# Introduction

Coverphoto: Kiev, protest 2013  
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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 euro scepticism). 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.
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 (IJG). The Clingendael Institute is also affiliated with the Clingendael International Energy Programme (CIEP).
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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.

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.
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 role of women in conflict and peace processes and the geopolitical 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 (RAM) Working Group on Internal/External Factors—promoted greater understanding of the phenomenon of 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 mul-
tilateral 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 coopera-
tion 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 imple-
mentation 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 pri-
ivate 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 govern-
ments 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 develop-
ment 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.
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’.

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.
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.

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.

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.

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

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<th></th>
<th>2011</th>
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<tr>
<td>Basic subsidy</td>
<td>€ 2.8 mln</td>
<td>€ 2.6 mln</td>
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<td>Project revenues</td>
<td>€ 5.4 mln</td>
<td>€ 4.9 mln</td>
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<tr>
<td>CRU subsidy revenues</td>
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<td>€ 0.8 mln</td>
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<td>Staff costs</td>
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<td>Corporate costs</td>
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<td>€ 1.5 mln</td>
<td>€ 1.3 mln</td>
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<tr>
<td>Project costs (inc. CRU)</td>
<td>€ 2.7 mln</td>
<td>€ 2.4 mln</td>
<td>€ 3.2 mln</td>
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<tr>
<td><strong>TOTAL RESULT</strong></td>
<td>- € 373,000</td>
<td>€ 264,000</td>
<td>€ 547,000</td>
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<tr>
<td>23–24 January 2013</td>
<td>Conference on 'Bold Steps in Multinational Cooperation'</td>
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<td>29 January 2013</td>
<td>Seminar on 'A Velvet Divorce: 20 Years since the Establishment of the Czech Republic and Slovakia'</td>
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<td>31 January 2013</td>
<td>Seminar on 'Chinese Investment in Laos'</td>
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<td>12 February 2013</td>
<td>Seminar on 'Romania: A Reliable Partner for a Stronger European Union?'</td>
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<td>21 February 2013</td>
<td>Debate on 'Ever Closer Balkans' /visit by Boris Tadic</td>
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<td>22 February 2013</td>
<td>Policy Briefing on 'Arab Spring Negotiations: Conclusions for Policy-makers'</td>
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<td>27 February 2013</td>
<td>Seminar on 'Does the Netherlands Take the European Parliament Seriously Enough?'</td>
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<td>27 Feb–1 March 2013</td>
<td>Conference on 'The 2014 Nuclear Security Summit: Challenges and Opportunities'</td>
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<td>1 March 2013</td>
<td>Working visit unit for the acceleration of development in the provinces of Papua and West Papua</td>
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<td>4 March 2013</td>
<td>Conference on 'The Contribution of the Netherlands to EU Foreign Policy'</td>
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<td>6 March 2013</td>
<td>Conference on 'EU–Moldova Dialogue: The Way Ahead'</td>
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<td>6 March 2013</td>
<td>13th Clingendael European Health Forum</td>
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<td>7 March 2013</td>
<td>Seminar on Sino-Sudanese relations, 'A Sudanese Perspective'</td>
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<td>13 March 2013</td>
<td>Seminar on 'Crash Course to Nuclear Diplomacy'</td>
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<td>14 March 2013</td>
<td>Conference on 'The Futures for Diplomacy'</td>
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<td>18 March 2013</td>
<td>Lecture by Bulgarian Minister of Foreign Affairs</td>
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<td>20 March 2013</td>
<td>Seminar on 'Japan and Regional Security in North-East Asia'</td>
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<td>21 March 2013</td>
<td>Roundtable on 'China's Foreign Strategy'</td>
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<td>25 March 2013</td>
<td>Roundtable on Georgia</td>
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<td>10 April 2013</td>
<td>Presentation on 'Kosovo: Five Years of Independence—Achievements and Challenges'</td>
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<td>15 April 2013</td>
<td>Roundtable on 'The EU and Maritime Security in the Indian Ocean'</td>
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<td>16 April 2013</td>
<td>Seminar on 'EU and Maritime Security in the Indian Ocean'</td>
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<td>25 April 2013</td>
<td>Official opening of the Japanese Garden</td>
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<td>26 April 2013</td>
<td>Working visit by the Minister of Justice of Saudi Arabia</td>
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<td>28 April 2013</td>
<td>Panel discussion on 'The Future of the Arab Spring: Processes of Negotiation/USIP</td>
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<td>28 April 2013</td>
<td>Panel discussion on 'Mediation and the Future of the Middle East/Johns Hopkins University School of Advanced International Studies (SAIS)</td>
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<td>1 May 2013</td>
<td>Superforecaster Workshop; IARRA Superforecaster Conference; Good Judgement Project; University of Pennsylvania</td>
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<td>14 May 2013</td>
<td>Book presentation for 'Nederland als Europese lidstaat: eindelijk normaal!' ['The Netherlands as a European State: Finally Normal!']</td>
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<td>22 May 2013</td>
<td>Seminar on 'The Shifting Balance of Power in Europe'</td>
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<tr>
<td>23–24 May 2013</td>
<td>Conference on 'Processes of International Negotiation (PIN)'</td>
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<td>27 May 2013</td>
<td>Seminar on 'Iraq Ten Years After'</td>
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<td>29 May 2013</td>
<td>Roundtable on 'Rule of Law in EU Enlargement'</td>
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<td>29 May 2013</td>
<td>Presentation on 'The Rule of Law Challenges in Montenegro'</td>
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<td>31 May 2013</td>
<td>Seminar on 'International Trends regarding the Use of Private Security Companies for Protection against Maritime Piracy'</td>
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<td>10 June 2013</td>
<td>Roundtable on 'China–EU Relations'</td>
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<td>17 June 2013</td>
<td>Lecture on 'RuSand en de relatie met Nederland' ['Russia and the Relationship with the Netherlands']</td>
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<td>20 June 2013</td>
<td>Roundtable with the Deputy Minister of the Mainland Affairs Council of Taiwan</td>
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<td>27 June 2013</td>
<td>Seminar on 'In de achterkamer van diplomatie' ['In the Backroom of Diplomacy']</td>
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<td>27 June 2013</td>
<td>Debate on 'Een social Europa: doeltreffend voor het bloeden van hard nodig?' ['A Social Europe: A Mere Palliative or Badly Needed?']</td>
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<td>27 June 2013</td>
<td>Presentation of Strategische Monitor 2013</td>
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<td>15 July 2013</td>
<td>Seminar on the Lithuanian EU Presidency, 'Promoting a Credible and Open Europe'</td>
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<td>22 July 2013</td>
<td>Seminar on 'Shanghai publicsdiplomatie' ['Shanghai's Public Diplomacy']</td>
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<td>27 August 2013</td>
<td>Working visit of Indonesia's National Resilience Institute</td>
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<td>29 August 2013</td>
<td>Panel discussion on 'International Criminal Justice and the Role of Social Media'</td>
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<td>10 January–20 Feb. 2013</td>
<td>Training for diplomats of Armenia, Azerbaijan, Georgia and Moldova</td>
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<td>21–25 January 2013</td>
<td>Indonesian Capacity-building training</td>
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<td>28–31 January 2013</td>
<td>United Nations Truce Supervision Organization (UNTSO) course for military observers and partners</td>
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<td>5–6 February 2013</td>
<td>EU course for the Province of North Brabant</td>
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<td>7–8 February 2013</td>
<td>Course on International Policy for DG Agriculture, module 1</td>
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<td>8 February 2013</td>
<td>EU Simulation for Erasmus University</td>
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<td>14 February 2013</td>
<td>Training on Negotiations of Legislation and Policy, College of Europe, Bruges</td>
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<td>18–22 February 2013</td>
<td>UNESCO-IHE International Negotiations training</td>
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<td>25 Feb.–19 April 2013</td>
<td>Training for junior diplomats from Indonesia</td>
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<td>25 Feb.–1 March 2013</td>
<td>Capacity-building training for diplomats from Pakistan and Bangladesh</td>
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<td>5–8 March 2013</td>
<td>Bulgarian Diplomatic Institute, ‘Capacity-building: Train the Trainer and Negotiations’</td>
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<td>4–6 March 2013</td>
<td>EU training for the Dutch Ministry of Education, Culture and Science</td>
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<td>4 March–12 April 2013</td>
<td>Training for junior diplomats from the Arab Region—CDAR I</td>
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<td>11–12 March 2013</td>
<td>Workshop on scenario planning for Thai diplomats</td>
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<td>14–15 March 2013</td>
<td>Course on international policy for DG Agriculture, module 2</td>
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<td>15 March 2013</td>
<td>Training on EU accessions, College of Europe, Bruges</td>
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<tr>
<td>18 March–12 April 2013</td>
<td>Course for diplomats from the African Great Lakes region</td>
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<td>2 April–28 June 2013</td>
<td>‘International Policy’ for young Dutch diplomats (‘Het Kleinspel’)</td>
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<td>15 April 2013</td>
<td>Workshop on International Negotiations, Nottingham University</td>
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<td>15–17 April 2013</td>
<td>Course on International Policy for DG Agriculture, module 3</td>
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<td>15–18 April 2013</td>
<td>Training in International Negotiations for South African diplomats</td>
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<td>17–19 April 2013</td>
<td>Columbus course for senior policemen, block 1</td>
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<td>17–19 April 2013</td>
<td>European Diplomatic Programme (EDP-12) negotiations</td>
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<td>22 April–31 May 2013</td>
<td>Training for junior diplomats from Pakistan and Bangladesh</td>
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<td>24 April 2013</td>
<td>Negotiation Training, Leadership Programme, College of Europe, Bruges</td>
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<td>13 May–7 June 2013</td>
<td>Training for junior diplomats from Sudan</td>
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<td>9–15 May 2013</td>
<td>South African Seminar on Development Cooperation</td>
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<td>14–16 May 2013</td>
<td>Advanced Intercultural Negotiations</td>
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<tr>
<td>15–16 May 2013</td>
<td>Course on International Policy for DG Agriculture, module 4</td>
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<td>15–16 May 2013</td>
<td>Columbus course for senior policemen, block 2</td>
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<td>23 May 2013</td>
<td>EU course on External Representation in International Organizations for the Dutch MFA</td>
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<td>21–24 May 2013</td>
<td>Seminar on International Negotiations</td>
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<td>28–29 May 2013</td>
<td>EU course for Statistics Netherlands</td>
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<td>1 June 2013</td>
<td>EU simulation for the VVD</td>
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<td>3–4 June 2013</td>
<td>Course on International Policy for DG Agriculture, module 1</td>
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<td>3–7 June 2013</td>
<td>Capacity-building for the South African Diplomatic Academy</td>
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<td>4–7 June 2013</td>
<td>International Negotiations Training</td>
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<td>5–6 June 2013</td>
<td>Training on Scenario Planning and Strategy Building</td>
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<td>5–13 June 2013</td>
<td>EU training for TNO—Innovation for Life</td>
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<tr>
<td>6 June–17 July 2013</td>
<td>Training for diplomats from the Arab Region CDAR-II</td>
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<tr>
<td>11 June 2013</td>
<td>Course on EU External Representation in International Organizations, the Dutch MFA and other ministries</td>
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<tr>
<td>12–14 June 2013</td>
<td>European Diplomatic Programme I</td>
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<td>12–14 June 2013</td>
<td>Bulgarian Diplomatic Institute, Capacity-building: OS</td>
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<td>10 June–5 July 2013</td>
<td>Training for Indonesian mid-career diplomats</td>
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<tr>
<td>17–28 June 2013</td>
<td>Summer School on ‘Women, Peace and Security’ with The Hague campus of Leiden University/Oxfam/Clingendael</td>
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<td>17–19 June 2013</td>
<td>EU course for the Dutch Ministry of Education, Culture and Science</td>
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<td>18–19 June 2013</td>
<td>Course on International Policy for DG Agriculture, module 5</td>
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<td>20 June 2013</td>
<td>Mediation training</td>
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<td>24–26 June 2013</td>
<td>Negotiation training, IPSI Bologna</td>
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<tr>
<td>26–27 June 2013</td>
<td>Columbus course for senior policemen, block 3</td>
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<td>1–2 July 2013</td>
<td>Course on International Policy for DG Agriculture, module 2</td>
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<td>1–5 July 2013</td>
<td>Training for Diplomats from the WTO</td>
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<td>1–5 July 2013</td>
<td>Train the Trainers for CET in Jakarta</td>
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<td>8–26 July 2013</td>
<td>Training for junior diplomats from Central Asia and Mongolia</td>
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<tr>
<td>8–9 July 2013</td>
<td>Course on International Policy DG Agriculture, module 6</td>
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<tr>
<td>22 July–16 August 2013</td>
<td>International Peace and Security Institute Summer School (IPSI)</td>
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<tr>
<td>12 August–6 Sept. 2013</td>
<td>South Africa Research Visit</td>
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<tr>
<td>22 August–25 Sept. 2013</td>
<td>Training for junior diplomats from Afghanistan</td>
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<tr>
<td>28–29 August 2013</td>
<td>EU course for the Dutch MFA</td>
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<td>26–29 August 2013</td>
<td>Europe’s New Training Initiative (ENTI): Pre-Deployment Georgia</td>
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<td>29 August 2013</td>
<td>Peace Palace 100 years: International Bloggers</td>
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<tr>
<td>9 Sept.–4 October 2013</td>
<td>Training for junior diplomats from South Sudan (I)</td>
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<td>9–13 September 2013</td>
<td>Capacity-building for diplomats from Central Asia and Mongolia</td>
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<tr>
<td>16–18 September 2013</td>
<td>Course on International Policy for DG Agriculture, module 3</td>
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<tr>
<td>16–20 September 2013</td>
<td>Seminar for diplomats from the People’s Republic of China on ‘(Nuclear) Security and Diplomacy’</td>
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<td>18 Sep.–6 December 2013</td>
<td>Post-graduate Course on Foreign Relations (LBB)—68</td>
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<td>23 and 30 September, and 7 October 2013</td>
<td>Negotiations Training for the International Organization for Migration and Repatriation and Departure Service</td>
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<td>25–26 September 2013</td>
<td>Columbus course for senior policemen, block 4</td>
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<tr>
<td>24 Sept–9 October 2013</td>
<td>Training for mid-career diplomats from South Africa</td>
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<tr>
<td>30 Sept–7 November 2013</td>
<td>Training for junior diplomats from the Western Balkans and Turkey</td>
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<tr>
<td>1 Oct–10 December 2013</td>
<td>(eleven Tuesday afternoons) Course on International Politics</td>
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<td>1–2 October 2013</td>
<td>Seminar on Energy for the Bulgarian Diplomatic Institute</td>
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<td>19–11 October 2013</td>
<td>Training on Advocacy and Lobbying in the EU</td>
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<tr>
<td>14–25 October 2013</td>
<td>Training for senior diplomats from Indonesia</td>
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<tr>
<td>14–17 October and 28–31 October 2013</td>
<td>Course on International Security</td>
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<tr>
<td>28–31 October 2013</td>
<td>European Diplomatic Programme II</td>
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<tr>
<td>22–23 October 2013</td>
<td>Course on International Politics for DG Agriculture, module 4</td>
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<tr>
<td>28 Oct–8 November 2013</td>
<td>Course on International Security and Crisis Simulation, for the Higher Defence Education</td>
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<tr>
<td>28 Oct–1 November 2013</td>
<td>Europe’s New Training Initiative, Negotiation and Mediation</td>
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<tr>
<td>6–7 November 2013</td>
<td>Columbus course for senior policemen, block 5</td>
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<tr>
<td>9 November 2013</td>
<td>Capacity-building for the Diplomatic Academy of Kosovo in Pristina</td>
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<tr>
<td>11–12 November 2013</td>
<td>Negotiation and Mediation training in South Africa</td>
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<tr>
<td>11 Nov.–20 December 2013</td>
<td>Training for junior diplomats from the Arab Region—CDAR III</td>
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<tr>
<td>11–22 November 2013</td>
<td>Training for senior diplomats from South Africa</td>
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<td>12–15 November 2013</td>
<td>Seminar on International Negotiations</td>
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<tr>
<td>18–29 November 2013</td>
<td>Training for diplomats from the ASEAN</td>
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<td>20 Nov–18 December 2013</td>
<td>Training from South Sudan III</td>
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<td>27–28 November 2013</td>
<td>Course on International Politics, DG Agriculture, module 5</td>
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<tr>
<td>2–6 December 2013</td>
<td>Training on Negotiation Techniques and Conflict Resolution for the Syrian National Coalition</td>
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<td>9–13 December 2013</td>
<td>Europe’s New Training Initiative, Pre-Deployment Afghanistan</td>
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<td>9–10 December 2013</td>
<td>EU course for diplomats and civil servants of Kosovo in Pristina</td>
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<tr>
<td>12–13 December 2013</td>
<td>Course on International Politics, DG Agriculture, module 6</td>
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<tr>
<td>16–17 December 2013</td>
<td>Course on International Politics, DG Agriculture, module 3</td>
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<tr>
<td>17 December 2013</td>
<td>Seminar on EU External Representation for the Dutch Ministry of Infrastructure and the Environment</td>
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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 Buisson
Chavez to eternity, opinion, OpenDemocracy, 6 March 2013
EU cannot get its Syrian act together, Buenos Aires Herald, 16 May 2013
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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
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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. Tettedarija, chapter in Clingendael 2013 Strategic Monitor pp. 87-105

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Obama’s dodenlijst, 9 January 2013
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Het mobiele jihadiapartzaal, 25 January 2013
Een Europese Samenwerkings?, 31 January 2013
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De gewapende drone, olympische biksem vanuit de Oval Room, 15 February 2013
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De Heilige Stoel: een stille supermacht, 8 March 2013

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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 chemicaëlin, 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 quadriemem van de internationale politiek, 19 July 2013
De schaatsersrevolutie: vloek of zegen?, 17 August 2013
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Keine Experimente in Duitsland, maar Merkel stelt wel degelijk grenzen, 19 September 2013
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De hybride wereld van 2013, March 2013, p. 18
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Marianne Ducasse-Rogier

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Rosa Dinissen
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Klimaatverandering, met L. van Schalk, hoofdstuk in Clingendal Strategische Monitor 2013 pp. 221-235
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Climate change, with L. van Schalk, chapter in Clingendal Strategische Monitor 2013 pp. 199-211

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Nuclear programma Iran bevoren, multimedia, 26 November 2013

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Annex D: Overview of all contributions to the Internationale Spectator (2013)

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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).

Andrea Teltedarja

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