial Board has been 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.

EDITORIAL PROCES

During the editorial process, checking contributions against the highest quality standards is of the utmost importance. In this review process, the comments of 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 of limiting the length of each article, preferably to four pages in print. By doing so, the *Internationale Spectator* managed to publish over 100 articles in 2012 (see Table 1 below). All issues were once more safely delivered each month to the subscribers' door by our publisher, Koninklijke Van Gorcum (Assen). Van Gorcum publishes the *Internationale Spectator* on behalf of the Netherlands Institute for International Relations 'Clingendael'. This opening sentence of the colophon clearly reflects the traditional bond between the Institute and the monthly, between 'Clingendael' and 'Spectator', a trait d'union 'covered' for over 15 years by our solicitous publisher from Assen. Apart from the articles, the book review section flourished, with on average five reviews of important books on international affairs published each month in 2012. Furthermore, in 2012 the 'Film Review' section, coordinated by Laura Adèr of the Clingendael Institute, was successfully continued. Every issue featured a review of a film

or documentary covering a historic or current international political theme. Last but not least, more concise profiles of books and (advisory) reports were presented each month in the section *Signalementen* (coordinated by Joris Kreutzer). In the second half of 2012, preparations began for an ambitious programme, including restyling the folio version of the *Internationale Spectator* (from January 2013), the monthly publication of a digital newsletter (its first issue appeared in October 2012) and the development of a new interactive website to be launched during summer 2013.

AUTHORS AND EDITORS

Volume 66 (2012) saw contributions from approximately 170 authors, among them, as in earlier years, a considerable number of authors from Flanders/Belgium. The total number of contributions was 192 (a slight decrease compared to 2011). As well as the monthly opening column and film review, they consisted of 100 articles, 58 book reviews and 10 contributions to the 'response/reply' section. Concise profiles were published of over 60 Dutch and foreign books, as well as reports and brochures on international affairs. The articles received by the editorial office were submitted in a peer review-type process to the members of the General Board for their judgments.

On the basis of these commentaries, the *kernredactie* [core editorial team] – consisting of the editor-in-chief and the two managing editors – evaluated the articles and other contributions during their weekly meetings. At these meetings all other editorial, publishing and organizational matters concerning the *Internationale Spectator* were dealt with as well. In 2012 the General Board, presided over by Editor-in-Chief Jan Rood, consisted of 17 members. During the course of the year, Tom Sauer from the University of Antwerp left the Board, while Garrie van Pinxteren (journalist, China expert, teacher at the University of Groningen and senior research fellow at the Clingendael Institute) became a new member. The Board met three times for general meetings in The Hague – on 17 January, 20 June and 31 October 2012.

It may come as no surprise that the general trend of a decline in the number of subscribers, which many (printed) journals throughout the world are experiencing, has also affected the *Internationale Spectator*. Yet despite losing some of its older subscribers, the *International Spectator* has, year after year, been able to attract new young readers, in particular students. In 2013 the Editorial Board and Koninklijke Van Gorcum will do their utmost, in particular through marketing activities aimed at specific target groups and by making extensive use of the new interactive website, to maintain and as far as possible to enhance the number of subscribers.



**OVERVIEW OF ALL CONTRIBUTIONS TO VOLUME 66
OF THE INTERNATIONALE SPECTATOR**

THE TOTAL OF CONTRIBUTIONS IS 192, EXCLUDING THE MONTHLY PUBLISHED BOOK PROFILES

2012 Volume 66	Columns	Articles	Response/reply	Film reviews	Book reviews
January	1	8	-	1	9
February	1	9	-	1	4
March	1	9	3	1	5
April	1	8	1	1	6
May	1	11	1	1	1
June	1	9	1	1	5
July/August	1	10	2	1	7
September	1	10	-	1	7
October	1	10	2	1	6
November	1	8	-	1	4
December	1	8	-	1	4
TOTAL	11	100	10	11	58

CORPORATE STAFF

Since 1 January 2012, the Corporate Staff Department has been responsible for finances, human resources, ICT, internal affairs, library and documentation, the secretariat, and assisting with the Institute's fundraising activities.

The number of staff responsible for internal affairs, the library and documentation centre, and the secretariat was reduced as a result of the Institute's restructuring in 2011. The library and documentation centre (BiDoc) is now closed for the general public. Clingendael staff now have access to online databases of publications relevant for their work. The library of the Peace Palace took over part of Clingendael's collection of books. The Institute introduced a new position to provide administrative support to Clingendael Research and Academy in their fundraising and tendering activities. The Institute's management information system was updated and all staff received training to be able to use its new features. Finally, the desktop computers of all staff were replaced by standardized new ones.

COMMUNICATION

The staffing and tasks of the PR and Communication section at the Clingendael Institute were adapted as a result of the restructuring process that Clingendael has undergone since 2011. Protocol and Events, in the past an integrated part of the former External Relations office, became a separate entity within Corporate Staff. All work related to PR, general internal and external communication, the media and public information became the responsibility of the new PR and Communication section of the Institute. During the first half of 2012, the interim external Online Communication Adviser who was hired by Clingendael in 2011 continued to outline and implement the plan for the Institute's new website. This also became the main task of the newly appointed Adviser on Online Communication, who joined Clingendael in August 2012.

Apart from shaping the new Clingendael website, the PR and Communication section focused on numerous other tasks, including the new corporate style of the Institute, revision of the general communication strategy, the database, the media and internal communication.

HUMAN RESOURCES

As a result of the reorganization, as of January, 2012 the Institute consists of three departments that are based on the Institute's main objectives: Research, 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. The first priority of the Human Resources Department was to support the staff affected by the 2011 reorganization by implementing the redundancy programme (Sociaal Plan). At the end of 2012 the Clingendael management had made agreements with all staff affected by the reorganization. Secondly, in cooperation with the Employees' Council (Ondernemingsraad), the department developed a new staff evaluation policy. This policy came into force as of 2013. Thirdly, as had been agreed with the Employees' Council the reorganization was evaluated in autumn 2012 by a committee of three, consisting of representatives of the management, the Employees' Council and an independent chairperson.

The committee interviewed members of the management, staff and board, and distributed a questionnaire among all staff members. It presented its report in November. Both management and board accepted the conclusions and recommendations of the report. As a result of this Clingendael Research no longer has two deputy-directors, assisting the director of Research. This change came into force mid-2013. The committee also recommended to continue professionalising external communication, financial management, human resources policy and management. During 2012 the policies of the Institute regarding visiting and associate fellows and regarding interns were modernised. Also the regulation regarding parental leave was amended. A number of staff members benefited from the newly introduced budget for education and training of staff. On 31 December 2012 the Institute employed 63 full-time equivalents (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 2012 was 31 male employees versus 37 female employees. The Clingendael Institute provided 26 internships.

FINANCES

As expected, 2012 was a year of reduced revenues for the Clingendael Institute. Because of the economic crisis, Clingendael received fewer project-based and general subsidies than in 2011. However, because of the restructuring process that started in 2011, staff and corporate costs were also lower compared to 2011. In 2011, the costs of the Institute's restructuring process amounted to nearly € 1,000,000. In 2012, there were additional restructuring costs of approximately € 250,000. Despite these extra costs, however, the financial result for 2012 was plus € 264,000, which was a considerable improvement as compared to the minus € 373,000 of 2011.

Looking at finances, minus the reorganization costs, the overall results in 2011 amounted to € 627,000, and to € 517,000 in 2012. The decline in the basic subsidy from the Dutch government to the Institute will continue in 2013 and 2014. Considering the ongoing economic crisis, this situation is not likely to change, nor can an increase in project revenues from government financed projects be expected in the future. Further emphasis on broadening the scope of clients and revenues, and cost reduction will therefore be vital. Clingendael's financial department will focus on project finances.

FINANCIAL OVERVIEW FOR 2012

	2010	2011	2012
Basic subsidy	€ 2.8 mln	€ 2.8 mln	€ 2.6 mln
Project revenues	€ 6.0 mln	€ 5.4 mln	€ 4.9 mln
CRU subsidy revenues	€ 1.0 mln	€ 1.0 mln	€ 0.8 mln
Staff costs	€ 5.0 mln	€ 4.4 mln	€ 4.2 mln
Corporate costs	€ 1.8 mln	€ 2.5 mln	€ 1.5 mln
Project costs (inc. CRU)	€ 2.9 mln	€ 2.7 mln	€ 2.4 mln
TOTAL RESULT	€ 111,000	- €373,000	€ 264,000

ANNEXES

ANNEXE A:
OVERVIEW OF CONFERENCES AND EVENTS 2012

DATE	ACTIVITY	PROGRAM	LOCATION
11 January 2012	Knowledge lunch: 'The integrated police training mission Kunduz'	Research	Clingendael
19 January 2012	Seminar on the Sudans	Research	Clingendael
24 January 2012	Lunchseminar: Vooruitblik Europese Top	Research	Clingendael
1 February 2012	Roundtable on China's consular affairs	Research	Clingendael
2 February 2012	Discussion seminar: Are we becoming Japanese now?	Research	Clingendael
8 February 2012	12th Clingendael European Health Forum	Protocol / Events	Clingendael
16 February 2012	EU-India Relations	Research / SID	Clingendael
12 March 2012	Presentation of the Strategic Monitor	Research	Clingendael
16 March 2012	Seminar Titus Brandsma Institute	Protocol / Events	Clingendael
20 March 2012	Brainstorm session on Syria	Research	Clingendael
22 March 2012	Lecture of H.E. Mr. Tassos Giannitsis, Greek minister of Interior	Protocol / Events	Clingendael
22 March 2012	Economic Challenges for Regional Integration: Prospects for the EU and ASEAN	Research	Clingendael
29 March 2012	Seminar Resource Governance - The ticket out of aid for resource rich countries?	Research	Clingendael
3 April 2012	Seminar on Somalia after the London conference	Research	Clingendael
23 April 2012	Prospects of Political Change in China	Research / MFA	Clingendael
25 April 2012	Lunch lecture: Polish Minister Elzbieta Bienkowska and professor Willem Molle on European regional policy	Research	Clingendael
26 April 2012	Official opening Japanese Garden		Clingendael
3 May 2012	Lecture Vali Nasr, Iran expert	Protocol / Events	Clingendael
8 May 2012	Lunchseminar on the Eurocrisis; Nout Wellink interviewed by Roel Janssen	Research	Nieuwspoort
8 May 2012	Consular Affairs and Diplomacy: Verantwoordelijkheden over Grenzen	Research	Clingendael
9 May 2012	Serbia Votes 2012, Tadić vs. Nikolić again!?	Research	De Balie
11 May 2012	Lecture 100 Professors / Paul Meerts	Protocol / Events	Clingendael
16 May 2012	Ukraine and the Netherlands: 20 years of bilateral relations	Protocol / Events	Clingendael
19 and 20 May	Debating China's global reputation in Beijing	Research	Beijing
21 May 2012	Re-Emerging Asian Actors and International Law: Asian and European Perspectives on the International Criminal Court	Research	Clingendael
23 May 2012	Indonesia and Geopolitical Change in Asia	Research	Clingendael
1 June 2012	Turkish Foreign Politics	Protocol / Events	Institute for Global Justice
5 June 2012	100 years Association of Netherlands Municipalities.(VNG)	Protocol / Events	
6 June 2012	ICCT event: meeting with Chinese Institute of International Strategic Studies (CIISS)	Research / ICCT	Clingendael
13 June 2012	Lunchseminar: De Europese 3%: Redding of ondergang?	Research	De Glazen Zaal
14 June 2012	20 Years Diplomatic Relations Georgia-NL	Protocol / Events	Clingendael
20 June 2012	Japan Seminar	Research	Clingendael
25 June 2012	EU Presidency Cyprus	Protocol / Events	Clingendael
27 June 2012	National Intelligence Council	Research	Clingendael
29 June 2012	Legal aspects of the conflicting territorial claims in the South China Sea	Research	Clingendael
29 June 2012	Municipality The Hague		Clingendael
3 July 2012	Visit Business diplomacy working group	Research	Clingendael
4 July 2012	Meeting Future of Diplomacy, visit contactpersons from Finland	Research	Clingendael
9 July 2012	Seminar Saudi Arabia and Bahrein	Research	Clingendael
8-10 August 2012	UNPO Conference	Research	Clingendael
23 August 2012	Working visit Young SZW		Clingendael
27 and 29 August '12	Debates Dutch elections 'Rijk achter de Dijken'	Protocol / Events	Clingendael/ De Unie, Rotterdam
30 August 2012	Seminar on Economic Diplomacy	Research	Clingendael
3 September 2012	Seminar CRU/BUZA	Research / CRU	Clingendael

DATE	ACTIVITY	PROGRAM	LOCATION
4 September 2012	Conference Non Proliferation	Research	Clingendael
21 September 2012	Heldring seminar	Research	Clingendael
28 September 2012	Seminar on Mali with ISS	Research	Clingendael
4 October 2012	The NL - EU Paradox	Protocol / Events	Clingendael
4 October 2012	EU debate	Research	Clingendael
10 October 2012	Clingendael 'court': 'Nederland vs. Schengen'	Protocol / Events	Glazen Zaal
23 October 2012	The World Bank's China 2030 Report	Research	Clingendael
23 October 2012	Multi-Level Governance in a Globalising World: Regional authorities and subnational political economy in Asia	Research / IIAS	Clingendael
25 October 2012	China's Rise and Dutch Foreign Policy	Research	Clingendael
30 October 2012	Visit Turkish delegation Center for European Security Studies	Protocol / Events	Clingendael
31 October 2012	Working visit young officers RNLA	Protocol / Events	Clingendael
7 November 2012	Working visit journalists 'Met het Oog op Morgen'	Events	Clingendael
16 November 2012	EU seminar 'Deal or No Deal'	Protocol / Events	Nieuwspoort
19 November 2012	Book presentation NIMH / Dutch Ministry of Defence	Protocol / Events	Clingendael
19 November 2012	Multi-level Governance and Chinese State-Owned Enterprises in Africa	Research / IIAS	Clingendael
21 November 2012	Security in East Asia and beyond. Possibilities for Practical Cooperation between Japan and Europe?	Research	Clingendael
22 November 2012	German-Dutch Defence Cooperation: Added Value Or Just Another Tree in the Jungle	Research	SWP
22 November 2012	Seminar EU as a moving target	Protocol / Events	ProDemos
26 November 2012	Brainstorm session Ministry Foreign Affairs, Dept. Western Hemisphere		Clingendael
30 November 2012	Seminar Business Diplomacy / The Hague Journal of Diplomacy	Protocol / Events	Clingendael
06 December 2012	EU Debate 'Role of Europe in Syria'	Protocol / Events	Hum. House
18 December 2012	EU lunch seminar 'Role of European Parliament after Lisbon'	Protocol / Events	Clingendael
18 December 2012	City Diplomacy: Sino-Dutch Cooperation in Practice	Research / IIAS	Clingendael

ANNEXE B:
OVERVIEW OF COURSES 2012

DATE	ACTIVITY	LOCATION
12 and 13 January	Leergang EL&I, module 4	Clingendael
17 / 20 January	Training RESPA	Montenegro
25 January / 20 March	Indonesia Junior	Clingendael
31 January / 3 February	UNTSO	Clingendael
6 February	Workshop Rotterdam	Clingendael
7 / 9 February	Leergang EL&I, module 5	Clingendael
17 February	EU-simulation students Erasmus University	Clingendael
20 / 23 February	UNESCO OH training	Clingendael
6 / 9 and 20 / 23 March	Course on International Security	Clingendael
8 and 9 March	Leergang EL&I, module 6	Clingendael
19 / 23 March	Capacity Building Pakistan / Bangladesh	Clingendael
14 and 15 maart	Columbus, module 1	Police Academy, Warnsveld
21 and 22 March	Effectieve belangenbehartiging	Clingendael
26 March / 20 April	Great Lakes Region	Clingendael
3 / 5 April	EDP Module IV Onderhandelen	Berlin
12 and 13 April	Leergang EL&I, module 7	Clingendael
16 / 20 April	Indonesië Capacity Building Training	Jakarta
16 April / 11 May	Sudan Midcareer	Clingendael
18 and 19 April	Columbus Module 2	Police Academy, Warnsveld
23 and 24 April	Betrekkingen met de Islamitische Wereld	Clingendael
23 / 27 April	OSCE Oekraïne	Clingendael
24 April 2012	Workshop Nottingham University	Clingendael
25 April 2012	Training Leadership Programme Balkan	College of Europe, Brugge
25 April / 5 June	Course in International Relations and Diplomatic Practice for Junior Diplomats from Bangladesh and Pakistan	Clingendael
9 and 10 May	Effectieve belangenbehartiging voor Gasterra	Groningen
10 / 16 May	South Africa Development Cooperation	Pretoria
11 May 2012	Reflectiebijeenkomst en afsluiting Leergang EL&I	Clingendael
14-16 May	OSCE Expertmissie Oekraïne	Kiev
22 / 25 May	South Africa Capacity Building	Pretoria
23 / 24 May	Columbus Module 3	Police Academy, Warnsveld
29 May / 1 June	Seminar International Negotiations	Clingendael
1 / 30 June	South Africa Research trainee	Clingendael
4 - 7 June	ENTRI	Clingendael
4 - 15 June	Summer School Peace Women and Security Campus	Den Haag
11 June - 6 July	Indonesian Midcareer	Clingendael
12 - 14 June	Attaché course	Clingendael
12 - 14 June	EDP Module V	Copenhagen
20 - 22 June	Working Programme Commission CIE	Clingendael
27 June	Discussion seminar with National Intelligence Council on the Strategic Monitor	Clingendael
2 - 13 July	Course in Strategic Policy Planning for international policy planners and diplomats from the Government of the Republic of Iraq	Clingendael
23 July / 27 July	DRC Capacity Building	Clingendael
23 July / 18 August	Summer Symposium IPSI	Clingendael
21 / 24 August		
4 / 7 September	Course on International Security / Ministry of the Interior	Clingendael

DATE	ACTIVITY	LOCATION
23 August / 26 September	Course on International Politics and Diplomatic Capacity Building for Junior Diplomats from the Islamic Republic of Afghanistan	Clingendael
29 and 30 August	FA and the EU	Clingendael
5 / 6 September	Columbus Module 4	Police Academy, Warnsveld
10 / 12 September	Negotiations within the EU	Clingendael
10 / 14 September	China-course	Clingendael
11 – 27 September	Afghanistan Strategic Policy	Clingendael
19 September / 6 December	LBB 67	Clingendael
23 September / 12 October	Indonesian Defence University	
25 September – 4 December	Course on International Politics (CIP)	Clingendael
1 October	MATRA Balkans	Clingendael
3 and 4 October	JBZ	Clingendael
8 October	Negotiating with the Chinese	Clingendael
8 / 16 October	Senior programme South Africa	Clingendael
10 / 11 October	Columbus Module 5	Police Academy, Warnsveld
15 – 26 October	Indonesian Senior	Clingendael
23 – 26 October	Course on International Security (CIV), module 1	Clingendael
29 October	Course RIVM	Clingendael
29 October / 2 November	HDV	
29 October / 2 November	WTO training	Clingendael
31 October – 1 November	JBZ module II	Clingendael
31 October / 14 November	Midcareer programme South Africa	Clingendael
5 / 8 November	SIN I (Seminar International Negotiations)	Clingendael
6 / 9 November	Course on International Security (CIV), module 2	Clingendael



ANNEXE C:
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