Are you prepared for the future?
The Clingendael Scenario Team

International developments have an impact on your organisation. Protectionism, cyber-attacks, migration flows, the referendum in Turkey, the continued waves of violence in the Middle East, and uncertainty about Russian, as well as US foreign policy, have affected your organisation in ways you would have preferred to foresee. Clingendael offers you a scenario service to do just that: anticipate issues as they may arise. We bring you experts with deep knowledge of international politics and security and years of experience in scenario planning exercises.

Meet the Clingendael Scenario Team
The Clingendael Scenario Team offers you professional scenario facilitation, development, training and process guidance:

Evelien Borgman  United Nations, multilateral diplomacy
Kars de Bruijne  Conflict dynamics, local governance, West-Africa
Peter van Ham  WMD, Russia and Eurasian security
Jair van der Lijn  Peace operations, integrated approach, Balkans
Jos Meester  Private sector, supply chain, fragile contexts
Minke Meijnders  Economic vulnerability, free trade, foresight

We have access to more than 60 in-house analysts and trainers. In addition, we have an extensive international network of experts in the fields of international politics, security, development, sustainability and the environment.

Recent scenario reports
Van der Lijn, 2016. Scenarios for South Sudan in 2020: Peace, the only thing worth fighting for, PAX/SIPRI.
Meijnders, 2016. Scenario-analyse economische veiligheid: vooruitblik 2025, ANV.

The Clingendael Institute
Clingendael - the Netherlands Institute of International Relations - is a leading think tank and academy on international affairs which aims to contribute to a secure, sustainable and just world. As part of a vast global network, the Institute realises this objective through its research, training and consultancy for governments, civil society and the private sector. Its work focuses on Conflict and Fragility, Security and Defence, European Affairs, Trade and Globalisation, Strategic Foresight, Migration and Sustainability. Clingendael offers analyses, scenario reports, horizon scanning and alerts, holds numerous conferences and offers a wide spectrum of training programmes for professionals from all over the world.

Contact: Kars de Bruijne, Research Fellow, kbruijne@clingendael.org / +31 70 374 66 57
Solutions for better preparedness

Clingendael’s scenario planning helps you prepare for the future and assess your strategy. It gives you sound strategic planning and a team building effort as organisation reaches a common understanding.

Clingendael offers you two scenario planning tools: anticipating an uncertain future and testing preparedness. Alternative Futures helps you foresee, prepare for and anticipate what may happen using a full 360-degree scan. Preparedness Testing helps to determine whether you are prepared for specific future events. The difference between them is that the former helps you prepare for ‘whatever’ the future may bring, while the latter helps you test capabilities for specific and well-defined events. Each of our products and services will be tailor-made to your organisation’s needs.

Our products

On-site Strategy Formulation (€)*
This product is suitable for a quick reassessment of your organisation’s internal strategy in light of a 360-degree scan or assessment of specific international events. The exercise entails a limited on-site planning process with your organisation. Professional scenario trainers with expert knowledge guide the process. Previous customers have been embassies re-calibrating their long-term strategy. Deliverable: two- to three-day strategy session.

Rapid Scenario Sketches (€€)
This product is for situations where you face high levels of uncertainty in the immediate future, but where urgent planning and action is needed. Our Rapid Scenario Sketches involve one full afternoon with your team and a select number of experts from the Clingendael network. Deliverables: a four-hour scenario workshop, access to experts and a report on scenario sketches and policy options. Rapid Scenario Sketches can be requested, executed and finalised in two weeks.

Fully-Fledged Scenario Planning (€€€€)
This product is suitable for when you have fundamental questions about the future of international politics, co-operation, tensions or security threats, and how these will affect your organisation. We offer two full-day workshops; one to identify key uncertainties relevant to your organisation and one to develop, plan and test policy options. Our team supports this endeavour through extensive desktop research, interviews and expert consulting. Deliverables: two-day scenario workshops, a detailed report containing well-developed scenario narratives and thoroughly developed planning and policy options.

Scenario Training (€€)
Rather than a specific request, your organisation may consider strengthening its own futures capability. Our Scenario Training gives your staff the ability to apply scenario planning as a strategic policy tool and to lead processes which can anticipate possible futures. Deliverables: two full-day training sessions in scenario planning at Clingendael, two repeat events and two online consultation events in the course of one year.

Scenarios in Fragile Contexts (upon request)
This product is for businesses and banks operating in contexts where institutions and the rule of law are weak. This product is a means to envision, test and adjust your business strategy in light of shocks mediated by local power dynamics and political/economic volatility. It helps you to minimise losses, threats to business continuity and risks to personnel safety. It further helps you reduce destabilizing effects on an already fragile ecosystem. Deliverables: Multi-day workshop, actionable scenario-based assessment report.

Extensive experience
In 2014, Afghanistan entered a new phase as the International Security Assistance Force (ISAF) left the country. Clingendael used Alternative Futures to help the Dutch government prepare for a post-ISAF world by outlining six possible futures, thus aiding the planning process.

Since 2011, Clingendael has contributed to preparedness testing exercises as part of the National Risk Profile and scenarios on the South China Sea, Turkey, the Brexit, South Sudan, Libya, Somalia and Zimbabwe. These initiatives improved risk awareness, capability and capacity assessment.

Recent customers include: the International Finance Corporation, World Bank Group, energy companies (India), Early Warning Unit (ECOWAS), Cordaid, Pax, AWEPA, the Ethiopian Foreign Relations Strategic Studies Institute, the Governments of United Arab Emirates and Afghanistan, and Dutch governmental branches like the Ministry of Defence, Ministry of Foreign Affairs, Ministry of Security and Justice, and the National Police.

* Prices are indicative and may be subject to change, depending on the tailor-made product.