

THE CLINGENDAEL INSTITUTE ANNUAL REPORT 2013



Clingendael
Institute

THE CLINGENDAEL INSTITUTE ANNUAL REPORT 2013



THE CLINGENDAEL INSTITUTE THE HAGUE THE NETHERLANDS
PHOTO BY OSCAR TIMMERS

contents

INTRODUCTION	5
ABOUT CLINGENDAEL	9
GENERAL BOARD	10
CLINGENDAEL ADVISORY COUNCIL ON RESEARCH AND TRAINING	10
CLINGENDAEL RESEARCH	11
SECURITY	12
EUROPE	13
GLOBAL ISSUES	14
ASIA	15
INTERNATIONAL CENTRE FOR COUNTER-TERRORISM	15
CONFLICT RESEARCH UNIT	16
CLINGENDAEL ACADEMY	17
DIPLOMATIC TRAINING	18
CAPACITY BUILDING	21
NEW PROJECTS AND PARTNERS	21
INTERNATIONAL SECURITY AND CONFLICT ISSUES	21
EU TRAINING	22
INTERNATIONAL SKILLS TRAINING	22
INTERNATIONALE SPECTATOR	25
CORPORATE STAFF	27
COMMUNICATION AND MARKETING	28
FINANCES	28
ANNEXES	29
A: OVERVIEW OF CONFERENCES AND EVENTS IN 2013	30
B: OVERVIEW OF COURSES IN 2013	32
C: OVERVIEW OF PUBLICATIONS IN 2013	34
D: OVERVIEW OF ALL CONTRIBUTIONS TO THE INTERNATIONALE SPECTATOR IN 2013	45
COLOPHON	48

COVERPHOTO: KIEV, PROTEST 2013
SOURCE: FLICKR, SACHA MAKSIMENKO

introduction



PHOTO: KABUL
SOURCE: FLICKR, PERETZ PARTENSK

introduction

Clingendael's activities in 2013 moved in time with developments in world politics. Our activities have always been threefold: research; training and education; and public outreach.

If the Netherlands gave the impression at the end of 2012 that it had turned its back on the world, in 2013 this was fortunately less the case. More so than with the first Rutte cabinet, the Netherlands seemed to be more aware of just how dependent it is on the outside world for its prosperity and security. Clingendael's programme reflected this shift. In 2012, our main events had focused on national parliamentary elections and the limited role that foreign policy issues played in the political campaigns (see our publication 'Rijk achter de dijken' [Empire behind the dykes] and our efforts to play a constructive role in the public debate dominated by euroscepticism). In 2013, however, the focus shifted to activities reflecting the Netherlands' urge to participate in world politics rather than concerns over indifference.

This is not the place for me to give an exhaustive report on all these activities, but I would like to highlight several to illustrate the rich programme that Clingendael offered in 2013.

In February 2013, Clingendael Research presented reports on the future of the Dutch armed forces and the protection of merchant vessels against piracy, both of which attracted much attention in the media and politics. This was also the case with the Clingendael Strategic Monitor presented to the Dutch Minister of Defence in the spring. Another future-oriented and policy-relevant project was Futures for Diplomacy, which culminated in a conference in March 2013 attended by foreign ministries from Europe, North America and the Asia-Pacific region. The project fit perfectly with the work of the Advisory Committee on Modernizing Diplomacy in the Netherlands, in which Clingendael's director actively participated.

The new Stability, Development and Rule of Law Research Programme (2013–2016) conducted by the Clingendael Conflict Research Unit (CRU) aims to support and strengthen the work of the Dutch Ministry of Foreign Affairs (MFA) in the field of peace, security and development. The CRU also co-founded and currently runs the secretariat of the Knowledge Platform on Security and Rule of Law, together with The Hague Institute for Global Justice.

On Europe, Clingendael continued to build up its profile through policy papers (For as well as against: the Dutch–EU paradox), lunch debates (on Turkey's accession to the EU and Social Europe) and meetings of experts (The EU's future in 2013: the EU as a Rubik's cube). The Netherlands as an EU member state: a normal partner at last? was published in Dutch and English. Moreover, the events unfolding in Ukraine were foreseen in Clingendael's many contributions to www.euforum.nl.

The International Centre for Counter-Terrorism (ICCT)—a partnership with the Asser Institute and the Leiden University campus in The Hague—continued to specialize in research on and the application of non-repressive forms of counter-terrorism.

Projects that have attracted much international attention include Victims' Voices, which aims at using victims of terrorism in efforts to combat terrorism and radicalization, and the training of prison staff in the Philippines to counteract radicalization among prisoners.

Clingendael Academy can also look back on an excellent year. It has a long and impressive track record, as is clear from its long-term partnerships: last year it celebrated twenty years of partnering with South Africa and ten years of partnering with Indonesia in diplomatic training. In addition to existing activities and new initiatives (including the training of Chinese diplomats and a new international crisis simulation of the Syrian conflict to train senior defence officials), Academy entered upon two prestigious programmes: the training of novice diplomatic officers; and negotiation training for members of the Syrian National Coalition, who were preparing for the difficult peace negotiations in Geneva in January 2014. This very successful training, which was conducted with the utmost discretion, attracted much media attention once it was revealed to the press upon its completion.

Clingendael's Corporate Staff supports its research, education/training and outreach functions. The high point was the transformation of the old library into the beautiful Conference Room 5, where the training of new diplomatic officers began on 1 April 2013. A second, long-awaited result was the launch of the new Clingendael website on 15 May. Digital visitors have increased considerably since the new website went live: there were some 135,000 visitors and over half a million pages clicked during the site's first seven months. Tens of thousands of phone and email requests for comments on developments in world politics were handled.

Other statistics also illustrate how the Corporate Staff department supported a vibrant institute: in 2013, Clingendael offered 51 courses for roughly 928 participants and organized 61 meetings for a total of 2,500 guests. The Clingendael magazine, *Internationale Spectator*, underwent a facelift to bring it in line with the new corporate style. The magazine has had a new interactive website since summer 2013 and also issues a monthly newsletter.

Somewhat unexpectedly, 2013 was a favourable year in financial terms. Employment grew slightly, and some parts of Clingendael did very well financially -even above average in the case of the Academy- so much so that it is unrealistic to expect this level of activities to be maintained. The acquisition of new products and services in new markets (capacity building, mediation training, skills training, etc.) gives us hope for continued success. Clingendael is following with great interest the Dutch Ministry of Foreign Affairs' intention to act on the recommendation of the Advisory Committee on the Modernization of Diplomacy to establish a diplomatic academy.

The Research department experienced varying degrees of success. The Clingendael Conflict Research Unit was successful in bringing in projects for the coming years, as was the International Centre for Counter-Terrorism, but supply and demand did not always match in other research areas. Acquisition outside of the familiar public sector was a difficult task because of four factors: a) lack of financial leeway in the public sector; b) financial vigilance in the private sector; c) inconsistent articulation of demand by the parties that do have the financial resources; and d) Clingendael's own inadequate acquisition skills. To ameliorate this last factor, the project Top Line Growth Plan Clingendael was initiated with support from BoerCroon Consultants.

Even after 2013, this project will be crucial, because the financial perspectives described in our previous annual report and market prospects continue to necessitate vigilance.

about clingendael

In 2013, Clingendael reached a new agreement with the Dutch Ministries of Foreign Affairs and Defence over its 2013–2016 plan, which specifies the allocation of the 2013–2015 subsidy, an important source of income for Clingendael. Dialogue has been initiated with both departments on the preferred relationship and financing from 2015 onwards.

2013 ended with a positive balance of circa €500,000, significantly better than had been budgeted, mainly because of higher-than-budgeted revenue from other subsidies and projects (especially from the Academy and some sectors in Research) as well as lower costs.

The world is increasingly being characterized as 'uncertain', and predicting the future appears to have been replaced by the more cautious goal of 'uncertainty reduction'. This applies to Clingendael as well. That Clingendael is succeeding in this regard is not only apparent from the activities that I have described above but also by the external recognition that the Institute has received. The University of Pennsylvania's Global Go To Think Tank Index Report, which is based on input from no fewer than 6,900 think tanks around the world, ranked Clingendael 31st worldwide. Clingendael also came in 19th place in a list of think tanks with the best external relations/public engagement programmes. We are determined to defend this position in 2014 and, if possible, to improve upon it.

Ko Colijn
Director of the Clingendael Institute



The Netherlands Institute of International Relations 'Clingendael' is a platform that aims to enhance knowledge and insight in international relations. Clingendael acts as a think tank as well as a diplomatic academy. The Institute provides information, undertakes 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 NGOs and the private sector. Clingendael also provides information for the media and the general public.

RESEARCH AND ACADEMY

Clingendael 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 on 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 to conflict prevention, stabilization 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 an MSc in International Relations and Diplomacy.

INDEPENDENCE

The Clingendael Institute is academically independent and as such is 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.

PUBLICATIONS

Clingendael publishes several papers and reports, such as the Clingendael Papers, 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 encompasses a vast network and is inter alia a member of 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.

Clingendael is co-founder and partner of the International Centre for Counter-Terrorism (ICCT) and the Institute of Global Justice (IGJ). The Clingendael Institute is also affiliated with the Clingendael International Energy Programme (CIEP).

general board

[Dr B.R. Bot](#)—Chairman (former Dutch Minister of Foreign Affairs; consultant Meines Holla & Partners)
[Lt. Gen. \(ret.\) M.L.M. Urlings](#)—Vice-Chairman (Former Commander-in-Chief Royal Netherlands Army)
[Mr H.D.A. Haks RA](#)—Treasurer
[Prof. W.M.E. Thomassen](#) (former Judge of the European Court of Human Rights; international expert of the Council of Europe)
[Mr H. Siblesz](#) (from 1 April 2013 onwards)
(former Director-General for Political Affairs/DGPZ-MFA; former Dutch Ambassador in Paris)
[Mrs. M. L. Henneman MA](#) (Director / owner Maria Henneman Media Management BV)
[Dr L.J. Roborgh](#) (Member of various supervisory boards on education)
[Mr D. Scherjon](#) (Advisor to the board Rabobank Nederland; Colonel in the Reserves)
[Prof. J. Colijn](#)—Secretary of the Board (General Director, the Clingendael Institute)

CLINGENDAEL ADVISORY COUNCIL ON RESEARCH AND TRAINING (CAROO)

[Prof. M.A.P. Bovens](#) (Utrecht University; Scientific Council for Government Policy/WRR)
[Prof. T. Heukels](#) (Dutch Ministry of Security and Justice)
[Prof. J.C. Kennedy](#) (University of Amsterdam)
[Dr J. Ramaker](#) (former Dutch Ambassador)
[Mr E. van Middelkoop](#) (former Dutch Minister of Defence)
[Prof. C. Flinterman](#) (Utrecht University; member UN Human Rights Committee)
[Prof. M. Hosli](#) (Leiden University)
[Mr W.I.E. Quaadvlieg LL.M](#) (Confederation of Netherlands Industry and Employers/VNO-NCW)
[Dr W. Asbeek Brusse](#) (Scientific Council for Government Policy/WRR)
[Dr G.J. van der Spek](#) (Communication consultant and trainer)
[Dr N. van Dam](#) (former Dutch Ambassador in Iraq, Egypt, Turkey, Germany and Indonesia)
[Prof. J. Colijn](#) (General Director, the Clingendael Institute)
[Mr R.S. Ton](#) (Director Clingendael Academy; Secretary of CAROO)



AFGHANISTAN, HANDSHAKE
SOURCE: FLICKR, THE U.S. ARMY

clingendael research

Clingendael Research constitutes one of the two pillars for the Institute's reputation as an international think tank and a hub for policy-oriented expertise on international affairs. The objective of the department is to seek pragmatic solutions for important policy challenges in the domain of international relations. In 2013, the focus of Clingendael Research was on the effects of and solutions for the financial crisis in the EU, on international security threats—ranging from Syria to counter-piracy to conflict and peace-keeping in Africa—and broader global developments and challenges, and their effects on the international community and Europe in particular.

SECURITY

In 2013, the Security knowledge group of the Research department of the Clingendael Institute contributed significantly to Dutch public debate on issues related to the future of the defence organization, the dilemmas regarding the public or private protection of commercial shipping against maritime piracy, the ethical and legal questions related to the use of armed drones, and the decisions concerning the Dutch contribution to the MINUSMA mission to Mali.

The output varied from reports and policy briefs to researchers appearing in the media and hearings in the Dutch Parliament. In terms of international outreach, the analysts were successful in presenting reports and organizing international seminars with partners from the European Union (EU), North Atlantic Treaty Organization (NATO), International Atomic Energy Agency (IAEA), Council of Europe, Global Counter-Terrorism Forum (GCTF) and the United Nations (UN). Flagship projects included the seminar organized for strategic partners within the EU and NATO context, after the presentation of the report *Bold Steps in Multinational Cooperation*, and the presentation of the @tomic 2012 report during the 2013 IAEA summit.

Clingendael also established a special task force assigned to organize the Nuclear Knowledge Summit, which was the official parallel event to the Nuclear Security Summit that took place in March 2014 in The Hague.

During 2013, the Security group also established strategic partnerships with other organizations, such as the Dutch Police Academy, the Harry S. Truman Research Institute for the Advancement of Peace (Jerusalem), the Palestinian Academic Society for the Study of International Affairs (PASSIA), as well as close working relationships in projects with, for example, the Stimson Center and the Folke Bernadotte Academy.

Another landmark achievement for 2013 was the second Clingendael Strategic Monitor. Clingendael's expertise on future- and scenario-related work was furthermore requested for the multi-stakeholder National Risk Assessment project (Nationale Risicobeoordeling), an interdepartmental scenario-oriented project aimed at helping Dutch government agencies to review their capacities and increase their preparedness for potential security and safety risks at the national level. Other scenarios that were developed focused on Iran and the effects of technical developments. Clingendael analysts also participated in the NATO Strategic Foresight Meetings.



Clingendael Director Ko Colijn and Dutch Defence Minister Jeannine Hennis during the official presentation of the Strategische Monitor

EUROPE

In 2013, Clingendael's activities on the European Union focused on the crossroads of policy analysis, academic work and contributing to the public debate. Political relevance and policy priorities were the determinants in the selection of research topics. The main fields of interest were the consequences of the financial-economic crisis and the subsequent discussion on the shifting inter-institutional balance of power among the Council, European Commission and the European Parliament.

Besides media performances and op-eds in news outlets, concrete output on these themes consisted of policy papers on European taxes, economic contracts, and control over the quality of rule-of-law systems in the EU member states. Clingendael also contributed to book chapters and (international) articles on the position of the Netherlands in the EU and the development of European economic governance. Interviews with politicians and European civil servants provided input for the research, some of which was published online to provide insights into the views and knowledge of key persons.

Moreover, the book "The Netherlands as an EU member: awkward or loyal partner?" (Schout and Rood (eds), Eleven International Publishing and Boon) was presented, which gives insight into the deep linkages of the Netherlands with the EU.



The Netherlands as an EU Member: Awkward or Loyal Partner?

eleven

Adriaan Schout & Jan Rood (eds.)

In cooperation with national and European think tanks, Clingendael organized public and expert debates related to the above-mentioned themes and provided training on the current state of affairs of European integration. The outreach and international contacts resulted in ideas and requests for enhanced cooperation in 2014, further strengthening the position of Clingendael in the field of European think tanks.

The projects of 2013 laid down the basis for the work programme of 2014, which will continue with the discussions on the European Commission's institutional developments, the relevance of subsidiarity, the European Parliament's use of its competences and the European elections.

GLOBAL ISSUES

Clingendael's Global Issues team carried out research projects on a wide range of subjects aimed at supporting governments and international organizations in their efforts to deal with policy challenges on global public goods, transnational governance, trends in diplomacy and non-traditional foreign policy issues.

Together with the Netherlands Environmental Assessment Agency (PBL), Clingendael carried out a research project on an increasingly internationally recognized important challenge: the geopolitical dimension of land degradation. Its report provides a conceptual overview on the relationship between land degradation and associated food and water scarcity on the one hand, and risk of conflict on the other hand, and uses case studies to illustrate this relationship. The report was presented at a seminar of experts in March 2014.

As a partner in the Water Diplomacy Consortium, Clingendael co-organized an international conference on water security and peace, which brought together over 150 experts in the field of diplomacy, international water legislation, trans-boundary and intra-state water conflicts, and conflict resolution. In 2014 Clingendael aims to expand its research activities on water diplomacy and scarcity.

Together with The Hague Institute for Global Justice, a feasibility study was carried out on the legitimacy of transnational governance. The project resulted in five papers, mapping out and examining the challenges related to democratic legitimacy. Case studies were conducted in the areas of non-proliferation of weapons of mass destruction, financial-economic governance (the G20), climate change and health. The papers were discussed at a seminar of experts in 2014.

In March 2013, an international conference on 'Futures for Diplomacy' was organized with the participation of foreign ministries from Europe, North America, and the Asia-Pacific region. The conference discussions took the 2012 Clingendael Report Futures for Diplomacy: Integrative Diplomacy in the 21st Century (funded by the Finnish government) as a starting point and resulted in a Policy Brief on foreign ministries in a post-Western world. Commissioned research on the future of diplomacy in the digital age will be continued, and Clingendael publications about trends in diplomacy were also published in Mandarin Chinese.

Clingendael also published policy briefs on the geopolitical implications of TTIP (the Transatlantic Trade and Investment Partnership) and on effective multilateralism. The policy briefs linked insights on the reform of multilateral institutions and transatlantic trade negotiations to ongoing debates on the EU's repositioning in a changing world.

ASIA

Clingendael's activities on the Asia-Pacific region resulted in analysts contributing to conferences on Asia, both in Asia and in Europe. The team also organized prominent Asia-related events in The Hague, as well as co-organized seminars of experts in Seoul and Beijing. Among many meetings in The Hague, an international conference on Culture and Understanding in China-Europe Relations attracted a great deal of attention in Europe and China.

The topic of democracy in Asia was discussed at an international seminar on the Bali Democracy Forum with leading experts/practitioners from Indonesia. Other events on Asia included seminars on the Asian Development Bank, maritime security in the Indian Ocean (co-organized with the Brussels Institute of Contemporary China Studies (BICCS) and Institute of Global Justice (IGJ)), the regional security order in East Asia, Sino-Sudanese relations (co-organized with EPA Network) and Sino-Laos relations (co-organized with the International Institute for Asian Studies (IIAS)).

Clingendael staff published various articles and reports, not only about Asia but also in Asian academic outlets and the media, which reflects a fast-growing network in countries such as China, Japan and South Korea. The Institute's own online platform on Asian affairs, the Clingendael Asia Forum, continued its series of opinion articles.

INTERNATIONAL CENTRE FOR COUNTER-TERRORISM

The International Centre for Counter-Terrorism (ICCT) published eleven Research Papers and twelve Policy Briefs/Commentaries in 2013. Themes varied from analyses on Tunisia and Nigeria and the nexus between security and development to the governance challenges and legal implications of foreign fighters. In 2013, the ICCT also supported the launch of the International Crimes Database, a comprehensive catalogue of international crimes adjudicated by international and domestic courts, with the aim to develop a better understanding of international criminal law and provide valuable and unique information about the most serious international crimes, including terrorism.

The ICCT also organized international conferences. In January 2013 over 25 international experts and practitioners—including Gilles de Kerchove (EU Counter-Terrorism Coordinator) and Jelena Pejic (Legal Advisor of the International Committee of the Red Cross, ICRC) – discussed the legal relationship between *jus ad bellum* and *jus in bello* in relation to counter-terrorism in a two-day conference on 'Boundaries of the Battlefield'. Another event organized by the ICCT was the Expert Roundtable Meeting on 'Radicalization, De-Radicalization and Counter-Radicalization'.

Capacity building is a new service of the ICCT. A pilot project on Managing, Rehabilitating and Reintegrating Violent Extremist Offenders was carried out in a South-East Asian country, with funding secured for implementation in other countries. The ICCT also carried out a project on Empowering Victims' Voices. This project, which was managed by Associate Fellow Max Boon, explored effective ways to include victims' voices structurally in the fight against violent extremism.

In terms of international agenda setting, the ICCT's Director Peter Knoope—in his capacity as the co-chair of the EU Radicalization Awareness Network's (RAN) Working Group on Internal/External Factors—promoted greater understanding of the phenomenon Engagement with Foreign Fighters for Prevention, Outreach, Rehabilitation and Reintegration. The ICCT also wrote a guidance paper to support the curriculum design process of the International Institute for Justice and the Rule of Law in Malta, an initiative sponsored by the Global Counter-Terrorism Forum (GCTF), which will open in 2014.

CONFLICT RESEARCH UNIT (CRU)

The Conflict Research Unit (CRU) is a specialized team conducting research on the nexus of crisis, violence and development. Translating complex research questions into practical policy and programming advice, CRU aims to assist national and multilateral governmental and non-governmental organizations in their engagement in fragile and conflict-affected situations. In 2013, the CRU team combines operational and policy experience with the strong analytical skills that are needed to cover the entire spectrum of investigative research, policy work and programming support.

Building upon a long-standing partnership, CRU entered into a new four-year cooperation agreement with the Netherlands Ministry of Foreign Affairs in 2013. Through the Stability, Development and Rule of Law Research Programme (2013–2016), CRU aims to support and further strengthen the work of the Ministry in the fields of peace, security and development. As part of the programme, CRU has conducted several country-specific political economy analyses to help guide the formulation and implementation of (Dutch) policies and programming. These analyses focused mostly on the Middle East and North Africa region (Libya, Lebanon, Yemen and Syria), as well as on the Sahel region (Mali) and the Horn of Africa (Somalia and South Sudan). Other projects looked into various contemporary and emerging policy challenges, including the increase of non-conventional armed violence involving non-state actors; the need to strengthen the comparative advantage of different UN actors involved in peace-keeping and peace-building missions; and the need to strengthen private sector development in fragile settings in order to ensure stable and inclusive development.

CRU also provided services to a range of other clients in 2013, including the governments of Denmark, Germany and the United Kingdom; the European External Action Service (EEAS); the Norwegian Peace-building Resource Centre (NOREF); International IDEA (the Institute for Democracy and Electoral Assistance); the United Nations Development Programme (UNDP) Bureau for Crisis Prevention and Recovery and the UN Peace-building Support Office; and NGOs such as Cordaid and the Dutch development organization SNV.

Finally, CRU manages—in collaboration with the Hague Institute for Global Justice—the Secretariat for the Knowledge Platform Security and Rule of Law (KPSRL) on behalf of the Netherlands Ministry of Foreign Affairs. The KPSRL brings together policy-makers, practitioners and researchers working on strengthening security and the rule of law in fragile settings—both from the global North and South—to enhance an exchange of knowledge on these issues and to identify knowledge gaps in this regard.



PARTICIPANTS DURING A NEGOTIATION EXERCISE
SOURCE: THE CLINGENDAEL INSTITUTE

clingendael academy

Clingendael Academy experienced a successful year with many new initiatives and projects for a variety of target groups and different clients. Just to mention a few: after 12 years the training for starting junior Dutch diplomats ('het klasje') returned to Clingendael; a completely new negotiation game was developed and executed for students of the Higher Defence College; we won a contract together with Leuven University providing EU training for civil servants of the Flemish government in Brussels. Members of the Syrian National Coalition were trained at Clingendael for strengthening their negotiation skills. Besides these tailor made projects, fellows of the Academy designed a new offer for open registration courses to be enrolled in 2014.

DIPLOMATIC TRAINING

Clingendael Academy offered more than 25 tailor made training programmes to foreign diplomats at different stages of their careers. Clingendael Academy's strength comes from its innovative methodology, which combines practical and theoretical elements in order to improve participants' diplomatic skills, as well as their knowledge and understanding of contemporary international policy issues geared to their region and countries.

Special emphasis was placed in 2013 on analysing new trends and developments in diplomacy and on helping participants to acquire the competences required to deal with twenty-first century innovative ways of practising diplomacy. Public diplomacy, virtual diplomacy, water diplomacy, social media and economic diplomacy were among the topics covered.

The Academy's training programmes respond to the specific needs of the mandating organization or institution. In order to design and implement these programmes, the Academy relies on the expertise of an increased team of dedicated international relations experts. Thanks to this in-house capacity, the Academy has been able to continue its traditional and well-established training while at the same time hosting new groups (such as the Arab region's junior diplomats, Chinese diplomats, or government officials of the World Trade Organization (WTO)).

The Clingendael Academy training programme for foreign diplomats can be divided into two sub-groups: training organized on a national basis for individual countries, such as Indonesia, South Africa, Afghanistan, South Sudan and Sudan, some of which are long-existing partners in diplomatic training; and training organized on a regional basis for multinational groups of countries.

The national training programmes that were offered in 2013 were for the most part delivered on a multi-level basis (i.e., different training sessions for junior, mid-career and senior diplomats), whereas the regional training programmes focused either on a specific regional organization (such as the International Conference on the Great Lakes Region, or the Association of South-East Asian Nations (ASEAN)), or simply covered a geopolitical region (such as the Arab region, Central Asia, or the Western Balkans and Turkey).

Whatever the format, the participants were also provided with ample networking opportunities, as well as chances to enhance their professional performance. As one of the Arab diplomats put it: 'As far as I am concerned, the programme was one of the most important cultural and professional aspects of my personal experience'.



Chinese diplomats visit NATO-headquarters in Brussels

From 1 April to 28 June 2013, a new batch of junior diplomats from the Dutch Ministry of Foreign Affairs was trained at Clingendael Academy. The course was based on a new didactic concept that revolves around practical cases, such as putting together a dossier for an international conference on Syria, or preparing for the minister's general meeting with parliament. These cases were linked to essential skills and knowledge of both international relations as well as day-to-day work at the ministry. During the course the participants were taught by academics, trainers and practitioners. Apart from many thematic lectures, the participants also practised important international skills, such as effective influencing, intercultural communication and international negotiation. The programme also allocated ample time to further explore the interdepartmental dimension of the ministry's work. After having completed the course, each participant received a report concerning his or her development on a number of key competencies during the course.



'Het Klasje' 2013, with Clingendael staff Foppe Wiersma (front left), Nils de Mooij (last row, second left), Henriëtte den Ouden (right, second row), and Clingendael Academy Director Ron Ton (front row, centre)

68TH COURSE ON INTERNATIONAL RELATIONS (LEERGANG BUITENLANDSE BETREKKINGEN)

Every autumn Clingendael Academy hosts its longest running course: the Course on International Relations. This training course offers participants a way to bridge the gap between theory and practice. In 2013 the course took place for the 68th time. The group of participants consisted of 25 eager professionals and recent graduates, including people from the Dutch Navy, the Netherlands Institute for Multiparty Democracy (NIMD), the Centre for the Promotion of Imports from Developing Countries (CBI) and the Municipality of Amsterdam. During the twelve-week programme, they immersed themselves in many relevant topics, such as trends in international security, water diplomacy, the rise of the East and economic diplomacy. They were also trained in international skills, including negotiation, debating and lobbying.

TRAINING FOR THE MINISTRY OF ECONOMIC AFFAIRS, DG-AGRO

In 2013, the Course on International Policy (Leergang Internationaal Beleid), which has existed since 2000, was transformed into a course for the agricultural directorate (DG-Agro) of the Dutch ministry of Economic Affairs. New elements were introduced into the course programme, such as the nexus of climate, water, energy and food security. By including more relevant working visits and a group assignment on a current international dossier, the course's focus on practical applicability has become even more prominent.



Participants of the LBB with guest lecturer Frits Bolkestein (r.), former Dutch minister of Defence and liberal figurehead, during the opening of their course

CAPACITY BUILDING

STRATEGIC PARTNERS IN ASIA, AFRICA AND EUROPE

Clingendael Academy is engaged in capacity building in diplomatic training with other diplomatic academies across the world. Strategic partners include the Centre for Education and Training of the Indonesian Ministry of Foreign Affairs, and the Diplomatic Academy of the Department of International Relations and Cooperation of South Africa. In 2013, seminars on interactive training techniques were organized in Jakarta (first quarter, focusing on international negotiations simulations) and Pretoria (second quarter) as part of the respective multi-year cooperation with these two partners. The training in Pretoria took on an interdepartmental dimension by including trainers and training directors from different ministries, including the South African President's Office. As part of the programme, participants produced interactive exercises, including role plays and case studies, for use in their ministries' respective training programmes.

Cooperation with the Foreign Service Academy of Pakistan and the Foreign Service Academy of Bangladesh also continued in 2013. Starting with an exploration of trends in diplomatic training, the week-long train-the-trainer programme in The Hague explored a variety of interactive training techniques in diplomatic training that are currently in use at Clingendael.

Within Europe, in 2013 the Bulgarian Diplomatic Institute (BDI), one of Clingendael Academy's oldest partners in capacity building, celebrated its ten-year anniversary. In October 2013, Clingendael Academy Director Ron Ton contributed to a regional conference on the challenges of the diplomatic service, which was organized by the BDI and which explored new challenges in diplomacy and the consequences for diplomatic training. At the conference, he was honoured—together with co-founder Zdravko Popov—with an award given by BDI and the Bulgarian MFA for his and Clingendael's role in the creation and development of the BDI since its founding in 2004.

NEW PROJECTS AND PARTNERS

In addition to our capacity building cooperation with existing partners, new projects were launched. For the republics of Central Asia, a week-long training course in institutional capacity building was organized (Institutional Capacity and Strategies in Diplomatic Training), in which participants explored junior, mid-career and senior-level training profiles; considered the strengths, weaknesses and opportunities and threats for their academies in terms of diplomatic training; and started working on institutional strategies. Finally, a new partnership was forged with the nascent Diplomatic Academy of Kosovo, which was formed within Kosovo's Ministry of Foreign Affairs in 2013 and is to become an independent organization in 2014. Clingendael trainers facilitated the Diplomatic Academy of Kosovo's staff, director and members of the advisory board, through training in Pristina as well as consultation in The Hague, on drafting a vision and mission statement, identifying the MFA's training needs, and laying the foundation for an entry-level diplomatic curriculum.

INTERNATIONAL SECURITY AND CONFLICT ISSUES

In the field of security training, Clingendael Academy used the first half of 2013 to reconnect with and listen to needs in the widened field of (inter)national security professionals in the Netherlands and in Europe. We learned that the current demand focuses on short-term, knowledge-intensive, practice-oriented courses, and thus adjusted our course offerings accordingly. Several of these projects are highlighted below.

One of our long-standing clients, the Higher Defence College had expressed the need to learn more about negotiating on an international political level. For this occasion, we developed a completely new intensive two-week programme for the 36 career officers. During the first week, they followed a variety of lectures and workshops. The second week evolved around practical political-strategic negotiations in the context of NATO and the EU on a fictionalized Syrian scenario. The course was highly rated by both participants and the coaches from the Netherlands Defence Academy.

On 1 April 2013, the second phase of Europe's New Training Initiative (ENTRI) project kicked in. As part of the twelve-member consortium, on a regular basis Clingendael Academy conducts training courses for civilian crisis management. In October 2013, the Specialization Course in Negotiation and Mediation took place with 23 participants, mainly from Europe and South Asia. In January 2014, Clingendael Academy for the first time hosted a pre-deployment training, in this case for Afghanistan. Besides the delivery of courses, Academy also participated in the consortium's engagement with the European External Action Service (EEAS) and the European Security and Defence College (ESDC), focusing on improving the EU's capacity regarding civilian and military missions. As part of its outreach, Academy has strengthened its relations with the new Dutch National Police. On an annual basis, Clingendael organizes the International Course for Senior Police Officers ('Columbus') together with the Police Academy, as well as regular contacts with key interlocutors at the staff of the National Police Commissioner, the Police Academy, Europol, Interpol and regional police units. Cooperation is currently concentrated on providing general courses in international security affairs, specific mission pre-deployment training, and skills in international cooperation.

EU TRAINING

New clients found their way to Clingendael Academy to improve their organization's knowledge and capacity for effective representation of interests and lobbying in the European Union. Intensive two-day training courses in this field were given to groups from Statistics Netherlands (CBS), the Province of Noord-Brabant, the independent research organization TNO—innovation for life, and to a mixed group of Dutch government officials. Courses on EU decision-making and policy and their relationship to national ministries were given to the Dutch ministries of Education, Culture and Sciences, and Foreign Affairs. At the request of the MFA, Clingendael Academy, in close cooperation with Clingendael Research, developed a one-day course on EU external representation in multilateral organizations. This course was given twice, with one course open to participants from all the ministries. Because of the relevance of this topic to the Ministry of Infrastructure and the Environment, which is dealing with many international organizations, a similar programme was tailored to the practice and cases of this Ministry.

INTERNATIONAL SKILLS TRAINING

International skills training gained a more visible role in Clingendael training courses in 2013, as part of a strategy to launch it as a unique product, so that it becomes a solid revenue provider for Clingendael Academy in the coming years. International skills training consists of the following modules: presentation; lobbying; intercultural communication; negotiation; and mediation. Steps were taken to develop in-house capacity for all five modules, including a pilot mediation training course during summer 2013 for staff from the ministries of Foreign Affairs and of Defence.



Career officers of the High Defence College participating in the Clingendael negotiation simulation



Clingendael negotiation is the most developed of the modules and is well known around the world. During the past year, Clingendael's negotiation team provided more than 100 training sessions over roughly 350 training days for approximately 1,500 professionals and diplomats from 75 countries and six continents. These sessions were conducted at Clingendael, but also on location in 26 countries. For example, training sessions have been conducted for: the International Organization for Migration (IOM); Dienst Terugkeer en Vertrek (DT&V, Repatriation and Departure Service of the Dutch Ministry of Security and Justice); Ministry of Foreign Affairs of the Netherlands; Ministry of Foreign Affairs of Malaysia; the Regional School for Public Administration (ReSPA) in Montenegro; the International Criminal Court; the Organization for Security and Cooperation in Europe (OSCE); the International Institute for Peace and Security (IPSI); UNESCO-IHE; the European Commission; and the Turkish National Police.



The representatives of the SNC with Clingendael staff, Paul Meerts (l.), Wilbur Perlot (3rd. l.) and Ron Ton (8th l.)

At the end of 2013 Clingendael trained representatives of Syria's main opposition alliance, the Syrian National Coalition (SNC). Clingendael developed the programme at the request of the Ministry of Foreign Affairs of the Netherlands. The programme focused on the use of different strategies and the influence of psychology in negotiation processes. Trainer Wilbur Perlot commented: "The participants were challenged to enlarge their experience in diplomatic processes and to sharpen their negotiation skills. This is very important for future negotiations, for the mutual coordination and cooperation with the international community."

internationale spectator



SYRIAN BORDER
SOURCE: FLICKR, FREEDOM HOUSE

internationale spectator

The year 2013 marked the 67th volume of the Internationale Spectator. The journal embarked on the 'digitalization trail' with the publication of a monthly online Newsletter and the launch, in July 2013, of a new interactive website. This site introduces articles on present-day topics (such as the Syrian crisis or Iran's nuclear weapons) and offers visitors the possibility to respond to specially selected articles from the paper edition.

The paper edition was restyled and new sections were included, such as the monthly Redactioneel. To emphasize the special relationship between the Spectator and the Clingendael Institute, the journal was renamed 'Internationale Spectator, Clingendael Magazine voor Internationale Betrekkingen'.

Important topics that were covered included the aftermath of the Arab Spring, issues of migration, the future of the Netherlands' defence forces, global public goods, the new challenges for the Dutch diplomatic service, and regional security. Moreover, specialized subjects included China's new leadership, the intervention in Mali, the Joint Strike Fighter, Dutch jihad fighters, and the 100th anniversary of the Peace Palace in the Hague.

The Internationale Spectator is published by Koninklijke Van Gorcum BV on behalf of the Netherlands Institute for International Relations 'Clingendael', in cooperation with the Royal Institute of International Relations EGMONT in Brussels. Annexe D (p.45), presents an overview of all contributions to the Internationale Spectator.



corporate staff

The Corporate Staff is responsible for communication and marketing, finances, human resources, IT, facilities management, documentation, the secretariat and assisting fundraising activities. The new staff evaluation policy came into force in 2013. In order to develop further the knowledge and skills of its staff, Clingendael facilitated and financed various training programmes on inter alia coaching skills, project acquisition and fundraising, intercultural competences, financial administration and presentation skills. In 2013 the Institute employed in total the equivalent of 66 full-time employees (including secondments from the Netherlands Ministry of Foreign Affairs). Thirteen employees left Clingendael during the year, while seventeen new colleagues were welcomed. In total, 23 interns from Dutch and international universities and institutes of higher education worked at Clingendael for an average period of three to four months. They contributed to the various research and training activities and events of the Institute. The gender balance on 31 December 2013 was 41 female and 31 male employees.

Clingendael hosted thirteen general meetings and lectures for representatives of the diplomatic corps, experts, the media, policy-makers and politicians. The topics of the meetings included: 'The Velvet Divorce: Twenty Years After'; 'Kosovo: Five Years of Independence—Achievements and Challenges'; and 'Romania: A Reliable Partner for a Stronger European Union'. As from April 2013, Clingendael has a fifth fully equipped room for lectures and training activities, with a capacity of fifty people. Clingendael rents its premises (Huys Clingendael) from the municipality of The Hague.

COMMUNICATION AND MARKETING

In 2013 Clingendael's Communication unit continued to develop numerous projects that had been initiated during 2012. These projects concerned both internal and external PR and communication. Regarding internal communication, the unit focused on more intensive brainstorming with other departments about ongoing processes, such as customer relations management and a more streamlined communication on output and activities for a more customized PR and marketing approach. The new guidelines for the corporate style were also further implemented. With regard to external communication, various releases of the redesigned website took place to improve a number of functionalities, and the media network further expanded. There were also some changes within the staff: in August 2013 the online communication advisor left Clingendael and was temporarily replaced by an interim online consultant. In December 2013 the newly appointed marketing and communications consultant took office.

FINANCES

As 2013 turned out to be a positive year financially. As expected, the basic subsidy was lower than in 2012. However, this was more than compensated for by the increased revenues from other projects (subsidies, grants, orders and open registration courses). In combination with the decrease in various costs such as housing – thanks to the municipality of The Hague – the positive financial result was € 547,000. Unlike in 2011 and 2012, there were no additional costs in 2013 for the reorganization process. In 2014 there will be a further decrease in basic subsidy of € 200,000. However, the combination of a healthy order book and a further decrease in costs should lead to a positive result again in 2014. The main effort for 2014 will be the financial results of the Institute's projects. All staff members have to feel responsible not only for the substantive results, but also for the financial results of their projects. Clingendael has been working on this in 2013, but much effort is again required for 2014.

FINANCIAL OVERVIEW FOR 2013

	2011	2012	2013
Basic subsidy	€ 2.8 mln	€ 2.6 mln	€ 2.4 mln
Project revenues	€ 5.4 mln	€ 4.9 mln	€ 6.1 mln
CRU subsidy revenues	€ 1.0 mln	€ 0.8 mln	€ 0.9 mln
Staff costs	€ 4.4 mln	€ 4.2 mln	€ 4.4 mln
Corporate costs	€ 2.5 mln	€ 1.5 mln	€ 1.3 mln
Project costs (inc. CRU)	€ 2.7 mln	€ 2.4 mln	€ 3.2 mln
TOTAL RESULT	- € 373,000	€ 264,000	€ 547,000

annexes



SOUTH SUDAN
SOURCE: FLICKR, EUROPEAN COMMISSION - DG ECHO

ANNEXE A: OVERVIEW OF CONFERENCES AND EVENTS IN 2013

DATE	ACTIVITY
23–24 January 2013	Conference on ‘Bold Steps in Multinational Cooperation’
25 January 2013	Conference on ‘The Future of Human Rights in Europe: Threats and Challenges’
29 January 2013	Seminar on ‘A Velvet Divorce: 20 Years since the Establishment of the Czech Republic and Slovakia’
31 January 2013	Seminar on ‘Chinese Investment in Laos’
12 February 2013	Seminar on ‘Romania: A Reliable Partner for a Stronger European Union?’
21 February 2013	Debate on ‘Ever Closer Balkans’/visit by Boris Tadic
22 February 2013	Policy Briefing on ‘Arab Spring Negotiations: Conclusions for Policy-makers’
27 February 2013	Seminar on ‘Does the Netherlands Take the European Parliament Seriously Enough?’
27 Feb–1 March 2013	Conference on ‘The 2014 Nuclear Security Summit: Challenges and Opportunities’
1 March 2013	Working visit unit for the acceleration of development in the provinces of Papua and West Papua
4 March 2013	Conference on ‘The Contribution of the Netherlands to EU Foreign Policy’
6 March 2013	Conference on ‘EU–Moldova Dialogue: The Way Ahead’
6 March 2013	13th Clingendael European Health Forum
7 March 2013	Seminar on Sino-Sudanese relations, ‘A Sudanese Perspective’
13 March 2013	Seminar on ‘Crash Course to Nuclear Diplomacy’
14 March 2013	Conference on ‘The Futures for Diplomacy’
18 March 2013	Lecture by Bulgarian Minister of Foreign Affairs
20 March 2013	Seminar on ‘Japan and Regional Security in North-East Asia’
21 March 2013	Roundtable on ‘China’s Foreign Strategy’
25 March 2013	Roundtable on Georgia
10 April 2013	Presentation on ‘Kosovo: Five Years of Independence—Achievements and Challenges’
15 April 2013	Roundtable on ‘The EU and Maritime Security in the Indian Ocean’
16 April 2013	Seminar on ‘EU and Maritime Security in the Indian Ocean’
25 April 2013	Official opening of the Japanese Garden
26 April 2013	Working visit by the Minister of Justice of Saudi Arabia
28 April 2013	Panel discussion on ‘The Future of the Arab Spring: Processes of Negotiation’/USIP
28 April 2013	Panel discussion on ‘Mediation and the Future of the Middle East’/Johns Hopkins University’s School of Advanced International Studies (SAIS)
1 May 2013	Superforecaster Workshop; IARPA Superforecaster Conference; Good Judgement Project, University of Pennsylvania
14 May 2013	Book presentation for ‘Nederland als Europese lidstaat: eindelijk normaal?’ [The Netherlands as a European State: Finally Normal?]
22 May 2013	Seminar on ‘The Shifting Balance of Power in Europe’
23–24 May 2013	Conference on ‘Processes of International Negotiation (PIN)’
27 May 2013	Seminar on ‘Iraq Ten Years After’
29 May 2013	Roundtable on ‘Rule of Law in EU Enlargement’
29 May 2013	Presentation on ‘The Rule of Law Challenges in Montenegro’
31 May 2013	Seminar on ‘International Trends regarding the Use of Private Security Companies for Protection against Maritime Piracy’
10 June 2013	Roundtable on ‘China–EU Relations’
15 June 2013	Lunchtime lecture on ‘Europees Economisch Bestuur: een kritische momentopname’ [European Economic Governance: A Critical Snapshot]/Huis van Europa
17 June 2013	Lecture on ‘Rusland en de relatie met Nederland’ [Russia and the Relationship with the Netherlands]
20 June 2013	Roundtable with the Deputy Minister of the Mainland Affairs Council of Taiwan
27 June 2013	Seminar on ‘In de achterkamer van diplomatie’ [In the Backroom of Diplomacy]
27 June 2013	Debate on ‘Een sociaal Europa: doekje voor het bloeden of hard nodig?’ [A Social Europe: A Mere Palliative or Badly Needed?]
27 June 2013	Presentation of Strategische Monitor 2013
15 July 2013	Seminar on the Lithuanian EU Presidency, ‘Promoting a Credible and Open Europe’
22 July 2013	Seminar on ‘Shanghai publieksdiplomatie’ [Shanghai’s Public Diplomacy]
27 August 2013	Working visit of Indonesia’s National Resilience Institute
29 August 2013	Panel discussion on ‘International Criminal Justice and the Role of Social Media’

DATE	ACTIVITY
27 August 2013	Working visit of Indonesia’s National Resilience Institute
29 August 2013	Panel discussion on ‘International Criminal Justice and the Role of Social Media’
30 August 2013	Expert-seminar on ‘Uitbreiding van toezicht op de rechtsstaat in de EU’ [Extension of Monitoring the Rule of Law in the EU]
3–5 September 2013	Session of OSINT I
10 September 2013	Seminar on ‘Beyond Transitions’
18 September 2013	Seminar on ‘Looking Ahead: The Nuclear Security Summit 2014 in The Hague’
18 September 2013	Expert meeting on ‘Youth Entrepreneurship Development in Conflict-Affected Environments’
19–21 September 2013	Conference on ‘Culture and Understanding in China–Europe Relations’
20 September 2013	Workshop on ‘Continuity versus Disruption: Politics and State Formation in Yemen’
30 September 2013	Seminar on ‘Addressing Post-Transition Fragility in Somalia: Imperatives for Change through the New Deal’
2 October 2013	NATO FFAO Workshop on ‘The New York Times Energy for Tomorrow Conference’
8 October 2013	Roundtable on Ukraine, ‘Ukraine and the EU: Road To and Beyond Vilnius’
11 October 2013	PIN Workshop on ‘Is Reconciliation Negotiable?’
21 October 2013	Seminar on ‘Communicating Europe: At Ease with the World?’
28 October 2013	Expert-seminar on ‘Indonesia’s Rise and Democracy Promotion in Asia’
28 October 2013	Public lecture on ‘Democracies, Non-Democracies and Democratization in Asia’
29 October 2013	Seminar on ‘De toekomst van de Europese defensie-industrie en de Nederlandse belangen’ [The Future of the European Defence Industry and the Dutch Interests]
6 November 2013	Expert meeting on ‘21st Century Diplomacy and China: Seminar in Beijing’
7–8 November 2013	Seminar on ‘Debating Global Trends and China’
8 November 2013	Expert-seminar on ‘The Vilnius Summit: Brussels versus Moscow?’
14 November 2013	Lecture by Minister for European Affairs and Foreign Trade of Finland: ‘EU—Why, Where, How and with Whom?’
14–15 November 2013	International Conference on ‘Water Security and Peace’
15 November 2013	Seminar on ‘Future Role of the US and Strategic Uncertainty in East Asia’
21 November 2013	Seminar on the Asian Development Bank
22–23 November 2013	Conference on ‘European Challenges: Democracy and Legitimacy of the EU’
25 November 2013	Working visit of the Netherlands Ministry of Infrastructure and Environment
26 November 2013	Seminar on ‘How to Engage and Retain the Millennial Mind in the Digital Era’
28 November 2012	Workshop on ‘Moderator: Human Domain’; NATO Strategic Foresight Analysis Workshop/FFAO
4 December 2013	Presentation on ‘Civil–Military Capacities for European Security’
10 December 2013	Working visit of President of Burundi
11 December 2013	Lecture on ‘Dag van Het Onderzoek’ [Day of the Research]/KPMG
12 December 2013	Instructor Scenario and Futures Forecasting/Risk Assessment Training; ICTY
10–12 December 2013	Session of OSINT II
16 December 2013	Seminar on ‘Islam en democratie: een gecompliceerde relatie’ [Islam and Democracy: A Complicated Relationship]
16 December 2013	Lunchtime lecture on ‘Turkse toetreding tot de EU: een kwestie van tijd?’ [Turkish Accession to the EU: A Matter of Time?]
20 December 2013	Public lecture on ‘How to Understand China Today’, by Professor Zhang Weiwei

ANNEXE B: OVERVIEW OF COURSES IN 2013

DATE	COURSE
10 January–20 Feb.2013	Training for diplomats of Armenia, Azerbaijan, Georgia and Moldova
21–25 January 2013	Indonesian Capacity-building training
28–31 January 2013	United Nations Truce Supervision Organization (UNTSO) course for military observers and partners
5–6 February 2013	EU course for the Province of North Brabant
7–8 February 2013	Course on International Policy for DG Agriculture, module 1
8 February 2013	EU Simulation for Erasmus University
14 February 2013	Training on Negotiations of Legislation and Policy, College of Europe, Bruges
18–22 February 2013	UNESCO–IHE International Negotiations training
25 Feb.–19 April 2013	Training for junior diplomats from Indonesia
25 Feb.–1 March 2013	Capacity-building training for diplomats from Pakistan and Bangladesh
5–8 March 2013	Bulgarian Diplomatic Institute, ‘Capacity-building: Train the Trainer and Negotiations’
4–6 March 2013	EU training for the Dutch Ministry of Education, Culture and Science
4 March–12 April 2013	Training for junior diplomats from the Arab Region—CDAR I
11–12 March 2013	Workshop on scenario planning for Thai diplomats
14–15 March 2013	Course on international policy for DG Agriculture, module 2
15 March 2013	Training on EU accessions, College of Europe, Bruges
18 March–12 April 2013	Course for diplomats from the African Great Lakes region
2 April–28 June 2013	‘International Policy’ for young Dutch diplomats (‘Het Klasje’)
15 April 2013	Workshop on International Negotiations, Nottingham University
15–17 April 2013	Course on International Policy for DG Agriculture, module 3
15–18 April 2013	Training in International Negotiations for South African diplomats
17–19 April 2013	Columbus course for senior policemen, block 1
17–19 April 2013	European Diplomatic Programme (EDP-12) negotiations
22 April–31 May 2013	Training for junior diplomats from Pakistan and Bangladesh
24 April 2013	Negotiation Training, Leadership Programme, College of Europe, Bruges
13 May–7 June 2013	Training for junior diplomats from Sudan
9–15 May 2013	South African Seminar on Development Cooperation
14–16 May 2013	Advanced Intercultural Negotiations
15–16 May 2013	Course on International Policy for DG Agriculture, module 4
15–16 May 2013	Columbus course for senior policemen, block 2
23 May 2013	Course on EU External Representation in International Organizations for the Dutch MFA
21–24 May 2013	Seminar on International Negotiations
28–29 May 2013	EU course for Statistics Netherlands
1 June 2013	EU simulation for the VVAO
3–4 June 2013	Course on International Policy for DG Agriculture 2, module 1
3–7 June 2013	Capacity-building for the South African Diplomatic Academy
4–7 June 2013	International Negotiations Training
5–6 June 2013	Training on Scenario Planning and Strategy Building
5–13 June 2013	EU training for TNO—Innovation for Life
6 June–17 July 2013	Training for Diplomats from the Arab Region CDAR-II
11 June 2013	Course on EU External Representation in International Organizations, the Dutch MFA and other ministries
12–14 June 2013	European Diplomatic Programme I
12–14 June 2013	Bulgarian Diplomatic Institute, Capacity-building: OS
10 June–5 July 2013	Training for Indonesian mid-career diplomats
17–28 June 2013	Summer School on ‘Women, Peace and Security’ with The Hague campus of Leiden University/Oxfam/Clingendael
17–19 June 2013	EU course for the Dutch Ministry of Education, Culture and Science
18–19 June 2013	Course on International Policy for DG Agriculture 1, module 5
20 June 2013	Mediation training
24–26 June 2013	Negotiation training, IPSI Bologna

DATE	COURSE
26–27 June 2013	Columbus course for senior policemen, block 3
1–2 July 2013	Course on International Policy for DG Agriculture 2, module 2
1–5 July 2013	Training for Diplomats from the WTO
1–5 July 2013	Train the Trainers for CET in Jakarta
8–26 July 2013	Training for junior diplomats from Central Asia and Mongolia
8–9 July 2013	Course on International Policy DG Agriculture 1, module 6
22 July–16 August 2013	International Peace and Security Institute Summer School (IPSI)
12 August–6 Sept. 2013	South Africa Research Visit
22 August–25 Sept. 2013	Training for junior diplomats from Afghanistan
28–29 August 2013	EU course for the Dutch MFA
26–29 August 2013	Europe’s New Training Initiative (ENTri): Pre-Deployment Georgia
29 August 2013	Peace Palace 100 years: International Bloggers
9 Sept.–4 October 2013	Training for junior diplomats from South Sudan (I)
9–13 September 2013	Capacity-building for diplomats from Central Asia and Mongolia
16–18 September 2013	Course on International Policy for DG Agriculture 2, module 3
16–20 September 2013	Seminar for diplomats from the People’s Republic of China on ‘(Nuclear) Security and Diplomacy’
18 Sep.–6 December 2013	Post-graduate Course on Foreign Relations (LBB)—68
23–26 Sept. +7–10 Oct. 2013	International Security Course for the Dutch Ministry of the Interior and Kingdom Relations
23 and 30 September, and 7 October 201	Negotiations Training for the International Organization for Migration and Repatriation and Departure Service
25–26 September 2013	Columbus course for senior policemen, block 4
24 Sept–9 October 2013	Training for mid-career diplomats from South Africa
30 Sept–7 November 2013	Training for junior diplomats from the Western Balkans and Turkey
1 Oct–10 December 2013	(eleven Tuesday afternoons) Course on International Politics
1–2 October 2013	Seminar on Energy for the Bulgarian Diplomatic Institute
10–11 October 2013	Training on Advocacy and Lobbying in the EU
14–25 October 2013	Training for senior diplomats from Indonesia
14–17 October and 28–31 October 2013	Course on International Security
20–22 October 2013	European Diplomatic Programme II
22–23 October 2013	Course on International Politics for DG Agriculture 2, module 4
28 Oct.–8 November 2013	Course on International Security and Crisis Simulation, for the Higher Defence Education
28 Oct–1 November 2013	Europe’s New Training Initiative, Negotiation and Mediation
6–7 November 2013	Columbus course for senior policemen, block 5
5–8 November 2013	Capacity-building for the Diplomatic Academy of Kosovo in Pristina
11–12 November 2013	Negotiation and Mediation training in South Africa
11 Nov.–20 December 2013	Training for junior diplomats from the Arab Region—CDAR III
11–22 November 2013	Training for senior diplomats from South Africa
12–15 November 2013	Seminar on International Negotiations
18–29 November 2013	Training for diplomats from the ASEAN
20 Nov–18 December 2013	Training for diplomats from South Sudan III
27–28 November 2013	Course on International Politics, DG Agriculture 2, module 5
2–6 December 2013	Training on Negotiation Techniques and Conflict Resolution for the Syrian National Coalition
9–13 December 2013	Europe’s New Training Initiative, Pre-Deployment Afghanistan
9–10 December 2013	EU course for diplomats and civil servants of Kosovo in Pristina
12–13 December 2013	Course on International Politics, DG Agriculture 2, module 6
16–17 December 2013	Course on International Politics, DG Agriculture 3, module 3
17 December 2013	Seminar on EU External Representation for the Dutch Ministry of Infrastructure and the Environment

ANNEXE C: OVERVIEW OF PUBLICATIONS IN 2013

Mariska van Beijnum

Challenges and opportunities to peacebuilding : analysis of strategic issues identified by country-specific PBF evaluations, CRU report, the Clingendael Institute, July 2013

Ivan Briscoe

Chávez to eternity, opinion, OpenDemocracy, 6 March 2013

The nexus between development and security: searching for common ground in countering terrorism, with B. van Ginkel, report, the Clingendael Institute / ICCT, The Hague, 20 March 2013, 17 pp.

EU cannot get its Syrian act together, Buenos Aires Herald, 16 May 2013

Non-conventional armed violence and non-state actors: challenges for mediation and humanitarian action, Report, Norwegian Peacebuilding Resource Centre, May 2013

Grootmachten, with A. Gerrits, P. van Ham, S. Kamerling, M. Okano-Heijmans, F.-P. van der Putten, J. Rood, chapter in Clingendael Strategische Monitor 2013 pp. 49-77

Niet-statelijke actoren en individuen, with K. Homan, R. Joseph, L. Landman, A. Teftedarija, E. Bakker, W. Verkoren, chapter in Clingendael Strategische Monitor 2013 pp. 97-120

Bitter taste in the protest bliss, opinion, Buenos Aires Herald, 20 July 2013

Revolution and its discontents: state, factions and violence in the new Libya, with F. Janssen, R. Smits, CRU report, the Clingendael Institute, September 2013

A war of all against the war, opinion, Buenos Aires Herald, 30 September 2013

London and Lampedusa, the two extremes, opinion, Buenos Aires Herald, 21 October 2013

A Southern rising: partnership and power in Brazil's Africa agenda, with T. Peeters, article, Internationale Spectator, November 2013

Truce on a tightrope: El Salvador's bid to end gang warfare, with T. Peeters & G. Schulting, CRU Policy Brief, the Clingendael Institute, 21 November 2013

Dutch troops to peacekeeping mission in Mali will face complex situation, with K. Homan, multimedia, 25 November 2013

EU's diplomatic machine behind deal with Tehran, opinion, Buenos Aires Herald, 25 November 2013

Nederlandse militairen in de "achtertuin" van Europa, with M. Drent, K. Homan & D. Zandee, Clingendael Policy Brief, 25 November 2013, 7 p.

The great powers, with A. Gerrits, P. van Ham, S. Kamerling, M. Okano-Heijmans, F.-P. van der Putten, J. Rood, chapter in Clingendael 2013 Strategic Monitor pp. 45-69

Non-state actors and individuals, with K. Homan, R. Joseph, L. Landman, A. Teftedarija, chapter in Clingendael 2013 Strategic Monitor pp. 87-105

Thijs Buirma

Lithuanian Presidency at EU's service, with S. Nollen, opinion, EUforum.nl, 17 July 2013

Spectacular case illustrates the vitality of the European Court of Human Rights, report, EUforum.nl, 5 September 2013

Maakt opheffen Turkse visumplicht de weg vrij voor Turkse toetreding?, report, EUforum.nl, 18 December 2013

Lo Casteleijn

Frankrijk voor het blok, opinion, EUforum, 24 October 2013

Ko Colijn

Columns in Vrij Nederland:

Obama's dodenlijst, 9 January 2013

VS bezweert Groot-Brittannië om in de EU te blijven, 18 January 2013

Het mobiele jihadkapitaal, 25 January 2013

Een Europese Samenzwering?, 31 January 2013

Goede tuinier, die Hilary Clinton, 7 February 2013

De gewapende drone, olympische bliksem vanuit de Oval Room, 15 February 2013

De 'game change', 22 February 2013

Ontwapeningsnota, 1 March 2013

De Heilige Stoel: een stille supermacht, 8 March 2013

Ko Colijn

De zalige zorgeloosheid van de NAVO, 18 March 2013

"Daar was hij weer: de Europese oorlog", 22 March 2013

Cyprus is niet alleen een financiële kwestie maar ook geopolitieke kwestie, 2 April 2013

Ploumen: veel goed governance gewenst!, 8 April 2013

De kwestie Noord-Korea, 11 April 2013

De Britse ontwapeningssoap, 25 April 2013

Het Westen is zo slecht nog niet, 2 May 2013

Belast met details of niet: Bolkestein in 1983 in Bagdad, 14 May 2013

Economie is een gedragswetenschap, 16 May 2013

De dominantie van het Westen is voorbij, 23 May 2013

Verbazing over Nederlandse export van chemicaliën, 31 May 2013

Het gerommel rond het EU-wapenuitvoerbeleid, 7 June 2013

Syrië, endless chaos?, 15 June 2013

De nieuwe president van Iran, 21 June 2013

PRISM is niets nieuws, 28 June 2013

Jimmy Carter luistert mee, 12 July 2013

Het quadrilemma van de internationale politiek, 19 July 2013

De schaliegasrevolutie: vloek of zegen?, 17 August 2013

Our best interest, 23 August 2013

De democratische u-bocht als vluchtweg, 4 September 2013

Het laatste woord over Syrië, 14 September 2013

Keine Experimente in Duitsland, maar Merkel stelt wel degelijk grenzen, 19 September 2013

De soevereiniteitstest van de 21e eeuw, 27 September 2013

Mag er meer informatie over de vogelgriep worden vrijgegeven?, 3 October 2013

De toekomst van het Internationaal Strafhof, 10 October 2013

Wat als de Russen komen?, 23 October 2013

De nieuwe hypocrisie van het Westen, 4 November 2013

Geheime geheimen, 11 November 2013

Voorlopig definitief, 18 November 2013

Duitse coalitiepartners overwegen invoering Europees referendum, 24 November 2013

Second Love, 29 November 2013

Een "ogen en oren"-missie, 5 December 2013

Onze Broeder Leider, 12 December 2013

Topvijfs van 2013: onverwachte aardverschuivingen, beroemde gevangenen, 27 December 2013

Columns in Marineblad:

Blowback, February 2013, p. 23

De hybride wereld van 2013, March 2013, p. 18

Perzisch gambiet: de presidentsverkiezingen in Iran, July 2013

Schotland kernwapenvrij, September 2013

Effectenbeurs in Shanghai wacht op spaargeld, column Marineblad, 123(9), October 2013

De Defensienota tot de laatste bladzijde, column Marineblad, 123(25), November 2013.

Other publications:

Clingendael's visie op de krijgsmacht van de toekomst, with M. Drent, K. Homan, J. Rood, D. Zandee, report, the Clingendael Institute, 14 February 2013, 39 pp.

Zonder Europa had Thatcher nooit de Falklandoorlog gewonnen, opinion, de Volkskrant, 8 April 2013

Enige aspecten van het Nederlandse koningschap, article, Marineblad, 3 May 2013 (special issue on inauguration HM King Willem-Alexander)

Krijgsmacht van de toekomst: politiek is nu aan zet, with M. Drent, K. Homan, J. Rood, D. Zandee, article, Internationale Spectator, June 2013, pp. 27-31

Egypte: militaire coup of deel twee van de Arabische Lente?, with A. Hamdy, multimedia, 5 July 2013

Clingendael's vision for the future of the armed forces of the Netherlands, with M. Drent, K. Homan, J. Rood, D. Zandee, Clingendael Report, 22 July 2013, 35 p.

Ko Colijn

Doden bij ontruiming kampen aanhang Mursi, with A. Hamdy, multimedia, 14 August 2013
Egypte: staatgreep, revolutie of doorstart van de 'Lente?', with A. Hamdy, multimedia, 16 August 2013
De gaten in Obama's rode lijn, opinion, De Standaard, 23 August 2013
Gifgas is niet het dodelijkste wapen, opinion, NRC Handelsblad, 24 August 2013
Het akkoord Kerry-Lavrov van 14 september 2013, opinion, clingendael.nl, 16 September 2013
Nucleair programma Iran: historisch akkoord of historische vergissing?, opinion, clingendael.nl, 25 November 2013
Nucleair programma Iran bevroren, multimedia, 26 November 2013

Mai'a Davis Cross

European Public Diplomacy: soft power at work, with J. Melissen, Palgrave MacMillan, October 2013
Communicating Europe: at Home in Tomorrow's World, with. J. Melissen, Clingendael Policy Brief no. 24, October 2013
EU leaders should change tone when talking to rest of the world, with J. Melissen, opinion, EUobserver.com, 14 November 2013

Rosa Dinnissen

Clingendael Strategische Monitor 2013: een wereld in onzekerheid, met J. Rood (red.), 29 mei 2013
Verslechtering bodemvruchtbaarheid als onderschatte veiligheidsfactor, with L. van Schaik, in: Internationale Spectator, July 2013
Klimaatverandering, met L. van Schaik, hoofdstuk in Clingendael Strategische Monitor 2013 pp. 221-235
Clingendael 2013 Strategic Monitor - An Uncertain World, with J. Rood (eds.), December 2013
Climate change, with L. van Schaik, chapter in Clingendael 2013 Strategic Monitor pp. 199-211

Margriet Drent

Deepening German-Netherlands defence cooperation for Europe's security needs, with L. Landman, D. Zandee, the Clingendael Institute, The Hague, January 2013, 9 p.
Clingendael's visie op de krijgsmacht van de toekomst, with K. Colijn, K. Homan, J. Rood, D. Zandee, report, the Clingendael Institute, 14 February 2013, 39 pp.
Gevechtsvliegtuigen en/of bewapende drones, with K. Homan, D. Zandee, Clingendael Policy Brief no. 17, March 2013, 7 p.
The future of the Benelux Defence Cooperation, with D. Zandee, Clingendael/Egmont report, April 2013, 8 p.
Internationale en regionale organisaties, with M. Ducasse-Rogier, P. van Ham, chapter in Clingendael Strategic Monitor 2013, pp. 79-94
Krijgsmacht van de toekomst: politiek is nu aan zet, with K. Colijn, K. Homan, J. Rood, D. Zandee, article, Internationale Spectator, June 2013, pp. 27-31
Bold steps in multinational cooperation: taking European defence forward, with K. Homan, D. Zandee, Clingendael report, the Clingendael Institute, June 2013, 31 p.
Clingendael's vision for the future of the armed forces of the Netherlands, with K. Colijn, K. Homan, J. Rood, D. Zandee, Clingendael Report, 22 July 2013, 35 p.
Een krijgsmachtje van alle kunde, opinion, with D. Zandee, Internationale Spectator 67, September 2013, pp. 64-65
If Security matters, Institutions Matter, chapter in: The State of Defence in Europe: State of Emergency?, Academie Press, Egmont Paper no. 62, November 2013, pp. 79-82
Nederlandse militairen in de "achtertuin" van Europa, with I. Briscoe, K. Homan, D. Zandee, Clingendael Policy Brief, 25 November 2013, 7 p.
International and regional organisations, with M. Ducasse-Rogier, P. van Ham, chapter in Clingendael 2013 Strategic Monitor pp. 71-84
Civil-military capacities for European security, with K. Homan, D. Zandee, Clingendael Report, 4 December 2013, 76 p.

Marianne Ducasse-Rogier

Internationale en regionale organisaties, with M. Drent, P. van Ham, chapter in Clingendael Strategic Monitor 2013, pp. 79-94
International and regional organisations, with M. Drent, P. van Ham, chapter in Clingendael 2013 Strategic Monitor pp. 71-84

Bibi van Ginkel

State or private protection against maritime piracy? A Dutch perspective, report, the Clingendael Institute, 19 February 2013, 55 p.
Mariniers zijn traag en duur, opinion, NRC Handelsblad, 20 February 2013
The nexus between development and security: searching for common ground in countering terrorism, with I. Briscoe, report, the Clingendael Institute / ICCT, The Hague, 20 March 2013, 17 pp.
International trends on the use of private armed security companies for the protection against maritime piracy, report, the Clingendael Institute, 28 June 2013
Private beveiliging als sterke arm op zee, opinion, Public Mission 2013(6), 6 July 2013
Veiligheid op zee en privébewakers: een voor de hand liggend partnership of onverenigbaar, opinion, Marineblad 123(6), July 2013,
Setting the Record Straight: Reversing the Burden of Proof Back to Normal in EU Terrorist Listing Cases, opinion, The Hague, ICCT / the Clingendael Institute, 18 September 2013
Spionnen staan niet boven maar naast de wet, opinion, de Volkskrant, 17 June 2013

Barend ter Haar

Why the EU is not promoting effective multilateralism, with L. van Schaik, Clingendael Policy Brief, 25 June 2013
UNESCO and the culture of peace, Clingendael report, 19 August 2013
Netherlands in UNESCO Board?, column, diplomatmagazine.nl, 29 September 2013
Our past helping the future, column, diplomatmagazine.nl, 3 November 2013
Rethinking Water, column, diplomatmagazine.nl, 1 December 2013

Marcel de Haas

Nederland-Ruslandjaar, opinion, Reformatorisch Dagblad, 11 January 2013
Defensie: hoe nu verder?, opinion, Reformatorisch Dagblad, 1 March 2013
Russian-Chinese Security Relations: Moscow's Threat from the East?, Clingendael report, the Clingendael Institute, The Hague, 27 March 2013, 63 p.
Buitenlands beleid onder Poetin III, opinion, Reformatorisch Dagblad, 19 April 2013
Partners and competitors: NATO and the (Far) East, opinion, Atlantisch Perspectief 37(3), May 2013 pp. 9-14
Syrië, Rusland en internationaal recht, opinion, Reformatorisch Dagblad, 13 September 2013
"Russische Identiteit" is misleidend, opinion, Reformatorisch Dagblad, 17 September 2013
Moskou acht breuk met Oekraïne ondenkbaar, opinion, Friesch Dagblad, 6 December 2013
Poetins 2013: succes tegenover falen, opinion, Friesch Dagblad, 30 December 2013

Peter van Ham

Democratic control and national parliaments, opinion, clingendael.nl, 8 May 2013
Grootmachten, with I. Briscoe, A. Gerrits, S. Kamerling, M. Okano-Heijmans, F.-P. van der Putten, J. Rood, chapter in Clingendael Strategische Monitor 2013 pp. 49-77
Internationale en regionale organisaties, with M. Drent, M. Ducasse-Rogier, chapter in Clingendael Strategische Monitor 2013, pp. 79-94
Mondialisering, chapter in Clingendael Strategische Monitor 2013, pp. 143-155
The Geopolitics of TTIP, Clingendael Policy Brief, the Clingendael Institute, October 2013, 8 p.
The great powers, with I. Briscoe, A. Gerrits, S. Kamerling, M. Okano-Heijmans, F.-P. van der Putten, J. Rood, chapter in Clingendael 2013 Strategic Monitor pp. 45-69
International and regional organisations, with M. Drent, M. Ducasse-Rogier, chapter in Clingendael 2013 Strategic Monitor pp. 71-84
Globalisation, chapter in Clingendael 2013 Strategic Monitor pp. 127-138
Turkey 2020 at the Crossroads: external relations with Europe, Russia and the Middle East, futures research, with R. Joseph, December 2013

Atef Hamdy

Egypte: militaire coup of deel twee van de Arabische Lente?, with K. Colijn, multimedia, 5 July 2013
Doden bij ontruiming kampen aanhang Mursi, with K. Colijn, multimedia, 14 August 2013
Egypte: staatgreep, revolutie of doorstart van de 'Lente?', with K. Colijn, multimedia, 16 August 2013
Catch 22' voor EU en VS in Egypte, opinion, De Morgen, 4 July 2013

Jort Hemmer
The UN Mission in South Sudan and its civilian protection strategy: an early assessment, CRU Policy Brief, the Clingendael Institute, 31 January 2013
Fragiele staten, chapter in Clingendael Strategische Monitor 2013, May 2013 pp. 134-141
Fragile states, chapter in Clingendael 2013 Strategic Monitor, December 2013, pp. 117-124
Bertus Hendriks
De nieuwe lijn van Iran: tijdrekken of vooruitgang?, opinion, clingendael.nl, 1 October 2013
Judith Hoevenaars
The Rubik's cube puzzle of the EU. Report on the Dutch-Finnish round table on future perspectives of the European Union, report, 1 March 2013
Confidence and sadness about changing axes in Europe, opinion, EUforum.nl, 23 May 2013
Mattermap 'Democratische controle van EU besluitvorming', opinion, EUforum.nl, 5 June 2013
Overzicht: Een bestuurbare EU, opinion, EUforum.nl, 5 June 2013
Barroso stretches the limits of subsidiarity, with A. Schout, opinion, Heinrich-Böll-Stiftung, 15 July 2013
In 2014 valt er écht wat te kiezen, with A. Schout, opinion, EUforum, 19 September 2013
Kees Homan
Grenzen aan de groei steeds dichterbij, column, Armex, 97(2), February 2013 pp. 30-31
Clingendael's visie op de krijgsmacht van de toekomst, with K. Colijn, M. Drent, J. Rood, D. Zandee, report, the Clingendael Institute, 14 February 2013, 39 pp.
Civilian control of the military, in: M. Kauhen & M. Hartog, 'Promoting good governance in the security sector: principles and challenges' The Centre of European Security Studies, Greenwood paper 28: Groningen, February 2013, pp. 83-93
Globalisering: versterking of verzwakking van geopolitiek?, opinion in: Atlantisch Perspectief 37(2), March 2013 pp. 22-27
Wapenleveranties aan rebellen Syrië nodig voor vrede, opinion in: Reformatorisch Dagblad, 29 March 2013
Gevechtsvliegtuigen en/of bewapende drones, met M. Drent, D. Zandee, Clingendael Policy Brief no. 17, March 2013, 7 p.
De veiligheid van Israël - niet bij militaire macht alleen, opinion in: Armex, 97(2), April 2013 pp. 31-34
Moed van militair onontbeerlijk, column in: Armex, 97(2), April 2013 pp. 20-21
Niet-statelijke actoren en individuen, with I. Briscoe, R. Joseph, L. Landman, A. Teftedarija, E. Bakker, W. Verkoren, chapter in Clingendael Strategische Monitor 2013 pp. 97-120.
Geïmproviseerde explosieven: het wapendomein van de opstandeling, opinion in: Armex 97(3), June 2013 pp. 20-21
Bold steps in multinational cooperation: taking European defence forward, with M. Drent, D. Zandee, Clingendael Report, 18 June 2013
Steun Defensie toch zoals Denemarken dat altijd doet, opinion in: NRC Handelsblad, 15 July 2013
Clingendael's vision for the future of the armed forces of the Netherlands, with K. Colijn, M. Drent, J. Rood, D. Zandee, Clingendael Report, 22 July 2013, 35 p.
Het budget Internationale Veiligheid: 'als we dit op een goede manier kunnen inzetten kan het zeker iets positiefs zijn', with K. de Wolff, opinion in: Vice Versa online, 23 July 2013
De drie-eenheid van Von Clausewitz erodeert verder, opinion in: Armex 4, August 2013, pp. 20-21
Mondiale belangstelling voor het Noordpoolgebied, article in: Armex 4, August 2013, pp. 31-35
Ambitieniveau defensie op droevig dieptepunt, opinion in: Reformatorisch Dagblad, 21 September 2013
Frans Defensie Witboek: behoedzaam compromis, opinion in: Armex 2013 (5) October, pp. 22-23
We kunnen Mali alleen helpen in gevechtstenuet, opinion in: NRC Handelsblad, 23 & 24 October 2013
Ons werelddeel zal meer verantwoordelijkheid moeten dragen voor Mali, opinion in: de Volkskrant #HETDUEL, 8 November 2013
Mali: van modeldemocratie tot mislukte staat, opinion in: Atlantisch Perspectief, 7-2013
Dutch troops to peacekeeping mission in Mali will face complex situation, with I. Briscoe, multimedia, 25 November 2013
Nederlandse militairen in de "achtertuin" van Europa, with I. Briscoe, M. Drent, D. Zandee, Clingendael Policy Brief, 25 November 2013, 7 p.
Het conflict in Mali, article in: Armex, 1 December 2013, pp. 11-15

Kees Homan
Grenzen aan de groei steeds dichterbij, column, Armex, 97(2), February 2013 pp. 30-31
Clingendael's visie op de krijgsmacht van de toekomst, with K. Colijn, M. Drent, J. Rood, D. Zandee, report, the Clingendael Institute, 14 February 2013, 39 pp.
Over een politieke dwerg en een militaire worm, opinion in: Armex, 1 December 2013
Non-state actors and individuals, with I. Briscoe, R. Joseph, L. Landman, A. Teftedarija, E. Bakker, W. Verkoren, chapter in Clingendael 2013 Strategic Monitor pp. 87-105.
Civil-military capacities for European security, with M. Drent, D. Zandee, Clingendael Report, 4 December 2013, 76 p.
Europa, maak nu eens werk van je defensie!, met J. Rood, opinion, De Volkskrant, 13 December 2013
The elusive European army, with J. Rood, opinion, PressEurop newsletter, 17 December 2013.
Article translated from opinion in De Volkskrant, 13 December 2013
Bijdrage aan VN-missie Mali goed plan, opinion in: Reformatorisch Dagblad, 19 December 2013

Bart Hogeveen
Strategic security and defence agreement between Afghanistan and US, opinion, clingendael.nl, 17 December 2013

Lauren Hutton
Terror strikes Nairobi cutting across borders, opinion, clingendael.nl, 25 September 2013
The new face of terror: a partnership between kleptocrats, state-builders and extremists, with E. van Veen, opinion, clingendael.nl, 30 September 2013

Floor Janssen
Revolution and its discontents: state, factions and violence in the new Libya, with I. Briscoe, R. Smits, CRU report, the Clingendael Institute, September 2013
The "Al-Qa'idazation" of Libya? Understanding Libyan jihadism, with R. Smits, opinion, in: Revolution and its discontents: state, factions and violence in the new Libya (September 2013), Conflict Research Unit, the Clingendael Institute, The Hague, 10 October 2013
Ontvoering premier Libië als onderdeel van geleidelijke staatsgreep, with R. Smits, opinion, based on: Revolution and its discontents: state, factions and violence in the new Libya (September 2013), Conflict Research Unit, the Clingendael Institute, The Hague, 10 October 2013

Regina Joseph
Iran and the Greater Middle East by 2020, scenario, 18 May 2013
Niet-statelijke actoren en individuen, with I. Briscoe, K. Homan, L. Landman, A. Teftedarija, E. Bakker, W. Verkoren, chapter in Clingendael Strategische Monitor 2013 pp. 97-120.
The Formation of a Global Nuclear Security Culture: Atomic 2012 Report, An Exercise in Perspective, nctv.nl, June 2013
The technology and innovation landscape of 2020, futures research, September 2013
Non-state actors and individuals, with, I. Briscoe, K. Homan, L. Landman, A. Teftedarija, E. Bakker, W. Verkoren, chapter in Clingendael 2013 Strategic Monitor pp. 87-105.
Turkey 2020 at the Crossroads: external relations with Europe, Russia and the Middle East, futures research, with P. van Ham, December 2013
Transnational crime and Southern Europe 2020, futures research, 31 December 2013

Sanne Kamerling
Grootmachten,with I. Briscoe, A. Gerrits, P. van Ham, M. Okano-Heijmans, F.-P. van der Putten, J. Rood, chapter in Clingendael Strategische Monitor 2013 pp. 49-77
The great powers, with I. Briscoe, A. Gerrits, P. van Ham, M. Okano-Heijmans, F.-P. van der Putten, J. Rood, chapter in Clingendael 2013 Strategic Monitor pp. 45-69

Jorrit Kamminga
Einde van Kunduzmissie verhoogt risico's in Afghanistan, opinion, Trouw, 16 March 2013
Keeping options open: why the number of US military troops in Afghanistan beyond 2014 matters, Clingendael Policy Brief, March 2013, 7 pp.
Poppy Diplomacy in Afghanistan: Embracing the Benefits of the Illegal Opium Economy, opinion, The Huffington Post, June 2013

[Jorrit Kamminga](#)

Public Diplomacy in Afghanistan beyond the 2014 Transition: lessons from the United States and the Netherlands, Clingendael Discussion Papers in Diplomacy no. 126, 18 June 2013

Peace with the FARC: Integrating Drug-fuelled guerrillas into Alternative Development Programs?, opinion, CTC Sentinel (West Point), 25 June 2013

Met vertrek uit Afghanistan gaat veel invloed verloren, opinion, Trouw, 2 July 2013

Reinventing Public Diplomacy in Afghanistan, opinion, diplomatmagazine.nl, 4 August 2013

Política de las drogas, opinion, El Heraldo (Colombia), 1 October 2013

Na de Nederlandse politietrainingsmissie in Afghanistan, letter to the editor, Blauw, nr 19-20, 26 October 2013

Afghan opium problem: between elephant in the room and political hot potato, opinion, The Huffington Post, 13 November 2013

Afghanistan 2015: the dawn of a regional opium war?, Yale Journal of International Affairs, Winter 2013, pp. 110-112

Why the upcoming presidential elections in Afghanistan are not as important as we think, opinion,

Grupo de Estudios Estratégicos, 23 December 2013

[Lennart Landman](#)

Deepening German-Netherlands defence cooperation for Europe's security needs, with M. Drent, D. Zandee, the Clingendael Institute, The Hague, January 2013, 9 p.

Europese Defensie: tussen pragmatisch en strategisch, article in: JASON Magazine 4 (2013), 7-11, January 2013

Niet-statelijke actoren en individuen, with I. Briscoe, K. Homan, R. Joseph, A. Teftedarija, E. Bakker, W. Verkoren, chapter in Clingendael Strategische Monitor 2013 pp. 97-120

Technologie en wetenschap, chapter in Clingendael Strategische Monitor 2013 pp. 167-179

Non-state actors and individuals, with I. Briscoe, K. Homan, R. Joseph, A. Teftedarija, E. Bakker, W. Verkoren, chapter in Clingendael 2013 Strategic Monitor pp. 87-105

Science and technology, chapter in Clingendael 2013 Strategic Monitor pp. 151-161

[Jaïr van der Lijn](#)

Scenarios paper: The Future of Peace Operations, Clingendael Scenarios Paper, the Clingendael Institute, 28 January 2013, 19 pp.

Afghanistan post-2014, groping in the dark?, Clingendael report, 8 May 2013

Peacebuilding plans and local reconfigurations: frictions between imported processes and indigenous practices, in: International Peacekeeping 20(2) 2013, pp. 137-143

Imagi-nation building in Illusionstan: Afghanistan, where dilemmas become dogmas, and models are perceived to be reality, in: International Peacekeeping 20(2) 2013, pp. 173-188

[Sico van der Meer](#)

Risicolanden, chapter in Clingendael Strategische Monitor 2013 pp. 123-131

Proliferatie massavernietigingswapens, chapter in Clingendael Strategische Monitor 2013 pp. 181-191

Nobel Peace Prize for OPCW: acknowledgement and encouragement, opinion, clingendael.nl, 11 October 2013

High-risk countries, chapter in Clingendael 2013 Strategic Monitor pp. 107-114

The proliferation of weapons of mass destruction, chapter in Clingendael 2013 Strategic Monitor pp. 163-172

[Roel Meijer](#)

The Muslim Brotherhood and the political: an exercise in ambiguity, chapter in: R. Meijer & E. Bakker (eds.) The Muslim Brotherhood in Europe, London / New York: Hurst & Co / Columbia University Press, January 2013, pp. 291-320

The problem of the political in Islamist movements, chapter in: A.Boubekour & O. Roy (eds.) Whatever Happened to the Islamists? Salafis, Heavy Metal Muslims, and the Lure of Consumerist Islam, London / New York: Hurst / Columbia University Press, January 2013, pp. 27-60

The Muslim Brotherhood in Europe, London / New York: Hurst Publishers, January 2013

[Jan Melissen](#)

Public diplomacy, chapter in: A.F. Cooper, J. Heine & R. Thakur (eds.), The Oxford handbook of modern diplomacy Oxford: Oxford University Press, 28 March 2013 pp. 436-452

Whither Foreign Ministries in a Post-Western World?, with B. Hocking, P. Sharp, S. Riordan,

Clingendael Policy Brief, April 2013, 7 pp.

[Jan Melissen](#)

Communicating Europe: at Home in Tomorrow's World, with. M. Davis Cross, Clingendael Policy Brief no. 24, October 2013

European Public Diplomacy: soft power at work, with M. Davis Cross, Palgrave MacMillan, October 2013

Diplomatic spat Netherlands and Russia: two worlds of law and diplomacy, opinion, clingendael.nl, 10 October 2013

EU leaders should change tone when talking to rest of the world, with M. Davis Cross, opinion, EUobserver.com, 14 November 2013

Dutch diplomacy: a matter of missions, opinion, Clingendael.nl, 26 November 2013

The impact of parking fines on diplomacy, opinion, clingendael.nl, 6 December 2013

Chinese dream deserves a better narrative, opinion, Global Times, 24 December 2013

[Arnout Mijs](#)

Reforming the System of Financing the EU budget, report, Egmont Institute, 6 February 2013

Overzicht: Een sociaal Europa, opinion, 24 June 2013

Mattermap: De sociale dimensie van het Europees economisch beleid, EUforum.nl, 24 June 2013

The Financial Transaction Taks: Forerunner of European Integration and Fragmentation, Clingendael Policy Brief, 26 November 2013

[E. Mujagic](#)

EU heeft nieuwe brochure nodig, opinion, EUforum.nl, 20 December 2013

[Suzan Nollen](#)

Het debat over de EU is niet verslechterd, opinion, 10 June 2013

Eastern Partnership and internal energy market: top priorities of Lithuanian EU Presidency, report, 15 July 2013

Lithuanian Presidency at EU's service, with T. Buirma, opinion, EUforum.nl, 17 July 2013

[Maaïke Okano – Heijmans](#)

Consular affairs, in: A.F. Cooper, J. Heine & R. Thakur (eds.), The Oxford handbook of modern diplomacy Oxford: Oxford University Press, 28 March 2013, pp. 473-492

Economic Diplomacy: Japan and the Balance of National Interests, Brill, Martinus Nijhoff Publishers, July 2013

Grootmachten, with I. Briscoe, A. Gerrits, P. van Ham, S. Kamerling, F.-P. van der Putten, J. Rood, chapter in Clingendael Strategische Monitor 2013 pp. 49-77

The great powers, with I. Briscoe, A. Gerrits, P. van Ham, S. Kamerling, F.-P. van der Putten, J. Rood, chapter in Clingendael 2013 Strategic Monitor pp. 45-69

[Timo Peeters](#)

A Southern rising: partnership and power in Brazil's Africa agenda, with I. Briscoe, article,

Internationale Spectator, November 2013

Truce on a tightrope: El Salvador's bid to end gang warfare, with T. Peeters & G. Schulting, CRU Policy Brief, the Clingendael Institute, 21 November 2013

[Willem Post](#)

Den Haag en Washington groeien uit elkaar in een snel veranderde wereld, opinion, Het Financieele Dagblad, 2 February 2013

Waar is het gezond verstand gebleven in de bestrijding van terrorisme?, opinion, Trouw, 27 April 2013

Syrië dreigt het Rwanda van Obama te worden, opinion, de Volkskrant, 8 May 2013

Vredespaleis nog steeds belangrijk instituut, opinion, Het Financieele Dagblad, 8 August 2013

Obama's opmaat naar Haagse nucleaire top, opinion, Den Haag Centraal, 11 September 2013

De Tea Party is on-Amerikaans, opinion, De Morgen, 17 October 2013

De Tea Party is een in zichzelf gekeerde, fanatische en bijna sektarische beweging, opinion, De Morgen, 17 October 2013

Bijna-crises' raken internationale positie Verenigde Staten, opinion, clingendael.nl, 18 October 2013

Ernstige diplomatieke verstoring Europa en VS, opinion, clingendael.nl, 25 October 2013

[Megan Price](#)

Beyond Transitions: UNDP's role before, during and after UN Mission withdrawal, with L. Titulaer, CRU report, the Clingendael Institute, the Hague, September 2013

National Visions of EU Defence Policy: Common Denominators and Misunderstandings, CEPS / GRIP, December 2013

[Frans – Paul van der Putten](#)

Harmony with diversity: China's preferred world order, in: Global Policy, 1 February 2013

EU security policy towards China, in: N. Casarini (ed.), Brussels-Beijing: Changing the Game? ISS Report no. 14, EUISS 7 March 2013, pp 53-58

The European Union and decreasing regional stability in East and South-East Asia, Clingendael Policy Brief, the Clingendael Institute, The Hague, 26 March 2013

China and ideological diversity, in: East Asia Forum, 22 May 2013

The European Union, ASEAN, and the US-China Power Rivalry, in: Global Observatory, 31 May 2013

Towards a Pacific Community? The United States and Regional Leadership in East Asia, in: Journal of Global Policy and Governance, 9 September 2013

Grootmachten, with I. Briscoe, A. Gerrits, P. van Ham, S. Kamerling, M. Okano-Heijmans, J. Rood, chapter in Clingendael Strategische Monitor 2013 pp. 49-77

The great powers, with I. Briscoe, A. Gerrits, P. van Ham, S. Kamerling, M. Okano-Heijmans, J. Rood, chapter in Clingendael 2013 Strategic Monitor pp. 45-69

[Garrie van Pinxteren](#)

Foreign media on China: beyond positive and negative reporting, opinion, 8 July 2013

[Shaun Riordan](#)

Chinese firms need business diplomacy, opinion, 20 November 2013

[Jan Rood](#)

Clingendael's visie op de krijgsmacht van de toekomst, with K. Colijn, M. Drent, K. Homan, D. Zandee, report, the Clingendael Institute, 14 February 2013, 39 pp.

Clingendael Strategische Monitor 2013: een wereld in onzekerheid, with R. Dinnissen (eds.), 29 May 2013.

Grootmachten, with I. Briscoe, A. Gerrits, P. van Ham, S. Kamerling, M. Okano-Heijmans, F.-P. van der Putten, chapter in Clingendael Strategische Monitor 2013 pp. 49-77

The great powers, with I. Briscoe, A. Gerrits, P. van Ham, S. Kamerling, M. Okano-Heijmans, F.-P. van der Putten, chapter in Clingendael 2013 Strategic Monitor pp. 45-69

Krijgsmacht van de toekomst: politiek is nu aan zet, with K. Colijn, M. Drent, K. Homan, D. Zandee, article, Internationale Spectator, June 2013, pp. 27-31

Rutte-II en Europa: hoe Brits kan Nederland zijn?, opinion, Nieuwsbrief De Hofvijver, 3(27), February 2013

Clingendael's vision for the future of the armed forces of the Netherlands, with K. Colijn, M. Drent, K. Homan, D. Zandee, Clingendael Report, 22 July 2013, 35 p.

De Europese Unie in de wereld van morgen, inaugural address, Leiden University, 10 November 2013

Europa: toch belangrijk, opinion, Nieuwsbrief De Hofvijver, nr. 37, 16 December 2013

Clingendael 2013 Strategic Monitor - An Uncertain World, with R. Dinnissen (eds.), December 2013

Europa, maak nu eens werk van je defensie!, with K. Homan, opinion, De Volkskrant, 13 December 2013

The elusive European army, with K. Homan, opinion, PressEurop newsletter, 17 December 2013.

Article translated from opinion in De Volkskrant, 13 December 2013

[Louise van Schaik](#)

The glass is half-full: the European External Action Services seen through Dutch eyes, in: R. Balfour & K. Raik (eds.) The European External Action Service and national diplomacies Brussel/Helsinki: European Policy Centre/ Finnish Institute of International Affairs, 15 March 2013

EU effectiveness and unity in multilateral negotiations: more than the sum of its parts?, Palgrave Macmillan, May 2013

Klimaatverandering, with R. Dinnissen, chapter in Clingendael Strategische Monitor 2013 pp. 221-235.

Why the EU is not promoting effective multilateralism, with B. ter Haar, Clingendael Policy Brief, 25 June 2013

Verslechtering bodemvruchtbaarheid als onderschatte veiligheidsfactor, with R. Dinnissen, in: Internationale Spectator, July 2013

Climate change, with R. Dinnissen, chapter in Clingendael 2013 Strategic Monitor pp. 199-211.

[Adriaan Schout](#)

Als realist kom je verder met de EU, opinion, NRC Handelsblad, 3 January 2013

Rutte, wat nu?, opinion, NRC Handelsblad, 26 January 2013

De EU Commissie wordt te politiek, article, NRC Handelsblad, 12 February 2013

Commissie EU wordt nu te politiek, opinion, NRC Handelsblad, 12 February 2013

Dijsselbloem for President?, opinion, EUforum.nl, 19 February 2013

Kabinet komt wel met nieuwe Europese visie, article, Volkskrant, 21 February 2013

Waarom centralisatie niet de enige oplossing is, opinion, 24 February 2013

Frankrijk in de mangel tussen Noord en Zuid, opinion, De Volkskrant, 27 February 2013

Rutte und das Bonsai-Bäumchen: Weil viele Niederländer das Gefühl haben, die EU sei aufgebläht, will die Regierung in Brüssel für eine Verschlankung werben, article, Frankfurter Allgemeine, 9 March 2013

Wat een tomaat ons kan vertellen over de euro, opinion, EUforum.nl, 11 March 2013

Verdere integratie EU begint thuis, opinion, het Parool, 18 March 2013

Waar moet het heen met de euro?, opinion, de Gelderlander, 25 March 2013

Met Dijsselbloem als voorzitter kunnen de politieke kosten voor Nederland hoog zijn, opinion, de Volkskrant, 26 March 2013

The price of the eurogroup chair, opinion, DutchNews, 27 March 2013

The Dutch paradox, in: N. Walton & J. Zielonka (eds.), The new political geography of Europe London: European Council on Foreign Affairs, January 2013, pp. 35-39

Nederland zakt met de euro af tot Frans niveau, opinion, NRC Handelsblad, 13 May 2013

Olli Rehns beoordeling is politiek gekleurd, opinion, de Volkskrant, 3 June 2013

Wortmann-Kool: Economisch bestuur moet niet langer 'Chefsache' zijn, opinion, 17 June 2013

Barroso stretches the limits of subsidiarity, with J. Hoevenaars, opinion, Heinrich-Böll-Stiftung, 15 July 2013

Een euroregering tenzij Nederland ingrijpt, opinion, NRC Handelsblad, 5 September 2013

Geen bevoegdheden overdragen - of subsidiaire samenwerking?, opinion, 11 September 2013

In 2014 valt er écht wat te kiezen, with J. Hoevenaars, opinion, EUforum, 19 September 2013

Barroso als boegbeeld van de technocraat die niet weet wat buiten Brussel speelt, opinion, 23 September 2013

Durf grotere beslissingen te nemen rond Europa, opinion, Reformatorisch Dagblad, 1 October 2013

De EU verdoemt zichzelf, interview, 10 October 2013

Barroso likt naar boven en schopt naar beneden, interview, 11 October 2013

De onderbelichte beoordelingsfactoren voor Barroso, opinion, 16 October 2013

Het Europees Parlement is een zwak parlement, opinion, 13 November 2013

Europa: wat wil de PvdA niet?, opinion, 11 December 2013

Breekt de lente aan voor de euro?, article, de Volkskrant, 31 December 2013

Nederland als Europese lidstaat: eindelijk normaal?, Adriaan Schout & Jan Rood eds., Boom Lemma, the Hague, 2013

The Netherlands as an EU member state: A normal partner at last?, Adriaan Schout & Jan Rood eds., Eleven International Publishing, Portland OR / USA, 2013

Frontex as EU agency: more of the same?, with S. Wolff, Perspectives on European politica and society, vol. 14 no. 3, pp. 305-324

Durf grotere beslissingen te nemen rond Europa, opinion, Marineblad, 123, September 2013

[Rosan Smits](#)

Revolution and its discontents: state, factions and violence in the new Libya, with I. Briscoe, F. Janssen, CRU report, the Clingendael Institute, September 2013

The "Al-Qa'idazation" of Libya? Understanding Libyan jihadism, with F. Janssen, opinion, in: Revolution and its discontents: state, factions and violence in the new Libya (September 2013), Conflict Research Unit, the Clingendael Institute, The Hague, 10 October 2013

Ontvoering premier Libië als onderdeel van geleidelijke staatsgreep, with F. Janssen, opinion, based on: Revolution and its discontents: state, factions and violence in the new Libya (September 2013), Conflict Research Unit, the Clingendael Institute, The Hague, 10 October 2013

[Andrea Teftedarija](#)

Niet-statelijke actoren en individuen, with I. Briscoe, K. Homan, R. Joseph, L. Landman, E. Bakker, W. Verkoren, chapter in Clingendael Strategische Monitor 2013 pp. 97-120.

Andrea Teftedarija

Non-state actors and individuals, with I. Briscoe, K. Homan, R. Joseph, L. Landman, E. Bakker, W. Verkoren, chapter in Clingendael 2013 Strategic Monitor pp. 87-105.

Lina Titulaer

Beyond Transitions: UNDP’s role before, during and after UN Mission withdrawal, with M. Price, CRU report, the Clingendael Institute, the Hague, September 2013

Ron Ton

Nelson Mandela: Leider en verzoener, opinion, clingendael.nl, 6 December 2013

Erwin van Veen

Security sector reform and Local ownership, multimedia, DCAF / ISSAT, 14 August 2013
Gauging ‘success’ in Yemen’s National Dialogue: mission impossible?, opinion, opendemocracy.net, 30 September 2013
The new face of terror: a partnership between kleptocrats, state-builders and extremists, opinion, clingendael.nl, 30 September 2013

Jan Marinus Wiersma

Georgië, op zoek naar consensus, opinion, 19 March 2013
Naschrift: unieke proefstemming in Georgisch parlement, opinion, 24 March 2013
Akkoord tussen Servië en Kosovo niet het laatste woord, opinion, 24 April 2013
Houd het ambitieuze Polen in de gaten, opinion, 21 May 2013
Sociaal Europa: Waar hebben we het eigenlijk over?, opinion, 26 June 2013
Bouwen aan een ‘cultuur van rechtsstatelijkheid’ in de Europese Unie, with J.Hoevenaars, Internationale Spectator, September 2013, pp. 43-47
En toen waren het er nog 3. Rusland ondergraaft EU beleid Oostelijk Europa, opinion, 9 September 2013
Duitse verkiezingen: Verandert er iets voor Europa?, opinion, 26 September 2013
Turkije: ‘misrekening’ bij de toetredingsonderhandelingen?, opinion, 29 October 2013
Oproer in Kiev: een herhaling van 2004?, opinion, 4 December 2013

Paul Wilke

De voorgenomen verkoop van staatsaandelen URENCO, Clingendael Policy Brief, the Clingendael Institute, The Hague, Dec. 2013

Sarah Wolff

If not the EU, who will Britain blame for its democratic deficit?, opinion, Opendemocracy.net, 12 February 2013
US Immigration reforms example for EU, opinion, Europblogg, London School of Economics, 22 May 2013
Frontex, convenient scapegoat for the failures of EU migratory policy, opinion, 22 October 2013

Dick Zandee

Deepening German-Netherlands defence cooperation for Europe’s security needs, with M. Drent, L. Landman, the Clingendael Institute, The Hague, January 2013, 9 p.
Clingendael’s visie op de krijgsmacht van de toekomst, with K. Colijn, M. Drent, K. Homan, J. Rood, report, the Clingendael Institute, 14 February 2013, 39 p.
Gevechtsvliegtuigen en/of bewapende drones, met M. Drent, K. Homan, Clingendael Policy Brief no. 17, maart 2013, 7 p.
Europese defensiesamenwerking: de toekomst voor Nederland, opinion, Liberaal Reveil 54(3), March 2013, 6 p.
The future of the Benelux Defence Cooperation, with M. Drent, Clingendael/Egmont report, April 2013, 8 p.
Krijgsmacht van de toekomst: politiek is nu aan zet, with K. Colijn, M. Drent, K. Homan, J. Rood, article, Internationale Spectator, June 2013, pp. 27-31
Bold steps in multinational cooperation: taking European defence forward, with M. Drent, Clingendael report, the Clingendael Institute, June 2013, 31 p.
Clingendael’s vision for the future of the armed forces of the Netherlands, with K. Colijn, M. Drent, K. Homan, J. Rood, Clingendael Report, 22 July 2013, 35 p.
Defensie onder Hollande, opinion, Atlantisch Perspectief nr. 4, 5 July 2013
Een krijgsmachtje van alle kunde, opinion, with M. Drent, Internationale Spectator 67, September 2013, pp. 64-65
Industrial reform needed for European defence, opinion, 1 October 2013
Nederlandse militairen in de “achtertuin” van Europa, with M. Drent, K. Homan & I. Briscoe, Clingendael Policy Brief, 25 Nov. 2013, 7 p.
Civil-military capacities for European security, with M. Drent, K. Homan, Clingendael Report, 4 Dec. 2013, 76 p.

ANNEXE D: OVERVIEW OF ALL CONTRIBUTIONS TO THE INTERNATIONALE SPECTATOR (2013)

2013 VOLUME 67

	Columns	Articles	Opinions	Responses/replies	Film reviews	Book reviews	Book (and report) profiles
January	1	8	1	1	1	5	5
February	1	9	1	1	1	5	5
March	1	8	1	-	1	4	4
April	1	8	3	-	2	5	-
May	1	8	3	1	1	4	4
June	1	12	4	1	1	4	5
July/August	1	13	-	-	1	6	3
September	1	11	3	-	1	4	4
October	1	7	5	1	1	3	4
November	1	10	3	1	1	3	4
December	1	12	-	1	1	3	3
TOTAL	11	106	24	7	12	46	41

Overview of all contributions to volume 67 of Internationale Spectator, Clingendael Magazine voor Internationale Betrekkingen.
The total number of contributions is 206 (not including the 41 profiles of books and reports).



THE HAGUE, CENTRE OF POWER.
SOURCE: FLICKR, BERT KAUFMAN

colophon

Netherlands Institute of International Relations 'Clingendael'
Clingendael 7 2597 VH The Hague, The Netherlands
Tel.: + 31 (0)70 324 5384
P.O. Box 93080 2509 AB The Hague, The Netherlands

Fax: + 31 (0)70 328 2002
E-mail: info@clingendael.nl
Website: <http://www.clingendael.nl>
Twitter: @clingendael83

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, 2014

Concept/lay-out: Olleke Claessens; www.olleke.com

Editing: Rebecca Solheim

Photos: Oscar Timmers; the Clingendael Institute; Van Gorcum; flickr.com

BURUNDI, SOLDIERS RETURN
SOURCE: FLICKR, US NAVY



Clingendael
Institute