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Clingendael's Competitive Edge: international negotiation techniques

Since its foundation in 1983, the Clingendael Institute has primarily focused on its core business: international relations in the broadest sense of the word. Along with its activities regarding international politics and security, the Institute has also acquired an outstanding reputation for its training programmes in the field of International Negotiations. These programmes fill an important void in the training of diplomats and other civil servants from countries around the world.



On 3 May, for the third consecutive year, a conference on Latin American issues was held at the Clingendael Institute. This year's programme was entitled Mercosul after Ten Years and included an overview of Mercosul's history and discussion of possible future scenarios for the organisation. The conference was a joint venture, organised at the initiative of Dr Marianne Wiesebron of Leiden University and co-hosted by the Netherlands' Ministry of Foreign Affairs and the Clingendael Institute. Pictured: Prof. Alfred van Staden during his words of welcome. The panel from l. to r.: Dr Rob Vos (Professor of Finance and Development and Deputy Director of the Institute of Social Studies in The Hague), Dr Marianne Wiesebron (Leiden University), Chairman Prof. Raymond Buve (retired, formerly of Leiden University), Dr Pitou van Dijk (Associate Professor of Economics of CEDLA, University of Amsterdam), Dr Marcelo Medeiros (CREALC, Aix-en-Provence, France and UFPE, Recife, Brazil).

The art of negotiation techniques has always interested people: European authors such as François de Callières were discussing this topic as early as the seventeenth century. This interest was revived in the United States during the period of the Cold War, due to the effective way in which Soviet negotiators operated vis-à-vis their US counterparts.

In 1967, the Netherlands Society of International Affairs, one of the institutions that eventually merged with others to found the Clingendael Institute, implemented the first simulation exercises as a tool for training. In the early 1980s, classes in negotiation techniques were incorporated into various training programmes, often at the request of the participants, to help them enhance their skills. Today, various members of the Clingendael staff are specialised in creating diverse tailor-made simulations, such as specific issues regarding diplomacy, European integration and international security, and case studies from a regional perspective.

In 1985, the Institute rejoined the annual Meeting of Directors of Diplomatic Academies (or International Forum on Diplomatic Training), of which it was a founding father in the early 1970s. It was obvious that these Academies had, and still have, a great need for seminars in the field of interstate negotiations. In the early 1990s, Clingendael was able to meet the needs of these institutions and, from then on, held seminars around the world in more than sixty countries. These master classes usually last two days and

involve an average of twenty participants. However, training programmes for seventy people or more, such as those held in Germany and Jordan, are not unusual.

The programmes usually consist of an introduction into the process of international negotiation techniques, followed by exercises in strategy and tactics, negotiation skills and various negotiating styles, on a bilateral or multilateral level. Topics vary widely, including issues involving the UN Security Council, the Organisation on Security and Cooperation in Europe, the North Atlantic Treaty Organisation, the European Union, the Gulf Cooperation Council and other forums. In addition to negotiation techniques, skills regarding intercultural and interpolitical issues are also practised during the simulation.

Clingendael entered into the main stream of negotiation research programmes at the end of the 1980s, when the International Institute of Applied Systems Analysis at Laxenburg (near Vienna, Austria) organised the first and only worldwide conference on the Processes of International Negotiations (PIN). This meeting resulted in a PIN Project, under the auspices of a Steering Committee, which consisted of various experts from the United States, Russia, France, Austria, Germany, Sweden and, since 1999, the Netherlands. In the meantime, research into the processes of international interstate negotiations at Clingendael has been strongly stimulated in order to improve and strengthen a process that may prove to be a useful instrument in future international conflict management.

Paul W. Meerts *Deputy-Director*

“How come Summer never arrives in your country?”

That was the only complaint (although one that was regularly voiced) from the 22 Mozambican students, diplomats and civil servants of various ministries that arrived at Clingendael on 16 May to take part in the Fourth Course on International Relations and Diplomatic Practice for Mozambique. The aim of this 8-week course is to provide an integrated overview of all aspects of international relations that are relevant for this specific group (i.e., international economic and financial relations, security developments, multi-lateral organisations and North-South relations) and to enhance the participants' diplomatic skills. In addition to absorbing knowledge, writing papers and paying several working visits to Dutch ministries and international organisations in The Hague and Brussels, the participants improved their presentation and negotiation skills in various workshops. The programme was a tight and demanding one, but the group was enthusiastic and committed to getting as much as possible out of the 8 weeks.

Major highlights of their stay were the meeting with Prime Minister Mocumbi of Mozambique during his visit to Clingendael on 30 May, and the soccer match later that day against the participants of the Clingendael course for Central Asia. Having promised Mr. Mocumbi to uphold the Mozambican honour, the Mozambican team gave their all and finally scored the winning goal in the last few minutes of an exciting match (score 6-5).



The Mozambique soccer team, holding the cup after their 6-5 victory against their opposing team made up of players from various Central Asian Republics.



H.E. Mr. Mocumbi, Prime Minister of Mozambique, together with the participants of the course for Mozambican Diplomats.



On 28 May, Mr Thom C. de Graaf, the leader of the parliamentary fraction of Democrats '66 (D'66) in the House of Representatives, presented a lecture at the Clingendael Institute, Europa, "terug naar de toekomst" (Europe: back to the future), based on his recently published book.

Mainstreaming Conflict Prevention

On 8 and 9 June 2001, the Conflict Research Unit (CRU) co-hosted a conference on mainstreaming conflict prevention with the Conflict Prevention Network (CPN) of the European Commission. The conference explored issues related to the fragmented nature of conflict prevention policies shared by the international policy community, and their effectiveness.

It has become common knowledge that in order to prevent the outbreak of a violent conflict, more than military and diplomatic measures alone are needed. Prevention extends into a wide range of policy areas, such as humanitarian, economic and developmental fields. The conference raised crucial questions related to the institutional capabilities of donor and intervening agencies in conflict prevention. Why, for example, did the international community not intervene in a timely manner in a number of compelling cases of escalating conflict, such as in Bosnia, Haiti or Somalia?

The answer lay partly in the infancy of the conflict prevention concept, the consequent lack of a prevention culture, as well as in the inability to integrate 'ends' and 'means' into the governmental decision-making process. Over the last decade, a large number of 'lessons learned' studies on particular conflicts have been conducted, and many of these lessons still need to be integrated into policymaking and implementation practises.

CPN and CRU brought representatives from donor governments, NGOs, international organisations and the corporate sector together at the conference. Together they discussed these issues, along with opportunities and constraints in developing a coherent policy design for situations of escalating conflict. The conference participants included representatives of the British Department for International Development, the Swedish Ministry of Foreign Affairs, the EC-Directorate General of External Relations, Shell, Oxfam, and academics from the Stiftung Wissenschaft und Politik, SIPRI and the Swiss Peace Foundation.

CRU will publish a paper in the near future that summarises the main issues discussed during the conference. The 2000/2001 Yearbook of CPN will be devoted to the topic of mainstreaming conflict prevention, and will bring together the key information presented at the conference.

For more information on the current activities of the Conflict Research Unit, please visit our website www.clingendael.nl/cru or contact Tsjeard Bouta (+31 (0)70 - 3746623).



On 6 May, the Clingendael Department of Research organised the conference *Tussen Nice en Laken: de Militaire Staat van de Europese Unie* (Between Nice and Laken: the Military State of the European Union). A research publication bearing the same title and co-authored by Major-General, RLNN (ret.) C. Homan and Mr. B. Kreemers, MA, senior research fellows at Clingendael, was officially presented at the event.

External Relations: Habitat and Development Cooperation

On 17 April, the External Relations Office organised a symposium on Habitat and Development Cooperation under the auspices of the Stichting Habitat Platform (Dutch Habitat Platform), which also acted as host. The aim of the symposium was to prepare for the Istanbul + 5 Conference, which took place in New York in June. At that conference, the UN member states evaluated five years of implementation of the international Habitat Agenda, and set out a course for the future. The conclusions formulated during the discus-

sions and workshops of the Habitat symposium held at the Clingendael Institute served as recommendations for the Dutch delegation to the New York conference, in order that Habitat issues might be given greater priority in the international context. Keynote speakers included Dr Michael Mutter of the British aid organisation DFID, Mr Hans Kruijssen, director of Cordaid, and Mme Prof. Isa Baud of the Free University/University of Amsterdam and the Institute of Housing Studies, Rotterdam.



On 28 June, the tradition of the Research Department in organising conferences on the Presidency of the European Union was continued when the Belgian State Secretary of Foreign Affairs, Mme A. Neyts, addressed an invited audience on the occasion of the Belgian Presidency of the EU. In the picture: Mr Hans van den Broek (Chairman of the Board of Clingendael) and Mme Neyts



On 26 June, the Romanian Foreign Minister, Mr. Mircea Dan Geoana, gave a lecture at the Clingendael Institute during his visit to The Netherlands. The main topic of his address was the position of Romania vis-a-vis the European Union.



On 27 June, the Deputy Foreign Minister of Lithuania, Mr. Evaldas Ignatavicius, visited the Clingendael Institute to discuss the position of Lithuania in Europe and Lithuanian foreign policy.



On 13 June, the Deputy Foreign Minister of Latvia, Mr. Indulis Berzins, honoured the Clingendael Institute with his presence. During his stay he conducted talks with several members of the Clingendael staff regarding Latvia and Europe.

Brinkhorst opens law course in Netherlands' Ministry for Agriculture training programme



H.E. Mr Laurens-Jan Brinkhorst, (r.) Dutch Minister of Agriculture, Fisheries and Nature Management, at the official opening of the course on political analysis for civil servants from his ministry.

Professor Laurens Jan Brinkhorst, Minister of Agriculture, Nature Management and Fisheries, was at the Clingendael Institute on 6 June to welcome participants to the third session of the course in international policy analysis. The three-day course was devoted to international and European law and national politico-administrative relations.

The 17 participants listened to keynote speakers from several universities and to a Member of Parliament. On the second day, they worked on a case study involving the implementation of the EU Wild Bird's and Habitat Directives. Four more modules will be held between now and March 2002, covering skills training, expert lectures, case studies and individual assignments on intercultural communications and diplomatic practice.

Research in Spring

In April, the Clingendael Institute published the research study *Europa onvoltooid?*

Beschouwingen over de finaliteit van de Europese Unie (Unfinished Europe? Reflections on the finality of the European Union). The authors, Jan Rood, Peter van Grinsven, Ben Hoetjes, Alfred Pijpers and Fred van Staden, join the public debate on the future of the European Union by discussing questions concerning the political finality of the European Union. They present some thoughts on steps that still need to be taken in order to finalise European integration.

The Clingendael research essay *De Militaire Staat van de Europese Unie* (The Military Status of the European Union) was published in May. The authors, Bert Kreemers, Kees Homan and Frans Osinga, discuss various aspects of a vital issue: whether member states of the European Union will be able to adapt their armed forces to such a degree that they will be able to achieve the goal of an autonomous European military capacity by the year 2003. The essay was publicly presented at an afternoon meeting at the Clingendael Institute, during which, among others, defence experts of the Second Chamber of Parliament gave short introductions on the subject. May also saw the publication of a report on the November 2000 seminar on *Europa en de mede-overheden* (Europe and Regional Administrations).

The Research Department has been very busy organising forums and discussions recently, including a seminar on European military-industrial policy, and a major conference on the Belgian presidency of the European Union, held at Clingendael on 28 June.

The Conflict Research Unit (CRU) continued its series of closed seminars in June by holding a session on "Mainstreaming Conflict Prevention: Concept and Practice". The seminar was organised in close collaboration with the Stiftung Wissenschaft und Politik in Berlin and the Conflict Prevention Network of the EU.



Dr Peter van Ham will join the Clingendael Research Department as of 1 September this year as Senior Research Fellow. He specialises in international organisations and

European politics. He was Professor of West European Politics at the George C. Marshall European Center for Security Studies in Garmisch-Partenkirchen (1996–2001), and a

Course for EU-Entry exams

The Clingendael Institute recently welcomed the first participants in a new, intensive six-week course designed to help Dutch nationals prepare for the EU-wide entry exams for positions in the European Commission. The course is an important element in a major effort recently launched by the Dutch government to assist more Dutch citizens in getting through the crucial European civil entrance exam. Currently, only 4% of the EU's 13,000 policy workers are Dutch. Under the EU quota system that should be 6.3%

For more information: www.clingendael.nl/concours

On Saturday 9 June, the participants were welcomed by Clingendael staff in Utrecht, and began the first module of the course that will prepare them for the 40-question multiple-choice exam. The course focuses on providing intensive cramming and review of facts about European history, institutions and policies. Candidates are also given language coaching. The next entrance exams for Justice and Home Affairs and the EU External Relations Department will probably be held this autumn.



From 23 to 27 April, a group of senior civil servants of the European Commission paid a working visit to the Netherlands. The primary aim of the visit was to acquire knowledge about the historical, politico-cultural and socio-economic aspects of Dutch society. Participants came from various EU countries, including Spain, the United Kingdom, Ireland, Denmark, France, Germany and Austria.



On 11 May, the first copy of the research publication *Europa Onvoltooid? Beschouwingen over de finaliteit van de Europese Integratie* (Unfinished Europe? Reflections on the finality of European Integration) was presented by Clingendael Director Alfred van Staden to Mr Dick Benschop, Dutch Secretary of State for European Affairs.



On 4 April, a copy of *Kosovo: from Crisis to Crisis* was presented to Mr Bert Bakker, member of the House of Representatives for the Partij van de Arbeid (Dutch Labour Party). The book was presented to Mr Bakker by co-author Mr Dick Leurlijk, MA (senior research fellow at the Clingendael Department of Studies).

Senior Research Fellow at the WEU Institute for Security Studies in Paris (1993–1996). Since 2000, he also is adjunct professor at the College of Europe in Bruges (Belgium).

Dr van Ham has published widely on European politics and security issues. His books include *Mapping European Security after Kosovo* (Manchester University Press, forthcoming); *European Integration and the Postmodern Condition* (Routledge, 2001); *A Critical Approach*

to European Security (Pinter, 1999); *The EC, Eastern Europe and European Unity* (Pinter, 1993); and *Managing Non-Proliferation Regimes in the 1990's* (Council on Foreign Relations Press, 1993).

Other publications include "Europe's New Defense Ambitions: Implications for NATO, the US and Russia" (Marshall Center Paper no. 1 – June 2000), and "Affluence and Influence: The Conceptual Basis of Europe's New Politics" (in *The National Interest*, Winter 2000).