

## Meet the Clingendael Scenario Team

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

<b>Evelien Borgman</b>	United Nations, multilateral diplomacy
<b>Kars de Bruijne</b>	Conflict dynamics, local governance, West-Africa
<b>Peter van Ham</b>	WMD, Russia and Eurasian security
<b>Jair van der Lijn</b>	Peace operations, integrated approach, Balkans
<b>Jos Meester</b>	Private sector, supply chain, fragile contexts
<b>Minke Meijnders</b>	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, 2017.** The Future of the Monopoly on the Legitimate Use of Force: Four alternative global futures, FES Think piece.

**Van der Lijn, 2016.** Scenarios for South Sudan in 2020: Peace, the only thing worth fighting for, PAX/SIPRI.

**Van Ham, 2016.** "Brexit: Strategic Consequences for European Security – A Scenario Study" (Clingendael Report, February 2016)

**Meijnders, 2016.** Scenario-analyse economische veiligheid: vooruitblik 2025, ANV.

**Meijnders, 2014-2016.** Geopolitieke en financieel economische dreigingen, Nationaal Veiligheidsprofiel 2016, 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.

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# 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.

# 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.

## 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.*



# 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.

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