

**UN Global Compact**  
**Communication on Engagement**

**Stichting Nederlands Instituut voor Internationale Betrekkingen 'Clingendael'**

**2018 - 2021**





## About Clingendael

### Mission and organisation

Clingendael - the Netherlands Institute of International Relations - is an independent Dutch academy and think-tank for international relations, based in The Hague - City of Peace and Justice. Our research, training and public debate inspire and equip societies, businesses and governments to encourage a secure, sustainable, prosperous and just world. In 2020 Clingendael is ranked #25 worldwide and #3 in Western Europe as think tank. Clingendael comprises three lines of business.

#### Clingendael Research

Clingendael Research provides independent, interdisciplinary, evidence-based and policy-relevant recommendations about urgent international issues. Clingendael analyses the most important trends and issues in international environments and policy, evaluates international policy, studies opinions concerning and buy-in for international policy, develops new ideas and approaches to clarifying international developments, and provides advice on how to approach critical international issues.

#### Clingendael Academy

Clingendael Academy provides diplomatic training courses, thematic programs (European Union, sustainability issues, economics and trade, security and conflict management) skills programs, tailor-made training, expert seminars, open application courses and individual coaching in order to operate effectively at the international level. The Academy also offers capacity-building programs to support the development of diplomatic academies or other training institutes. These programs include advice on institutional development, training programs and training methodologies, as well as train-the-trainer workshops.

#### Public Platform

The Clingendael Public Platform clarifies current international developments and shares knowledge with the public at large by means of an active role for Clingendael experts in traditional and online media; it offers a platform for sharing knowledge among scientists, politicians, policy-makers, social partners and businesses and, with this, provides inspiration for informed action by these parties; it publishes the online magazine Clingendael Spectator, organizes idea exchanges and programs public meetings aimed at debate and dialogue with a broader audience about international relations from a Dutch perspective.

Our research, training and platform activities are deployed in combination. Expertise in all three of these dimensions makes our institute unique.

#### Independent

The Clingendael Institute is academically independent and unaffiliated to any political, social, or religious movement. As an independent platform, the Institute organizes policy exchanges, conferences and roundtables, aimed at enhancing the quality of debate about international affairs.

#### Network

The Clingendael Institute has a vast network of local and international partners. Among others, it is member of the The Hague Academic Coalition (HAC), a platform for academic institutions in the Hague, which develops activities in the field of peace, justice and security - often in association with the City of The Hague. It is also partner of the International Centre for Counter-Terrorism (ICCT) - The Hague and the Knowledge Platform for Security & Rule of Law (KPSRL). In cooperation with Leiden University the Institute contributes to a two-year Master's Programme International Relations and Diplomacy (MIRD). The Clingendael Institute is affiliated to the Clingendael International Energy Programme (CIEP).

## Governance

The governance within the Clingendael Institute is safeguarded by a separation of responsibility structure and relevant policies related to employment and financial management. One of the basis governance documents is the articles of association. The separation of responsibility is mainly structured by an Executive Board that is monitored by the Supervisory board and a Management Team comprising the Executive Board and heads of departments. In order to maintain the interest of employees, a Works Council is actively involved in all policies and measures that effect staff in any way.

The Executive Board vests the full responsibility for the Clingendael Institute. Monika Sie Dhian Ho is chair of the Executive Board and Clingendael's general director. Peter Haasbroek is Clingendael's financial director. The Management Team is responsible for the day-to-day business. The Supervisory Board meets the Executive Board regularly to discuss strategy and results. The members of the Supervisory Board are listed below.

Name	Title
Th.J.A.M. (Tom) de Bruijn	Former Permanent Representative of The Netherlands to the EU, former State Councillor, former Deputy Mayor of The Hague – <i>Chairman</i>
A. (Arjan) Buteijn, RA	Partner, Dubois & Co., Registered Accountants
Y. (Yvonne) Zonderop	Independent author, inspirator and director
I. (Inge) Bryan, MA	Managing Director NCC Europe Fox-IT
H.H. (Hugo) Siblesz, MA	Secretary-General of the Permanent Court of Arbitration
K.G. (Koen) Berden, DR	Managing Director at Trade Impact BV; external Executive Director for International Affairs at EFPIA
J. (Jan) Broeks	Lieutenant-General (Ret); former Director-General NATO International Military Staff

## **Part I. Statement of Continued Support by the Chief Executive or Equivalent**

Reporting Team  
United Nations Global Compact  
685 Third Avenue, FL 12  
New York, NY 10017

15 April 2021

To our stakeholders:

I am pleased to confirm that Stichting Nederlands Instituut voor Internationale Betrekkingen 'Clingendael' reaffirms its support to the United Nations Global Compact and its Ten Principles in the areas of Human Rights, Labour, Environment and Anti-Corruption. This is our Communication on Engagement with the United Nations Global Compact. We welcome feedback on its contents.

In this Communication of Engagement, we describe the actions that our organization has taken to support the UN Global Compact and its Principles as suggested for an organization like ours. We also commit to sharing this information with our stakeholders using our primary channels of communication.

Sincerely yours,



Peter Haasbroek  
Financial Director

## Part II. Description of Actions

### Description of the actions Clingendael has taken in support of the Global Compact and its ten Principles

#### Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights

For internal and external use, the Clingendael Institute has adopted a Gender equality and inclusion policy and a Sexual Exploitation and Abuse Policy. Both policies are explained in more detail under Principle 6 ("The elimination of discrimination in respect of employment and occupation").

Achieving gender equality and fostering inclusivity are important objectives within our general policy. Our commitment is inspired by the Sustainable Development Goals (SDGs) and translates into action regarding an inclusive and balanced composition of the team. For that matter, the board of directors and management team comprises 5 women and 5 men. The general director of Clingendael is Ms. Monika Sie Dhian Ho.

#### Measurement of Outcomes

In 2020 the Clingendael Institute adopted a Gender equality and inclusion policy and a Sexual Exploitation and Abuse Policy. All policies adopted by the Management Team are monitored and evaluated annually to improve upon them if deemed necessary.

Principle 2: Businesses should make sure that they are not complicit in human rights abuses

For all dealings with external parties Clingendael provides proof of good behavior, formalized in a Certificate of Conduct for Procurement. The Dutch State Secretary of Security and Justice will have conducted an investigation into the behavior of the person (or organization) mentioned in this certificate and declares that no objections against this person have resulted from this investigation. The State Secretary issues the Certificate of Conduct for Procurement, pursuant to article 4.1 of the Dutch Procurement Act. The Certificate of Conduct for Procurement has a validity period of two years. See for further information see: <https://www.justis.nl/producten/gva/index.aspx>. +

#### Labor

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

Institute Clingendael encourages an open and fair culture. Supporting this, the Clingendael Works Council represents all employees and advises the executive board on current and future policies of the organization. According to Dutch law the Works Council has the right to information, the right to issue advice or assent on important proposed decisions on policies that impact employees of the organization. The Works Council, the Executive Board and the HR manager meet on a 6 week basis. The Works Council and the Supervisory Board meet at least twice a year.

Further to this, around every two months, the Institute Clingendael organizes a Town Hall meeting for all staff to discuss matters that affect employees and/or the organization.

### **Measurement of Outcomes**

The Works Council, the Executive Board and the HR manager meet every six weeks. The Works Council and the Supervisory Board meet at least twice a year.

Further to this, around every two months, the Institute Clingendael organizes a Town Hall meeting for all staff to discuss matters that effect employees and/or the organization.

All measurements are deemed very important for an organization like Clingendael, in which the human factor plays an important role. Even more attention is paid to the human factor since the start of the pandemic last year and its consequences, such as working from home.

### Principle 4: The elimination of all forms of forced and compulsory labor

Organizations willing to cooperate with Clingendael often ask us to provide a Declaration upon Honor. In this declaration Clingendael states that no use is made of forced labor, child labor or other forms of trafficking in human beings (as defined in Article 2 of Directive 2011/36/EU of the European Parliament) or any other human rights abuses.

### **Measurement of Outcomes**

A Declaration upon Honor is requested by every organization Clingendael cooperates with. Furthermore, Clingendael provides cooperating partners with proof of good behavior, such as the Certificate of Conduct for Procurement, as mentioned before (Principle 2).

Many accreditations Clingendael holds have an 'expiration date', making their review a regular and logical step.

### Principle 5: The effective abolition of child labor

Organizations willing to cooperate with Clingendael often ask us to provide a Declaration upon Honor. In this declaration Clingendael states no use is made of forced labor, child labor or other forms of trafficking in human beings (as defined in Article 2 of Directive 2011/36/EU of the European Parliament) or any other human rights abuses.

### **Measurement of Outcomes**

As mentioned above in the text about Principle 4, Clingendael provides cooperating partners with proof of good behavior, such as the Certificate of Conduct for Procurement, as mentioned before (Principle 2).

Many accreditations Clingendael holds have an 'expiration date', making their review a regular and compulsory step.

### Principle 6: The elimination of discrimination in respect of employment and occupation

The Institute Clingendael adapted and implemented the 'Gender equality and inclusion policy'. This policy applies to all Clingendael staff members.

The purpose of this policy is to establish a clear vision, direction, common language and consistent message to operationalize and communicate our commitment to the promotion of gender equality and inclusion for all of our staff, at all levels. In order to support the implementation of this policy and enable reporting, a standardized set of guidelines have been produced, focusing Staff, Training, Programming and Outreach, and Marketing & Communications.

Gender inequality and exclusion might differ from place to place, in general, we encounter different forms of gender-based discrimination, gender stereotyping and an unequal distribution of power between women, men and other genders as well as exclusion based identities such as race, class, ethnicity, ability, language, sexual orientation, and gender identity, among others. We recognize that individuals have multiple identities that shape their experiences. We believe that our efforts on tackling gender inequality can be strengthened by examining how these identities intersect, and by using this learning to improve our operation.

Achieving gender equality and fostering inclusivity are important objectives within our general policy. Our commitment is inspired by the Sustainable Development Goals (SDGs)<sup>1</sup>. Attention to gender equality and inclusion is clear in the SDGs, as evidenced by Goal 5 to achieve gender equality and empower all women and girls and a goal to reduce inequality within and among countries (Goal 10).

In order to achieve our gender equality and inclusion vision, we confront and challenge discrimination, stereotyping and unequal power relations between gender to promote gender equality and inclusion. We foster an organizational culture that embraces and exemplifies our commitment to gender equality and inclusion, while supporting staff to adopt good practice, positive attitudes and principles of gender equality and inclusion.

In order to effectively promote gender equality and inclusion, we:

1. Integrate gender equality and inclusion measures into our business processes, management functions and leadership, and the way we conduct our work. We do not tolerate practices that result in gender-based discrimination, exclusion or inequality based on gender or other forms of identity;
2. Promote respect for gender equality, diversity and inclusion within Clingendael in a structured manner based on an annual plan;
3. Dedicate the appropriate resources in line with and to meet our commitments to gender equality and inclusion;
4. Monitor and evaluate our efforts annually and improve this policy and practical approach if deemed necessary.

All of our staff members, regardless of function or location, are responsible for the implementation of the requirements outlined in this policy. These requirements are reflected in recruitment processes, job descriptions and performance reviews of staff at all levels and in the way we hold each other accountable.

All Clingendael managers are accountable for this policy. The HR department will monitor the commitment and efforts to implement this policy annually and report findings to the board of directors. This report is shared and discussed with the Works Council of Clingendael.

### Sexual Exploitation and Abuse Policy

The following is a summary of the Clingendael Institute's Sexual Exploitation and Abuse Policy (SEA).

Clingendael strives to offer a safe environment for its staff and its guests. We have several policy documents and practices in place to create such an environment.

Clingendael works closely with an external organization GIMD which provides us with a confidential counsellor and consults us on our policy and implementation regarding confidential issues. Our confidential counsellor draws up an annual report for our management for information and review. Our policies are also reviewed biannually.

Clingendael Institute has measures and policies in place to deal with any wrongdoings and complaints in a formal complaints procedure.. The procedure to deal with (SEA) complaints is outlined below and is divided in three parts:

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<sup>1</sup> <https://sdgs.un.org/goals>



- 1) Prevention
- 2) Detection and immediate response
- 3) Disciplinary measures

We have a procedure for internal and external SEA complaints. Internal pertains to behaviour of staff towards other staff members. External pertains to complaints which involves Clingendael staff towards participants in training sessions as well as complaints about behaviour from external guests (participants, external lecturers) towards Clingendael staff or towards other external guests (participants, external lectures).

#### **Measurement of Outcomes**

In 2020 the Clingendael Institute adopted a Gender equality and inclusion policy and a Sexual Exploitation and Abuse Policy. All policies adopted by the Management Team are monitored and evaluated annually to improve upon them if deemed necessary.

### **Environment**

Principle 7: Businesses should support a precautionary approach to environmental challenges

On a yearly basis, the Institute Clingendael executes a risk assessment related to all processes. Possible negative impact on the environment are addressed and if possible mitigated.

#### **Measurement of Outcomes**

Clingendael's Management Team and Supervisory Board discussed our environmental challenges, and continue to do so in 2021 to develop new insights and actions.

Principle 8: Undertake initiatives to promote greater environmental responsibility

Due to the nature of our business, The Institute Clingendael's footprint is relatively small. The footprint consists mainly of four categories.

1. In general, travel is either reduced by online solutions or done by public transport. Flying is restricted for far distance traveling and the CO2 emission is compensated. This also goes for travel following training at the Clingendael training facilities.
2. The offices of Clingendael have been updated with energy saving or producing measures. In 2020 PV panels have been installed on the main building, the roof was insulated and asbestos removed.
3. Office equipment is either reusable or preferably of organic material.
4. The listed buildings of Clingendael are maintained with care to expand their lifecycle for future generations.

#### **Measurement of Outcomes**

As a result of the pandemic most Clingendael employees have been working from home since March 2020, and travel by students to The Hague to follow training programmes has been replaced by online teaching.

After the pandemic lessens, we don't expect to return to business as usual. Employees will work from home for at least 50%, and online teaching will continue, making it possible for us to reach even more students from all over the world. This will contribute to a positive effect on the Clingendael footprint.



## Principle 9: Encourage the development and diffusion of environmentally friendly technologies

As a consequence of COVID-19, the main processes transpired in online solutions. This relates to all staff and to the main part of the training program. The positive experiences of this will lead to a more blended way of physical and digital work in the near future.

### Measurement of Outcomes

As stated before (Principle 8) after the pandemic lessens, we don't expect to return to business as usual. Employees will work from home for at least 50%, and online teaching will continue, enabling Clingendael to reach even more students from all over the world. This will contribute to a positive effect on the Clingendael footprint.

## UNFCCC

The United Nations Framework Convention on Climate Change (UNFCCC) is an international environmental treaty adopted on 9 May 1992. The UNFCCC objective is to stabilize greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system. "UNFCCC" is also the name of the United Nations Secretariat charged with supporting the operation of the Convention. The Secretariat, augmented through the parallel efforts of the Intergovernmental Panel on Climate Change (IPCC), aims to gain consensus through meetings and the discussion of various strategies.

In 2017 Clingendael has applied for admission as observer organisation with the United Nations Framework Convention on Climate Change (UNFCCC).

<https://unfccc.int/>

## Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

The Clingendael Institute has taken note of the UN Women Anti-Fraud Policy that entered into force on 20 June 2018, and wholeheartedly endorses this policy. This decision was made by the Management Team in September 2020 and implemented into action.

### Measurement of Outcomes

Clingendael's accounts are checked on a yearly basis by an independent auditor. This assessment includes an investigation into fraud and corruption. The auditor reports to the Supervisory Board.

## Segregation of duties ensured in receipt and management of funds

The segregation of duties is organized in Clingendael's structure and a strict system of internal control measures. The organizational structure guarantees the separation of power regarding decision making, execution and control. The internal control measures ensure that actions are taken in the best interest of clients, projects, law and generally accepted common practice.

## Payments

All payments require at least two signatures. One signature is required by the responsible manager. A second signature is required of a staff member with sufficient power of attorney to approve a payment. A third and fourth signature may be mandatory when thresholds for decision making or transferring of payments are met.

### Non-Liquidation Certificate/ Non-faillissementsverklaring

Clingendael holds a Non-Liquidation Certificate. This proves Clingendael is not bankrupt. It is issued by The Hague District Court. See for further details: <https://www.rechtspraak.nl/Uw-Situatie/akte-non-failliet>

The 'Statement Conduct of Payment' document, issued by the Tax authority, declares that Clingendael has paid all taxes and national premiums for social insurance.  
[https://www.belastingdienst.nl/wps/wcm/connect/bldcontentnl/themaoverstijgend/programmas\\_en\\_formulieren/verklaring\\_betalingsgedrag\\_nakoming\\_fiscale\\_verplichtingen](https://www.belastingdienst.nl/wps/wcm/connect/bldcontentnl/themaoverstijgend/programmas_en_formulieren/verklaring_betalingsgedrag_nakoming_fiscale_verplichtingen)

### Transparify

Think tanks are playing an increasingly important role in public debates and the formulation of public policy worldwide. Think tanks add public value by generating new ideas and producing independent research to inform politicians, media and the public as they wrestle with complex issues and try to decide on how to tackle them. Transparify provides the first-ever global rating of the financial transparency of major think tanks. Transparify has awarded Clingendael five stars out of five for transparency, recognizing its openness about financing and governance.

Clingendael receives its funding from multiple sources. Its revenues are generated from commissioned training and research projects for clients in both private and public sector from all over the world. These include ministries, NGOs, international organizations, and academic institutions. Please see for further information: <https://www.clingendael.org/transparency>.

### EU Transparency Register

Citizens can, and indeed should, expect the EU decision-making process to be as transparent and open as possible. The more open the process is, the easier it is to ensure balanced representation and avoid undue pressure and illegitimate or privileged access to information or to decision-makers. Transparency is also a key part of encouraging European citizens to participate more actively in the democratic life of the EU.

The transparency register has been set up to answer core questions such as what interests are being pursued, by whom and with what budgets. The system is operated jointly by the European Parliament and the European Commission.

Clingendael has been registered in the EU Transparency Register since August 2015.  
[http://ec.europa.eu/transparencyregister/public/staticPage/displayStaticPage.do?reference=CONT\\_ACT\\_US&locale=en](http://ec.europa.eu/transparencyregister/public/staticPage/displayStaticPage.do?reference=CONT_ACT_US&locale=en)

### International Aid Transparency Initiative (IATI)

IATI is a voluntary, multi-stakeholder initiative that seeks to improve the transparency of aid, development, and humanitarian resources in order to increase their effectiveness in tackling poverty. IATI brings together donor and recipient countries, civil society organisations, and other experts in aid information who are committed to working together to increase the transparency and openness of aid.

At the centre of IATI is the IATI Standard, a format and framework for publishing data on development cooperation activities, intended to be used by all organisations in development, including government donors, private sector organisations, and national and international NGOs. It was designed in close consultation with key users of development cooperation data in developing countries, to ensure its relevance and utility for a variety of different data users.

Organisations implement IATI by publishing their aid information in IATI's agreed electronic format (XML) – usually on their website – before linking it to the IATI Registry. The Registry acts as an online catalogue and index of links to all of the raw data published to the IATI Standard.

Clingendael publishes information on most of the projects executed for the Dutch Ministry of Foreign Affairs using the IATE Standard.  
<https://www.iatiregistry.org/publisher>

## Suggested activities

### Deliver education on topics related to the Global Compact

#### Clingendael Academy

Clingendael Academy is one of the largest independent diplomatic training centers worldwide. Every year, around 2,500 international professionals from over 60 countries participate in courses at the Clingendael Institute.

#### Diplomatic practice

Some facts and figures about our training programmes on diplomatic practice are the following:

- More than 6,000 diplomatic alumni from over 320 training programmes since the beginning of the 1990s;
- Clingendael diplomatic alumni represent more than 140 different countries;
- Approximately 650 diplomats trained per year in 30 tailor-made courses;
- Specialised programmes for junior, mid-career and senior level diplomats;
- Training duration ranging from 2 days to 3 months;
- Including multilateral and regional programmes, for example for diplomats from the UN, the EU, ECOWAS, SADC, IGAD, EAC, ASEAN, CARICOM and SICA.

#### Humanitarian negotiation

The work of humanitarian aid workers and the accompanied negotiations are crucial for delivering aid to those in need. The ability to effectively negotiate in stressful circumstances is a skill which is essential to every humanitarian worker: from the field-based aid worker negotiating access on the frontline to the manager in headquarters talking to donors and governments. The Clingendael Institute focuses on equipping participants with a set of tools which allows them to better analyze a situation they find themselves in and to make more conscious choices on how to negotiate.

Participants learn through simulations and role play to put into practice these tools and techniques to better deal with their daily challenges. At the same time, the training serves as a platform where humanitarian workers can exchange dilemmas and learn from each other's experiences.

#### Facts & figures: Impact of the Humanitarian Negotiation Program

The program was established in 2016 with support from the Netherlands Ministry of Foreign affairs. The training courses are offered in The Hague, near conflict areas and online.

Since 2017, Clingendael Academy has trained more than 700 humanitarians and mediators in negotiation skills to increase access and effectiveness of aid delivery. 83% of our alumni were part of negotiations within six months after following our training and 94% of those alumni believe that the tools and techniques learned improved their negotiation result.

The training courses are delivered in English and French. For further information, please check <https://www.clingendael.org/academy>

#### Conflict Research Unit CRU

Clingendael's Conflict Research Unit conducts research on the political economy of 21st century conflict and fragility dynamics. By offering insights and innovative approaches as to how to reduce the occurrence, intensity and impact of violence, we aim to achieve that policy makers and practitioners feel urged and enabled to take informed action against the human suffering caused by violent conflict today. For further information, please check:

<https://www.clingendael.org/topic/conflict-and-fragility>

CRU leads the consortium which runs The Knowledge Platform Security & Rule of Law (the Platform). KPSRL aims to jointly explore innovative approaches to emerging challenges in the field of security and rule of law in fragile and conflict affected contexts. The Platform is a vibrant international network of experts working on security and rule of law in fragile and conflict affected contexts. For further information, please check: <https://www.kpsrl.org/>

## Suggested activities

### Conduct applied research and thought leadership in relation to the Global Compact

#### Planetary Security Initiative (PSI)

The Planetary Security Initiative is currently implemented by Clingendael Institute - The Hague.

Climate change affects human security and can increase conflict risk. This issue gained prominence on high level international diplomatic and security policy agendas. Yet still more needs to be done to address risks on the ground. The Planetary Security Initiative (PSI) aims to catalyze action in affected contexts. PSI sets out best practice, strategic entry points and new approaches to reducing climate-related risks to conflict and stability, thus promoting sustainable peace in a changing climate.

The Netherlands Ministry of Foreign Affairs launched the PSI in 2015, operated by a consortium of leading think tanks. With the focus on four major planetary security conferences, the initiative now redirected its focus from awareness creation to applicable action after successfully supporting the efforts to place climate-related security risk at the center of the global foreign policy and defense stage. PSI will therefor continue to act as global knowledge hub. Its activities on the ground will be shifting more towards the regions (a.o. Middle-East & Levant) where this agenda is most pressing. In these regions PSI will work with local partners. PSI will work with journalists from countries highly affected by the climate-security nexus to increase the public's awareness and spark international debate.

For further information please check: <https://www.planetarysecurityinitiative.org/>