

# **APPENDIX A.1**

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## APPENDIX A.1.1

### **Case Study 1: The Journal of Risk, Hazards and Crisis in Public Policy (RHCPP)**

**Background** The journal *Risk, Hazards & Crisis in Public Policy (RHCPP)*, published by Wiley (<https://onlinelibrary.wiley.com/journal/19444079>) is run at Leiden University's Institute of Security and Global Affairs by chief editors prof. dr. Sanneke Kuipers and dr. Jeroen Wolbers. Scholarship on risk, hazards, and crises (emergencies, disasters, or public policy/organizational crises) has developed into mature and distinct fields of inquiry. Research published in the journal addresses the governance implications of the dynamics between risk, hazards, and crisis. During unstable situations of acute or chronic danger and substantial uncertainty (i.e. a crisis), important and deeply rooted societal institutions, organizations, norms, and values come into play.

The purpose of *RHCPP* is to provide a forum for research that examines societies' understanding of and measures to address risk, hazards, and crises, how public policies do and should address these concerns, and to what effect. The journal is explicitly designed to encourage a broad range of perspectives by integrating work from a variety of disciplines. The journal looks at social science theory and policy design across the spectrum of risks and crises — including natural and technological hazards, public health crises, terrorism, and societal and environmental disasters. Articles analyze the ways societies deal with both unpredictable and predictable events as public policy questions, which include topics such as crisis governance, loss and liability, emergency response, agenda setting, and the social and cultural contexts in which hazards, risks and crises are perceived and defined.

#### **Embedding in ISGA**

The RHCPP is embedded in ISGA and linked its scholarship in multiple ways. Next to the central role played by the editors in chief, a number of ISGA staff members (Andrea Bartolucci, Wout Broekema, Lydie Cabane, Wouter Jong, Jaroslaw Kantorowicz, Sara Perlstein, Jeanine de Roy van Zuidewijn, Tommy van Steen and Daan Weggemans) have served as reviewers. The journal structurally employs a talented student from the ISGA advanced master programme International Relations and Diplomacy as a 6-month intern and editorial assistant. The internship included social media coverage of journal highlights, data collection and contribution to a co-authored editorial review - in 2017, 2018 and 2019). The journal has an extensive scholarly network of individuals and research centers which benefits the Research group Crisis Governance and ISGA as a whole, with crisis and disaster experts from all continents that serve on the editorial board, dissertation opposition committees, advisory boards, as guest lecturers, peer reviewers and editors, referents, audience and exchange hosts.

#### **Successful collaborations**

The editorial office of RHCPP has engaged in collaborations on publications with editorial board members (Boin, Van Asselt), ISGA colleagues (Kantorowicz) and IRD interns (Mostert, Van Grieken, Welsh). This has resulted in a number of publications:

- Wolbers, J.J., Kuipers, S.L. and Boin, R.A. (2021) A systematic review of 20 years of crisis and disaster research: Trends and progress, *Risk, Hazards and Crisis in Public Policy*, 12(4), pp. 374-392.
- Kuipers, S.L., Kantorowicz, J. and Mostert, J. (2019) Manual or Machine? A Review of the Crisis and Disaster Literature, *Risk, Hazards and Crisis in Public Policy*, 10 (4), pp. 388-402.
- Kuipers S.L., Grieken B.J. van & Asselt M.B.A. van (2018), Risk, Hazards, and Crises in Research: What Risks Get Researched, Where, and How?, *Risk, Hazards & Crisis in Public Policy* 9(4): 384-396.
- Kuipers, S.L. and Welsh, N. (2017) Taxonomy of The Crisis and Disaster Literature: Themes and Types in 34 Years of Research, *Risk, Hazards and Crisis in Public Policy*, 8 (4): 272-283.

## APPENDIX A.1.2

### **Case Study 2: Open Science in action and in service to society**

#### **Background**

One of ISGA's research groups, 'Interpersonal Violence and Public Order' (IVPO) applies the main principles of FAIR data, open access and inclusion of stakeholders as much as possible, within the limits of the important constraints that help to ensure the confidentiality necessary when studying victims of violence. One of the core principles of the Dutch National Programme on Open Science is that 'scientific outputs and processes should be as open as possible, but as restricted as necessary'. The second part of this maxim acknowledges that whilst open and accessible science is a noble aim, 'there are valid reasons to restrict access to outputs or processes' such as compliance with privacy regulations (e.g. GDPR), intellectual property, non-disclosure agreements, knowledge security.

The Interpersonal Violence and Public Order Research group works with confidential data on victims and offenders of violent crimes, such as homicides. This data is provided by key stakeholders, such as the Dutch National Police and the Public Prosecution Office, who demand strict protection of personal data.

Among others, assistant professor Pauline Aarten and Professor Marieke Liem developed the Dutch Homicide Monitor (DHM), a monitoring system that captures detailed information on all homicides in the Netherlands since 1992. Before the DHM, there was no nationwide uniform registration of homicide cases in the Netherlands. The DHM is the only database that includes detailed information on victim, offender, and case characteristics. The knowledge Aarten and Liem have gained in the various research projects on interpersonal homicide (IPH) has allowed them to create societal impact through a two-day workshop for professionals working in the field of intimate partner violence. The workshop has been successfully evaluated by the professionals as the information shared in these two days added to their own body of knowledge and is planned to be organized on a regular basis.

#### **Open science approach and examples**

Despite these important restrictions, the IVPO takes steps to ensure that their scientific outputs and processes are 'as open as possible, but as restricted as necessary.' For example, they have created a public profile for their research group on the Open Science Framework website ([www.osf.io](http://www.osf.io)). There the group scholars share not just pre-prints but also other additional documents, such as syntaxes, coding manuals, supplementary analyses or data-management plans. Although data confidentiality prevents scholars from the group from sharing their primary data, they increase the accessibility, visibility and reusability of their research methodologies and invite critical comments from external experts. Furthermore, the Open Science Framework offers the opportunity for pre-registration of research projects, although fitting pre-registration forms for the type of research conducted in the research group are scarce.

An example of pre-registration can be found in the work by Dr. Honorata Mazepus from the DGA group. For the recently published paper "Mazepus, H. & Toshkov, D. (2022) Standing up for Democracy? Explaining Citizens' Support for Democratic Checks and Balances, *Comparative Political Studies* 55(8): 1271-1297 (<https://doi.org/10.1177/00104140211060285>)", the authors have provided all replication materials and data at <https://dataverse.harvard.edu/dataset.xhtml?persistentId=doi:10.7910/DVN/6HGYSAPilot> (experiment): <https://aspredicted.org/xw5s4.pdf>  
Main study (experiment): <https://aspredicted.org/f835w.pdf>

## APPENDIX A.1.3

### Case study 3: Two collaborative Horizon projects

#### **Background**

Application for collaborative European projects is an important aspect of grant acquisition at ISGA, contributing to the Institute's strategic objectives of diversification of funding sources and internationalization. European collaborative projects under the Horizon2020 and Horizon Europe programmes are key tools for stimulating excellent research on strategically important themes and innovative sub-domains. Networks created for consortia applications remain valuable channels of collaboration beyond the duration of the funded projects. Since the inception of the institute, ISGA scholars have succeeded in being awarded two Horizon projects, respectively DRIVE and EU-STRAT (in addition to several other projects funded under different EU programmes). Next to participating in several more projects, in these projects ISGA researchers have played a leading role in putting together consortia of European partners, developing innovative research approaches beyond the state of the art and writing winning applications in the competitive field of EU collaborative projects. While in EU-STRAT, the team leader was co-coordinator of the consortium; DRIVE brought the first FGGA led project, a consortium brought together and coordinated from ISGA. The two projects demonstrate continuity in the ability of ISGA researchers to participate in innovative research at the European level and contribute to development of state of the art in diverse fields related to security and global affairs. The projects are shown in reverse chronological order: based on the different stages of their life cycle they demonstrate in different ways innovation, interdisciplinarity and societal impact as key features of ISGA's research.

**DRIVE (2021-2024 – ISGA Coordinator and PI)** (<https://www.driveproject.eu/about-drive/>) is an EU H2020 project on the role of social exclusion in far right and Islamist radicalisation in north-west Europe. ISGA Professor Tahir Abbas is the scientific coordinator who assembled the project's consortium and developed the project's innovative research approach. *This is the first ever H2020 for the entire faculty where a faculty institute is solely in the lead.* The project brings together social scientists and public mental health experts for the first time to explore some of the most challenging concerns facing societies in northwest Europe today. DRIVE research is a systematic attempt to try to enhance understanding of radicalisation through exploring the wider issues of social exclusion in northwest Europe. The project team explores the synergies between diverse kinds of radicalisation based on an understanding of local area experiences. The project explores identity politics, intergenerational change, the idea of space and belonging associated with it, and the complex generalisable relationship between the extremism put forward by elements of the far right and the extremism put forward by Islamist elements, as it is contended that sets of outcomes may be affected by the same social structural factors.

#### **Impact**

Research under DRIVE is fully under way only since 2021, but already there have been several publications, blog posts, podcasts, and interviews. It aims to shift the paradigm in understanding and responding to violent extremism in Western Europe and further afield. Members of the consortium have been speaking at conferences and panels in relation to the initial DRIVE project findings. Invited talks to specialists on counter-extremism and counterterrorism have also been occurring.

**EU-STRAT** ([www.eu-strat.eu](http://www.eu-strat.eu)) (2016-2019): 'The EU and Eastern Partnership Countries: An Inside Out Analysis and Strategic Assessment' provided an assessment of the EU's Neighbourhood Policy and the domestic and geo-political constraints within which it operates. EU-STRAT assessed the EU's Neighbourhood policy towards Belarus, Ukraine and Moldova using an inside out approach which

started from the political, economic and social dynamics in the domestic arena of these states rather than from the EU policies. This approach emphasized the interactions of domestic actors (rent seeking political elites or civil society), political economy and formal and informal institutions. Professor Antoaneta Dimitrova, Head of ISGA's Diplomacy and Global Affairs Research group acted as co-applicant and co-coordinator of the consortium. A team linked to Prof. Dimitrova and Dr. Mazepus, part of the Diplomacy and Global Affairs group, together with Dr Toshkov from the Institute of Public administration, developed several strands of research within the larger project, focusing on the role of state capacity in transformation, external actors' (EU, Russia) links to civil society in Belarus, Ukraine and Moldova and the role of communications.

### **Impact**

Research contributed to greater understanding of the impediments to political and social reform in the EU's eastern neighbours. Academically, the work enriched theories of regime transformation, with innovative conceptual frameworks explaining dynamics of social orders, the role of state capacity, and interactions between domestic and external actors. Empirically, it collected new rich data (e.g. interviews, survey experiments, TV monitoring), which has been further analysed in ongoing work. The findings of the project have been very widely disseminated and both policymakers and scholars have engaged with them. Analyses and research findings were published in a special issue of *East European Politics* (<https://www.tandfonline.com/toc/fjcs21/37/1>), a Scopus indexed journal. The special issue is co-edited by prof. Dimitrova. By 2022 the articles on civil society and state capacity were among the journal's most cited articles. To connect to the broader public and students, a series of knowledge clips based on the findings were created and placed on YouTube and Leiden university platforms. The EU-STRAT knowledge clips are used by students in current courses taught at ISGA, such as for example *The EU as an External Actor in the Global Affairs Minor*.

## APPENDIX A.1.4

### **Case Study 4 : Globalizing Intelligence Studies**

**Background:** Recently, intelligence studies has witnessed a remarkable broadening and deepening as an academic sub-field, opening up to an array of new methodologies and disciplinary approaches. Despite this innovation, it remains a field dominated by Anglo-Saxon approaches, and the study of primarily US and British intelligence institutions. This skewed intellectual landscape is reinforced by the geographic spread of the majority of intelligence studies research groups around the world: most are in the United States and Britain. The Intelligence and Security research group at ISGA aims to challenge this Anglo-Saxon dominance by researching intelligence practices and institutions beyond the Anglosphere, and by developing into one of the few research groups of its kind outside the UK and USA.

**Outputs:** There are three key pillars of our research group's challenge to the Anglo-Saxon dominance of our field. First, given the location of our institute in the heart of The Hague, we have contributed significantly to the academic and public understanding of the Dutch intelligence services. Second, we have a strong focus in our group upon continental European intelligence services, and European intelligence liaison. Third we have a new and developing interest in intelligence in the global south.

**Impact:** The group's emphasis upon intelligence beyond the Anglosphere has also influenced public debates and informed practitioners about the unique context of particular intelligence agencies. In 2018 our group played a role in the public debate in the Netherlands regarding the new Intelligence and Security Act (Wiv). The group organized several events and a public debate and appeared regularly in the Dutch media to discuss the new law. Dr. Constant Hijzen was also awarded a €190,000 research grant from the Dutch National Co-Ordinator on Security and Counterterrorism (NCTV) and was granted privileged access to the Dutch General Intelligence Service's (AIVD) classified files to research his project on counterterrorism in the Dutch intelligence community. Willemijn Aerds also advises the Dutch Ministry of Foreign Affairs on intelligence and security issues. Beyond the Netherlands, members of the research group have run workshops for intelligence practitioners in Germany, Columbia, and Ecuador.

### **Sample Publications:**

- Zakia Shiraz and Richard Aldrich, 'Secrecy, Spies and the Global South: Intelligence Studies Beyond the Anglosphere', *International Affairs*, 95:6 (2019).
- Constant Hijzen, *Vijandbeelden: De veiligheidsdiensten en de democratie, 1912-1992* (Boom, 2016).
- Ikani, Meyers, Michaels, Guttman and Goodman, *Estimative Intelligence in European Foreign Policymaking: Learning Lessons from an Era of Surprise* (Edinburgh University Press, 2022).

### **Examples of Societal Engagement:**

- <https://www.universiteitleiden.nl/nieuws/2018/03/verslag-het-grote-wiv-debat>
- <https://www.universiteitleiden.nl/nieuws/2018/03/constant-hijzen-jelle-van-buren-en-paul-abels-over-de-sleepwet>
- [https://wiv-onderde\\_loep.nl/wiv-eeen-sleepwet](https://wiv-onderde_loep.nl/wiv-eeen-sleepwet)
- <https://www.nrc.nl/nieuws/2018/03/16/hoe-houd-je-het-debat-over-de-wiv-eerlijk-a1596005>.
- <https://www.universiteitleiden.nl/en/news/2020/03/aerds-appointed-to-peace-and-security-committee>

## APPENDIX A.1.5

### **Case study 5: Innovative research and academic and policy hub Cyber Governance**

#### **Background**

Since 2017 ISGA's Cyber Governance Research Group has built a strong profile in international cyber security, cyber conflict and the governance thereof, building on a number of grants that combine academic research with think tank activities and outreach.

**The Hague Program on Cyber Norms** (2017-2021, budget € 2,4 million), **The Hague Program on International Cyber Security** (2022-2025, budget € 2 million) and the **EU Cyber Direct** project (2021-2024, € 3,5 million consortium grant, €1 million for ISGA) provide a solid foundation for academic research and networking on the broad theme of international cyber security, with some researchers fully funded by these programs and others contributing to the work from the Cyber Security Governance group in which the programs are embedded. principal investigators prof. Bibi van den Berg and Professor Dennis Broeders, respectively, have led the programmes and established ISGA as a hub for innovative and policy relevant research.

#### **Research and (academic) hub for international cyber security**

These programs focus on different aspects of international cyber security and conflict and the ways the international community deals with them, such as international law, cyber diplomacy, norms, governance, and (state) behaviour. The programs have a strong publication record, both in terms of academic journal articles and books, as well as in the form of specific publications under the flag of the projects that cater to academic and policy audiences alike. Through the organisation of academic conferences and workshops and the participation of members of the programs in (inter)national events and conferences ISGA has become a prominent European hub in the international ecosystem of cyber security research.

#### **Studying, and engaging with, cyber policy.**

The programs do not only study diplomatic and policy processes on international cyber security but also engage with national, European, and international policy makers and feed ideas into the policy process. Prof Broeders' concept of the protection of the public core of the internet (Broeders 2015) has made its way through different layers of international policy making and is now part of Dutch national policy (International Cyber Strategy of the Foreign Office), EU Policy (EU Cyber Security Act) and the 2021 consensus reports of the UN Group of Governmental Experts (GGE) and the UN Open Ended Working Group. Between 2019 and 2021 Prof. Broeders was a member, as an academic advisor, of the Dutch delegations to the UN GGE and OEWG. Building on this relationship – and with a clear mutual understanding of each other's roles, responsibility, and integrity – members of the program are working with the Dutch delegation to the current UN Open Ended Working Group (2021-2025) to provide input into the Dutch contribution to this UN process.

#### **Websites:**

The Hague program for Cyber Norms (closed, 2017-2021): <https://www.thehaguecybern timerms.nl/>

The Hague Program on International Cyber Security: <https://www.thehagueprogram.nl/>

EU Cyber Direct: <https://eucyberdirect.eu/>

## APPENDIX A.1.6

### **Case Study 6: Impact of research in the Terrorism and Political Violence (TPV) research group**

#### **Background**

Over past decade, terrorism has been a recurring threat to societies across the globe. Because of their internationally recognized expertise, and diverse academic perspectives, TPV staff members have made dozens of contributions to a variety of media. Although usually prompted by a terrorist attack, the considerable interest shown by citizens, policy makers, politicians and journalists in the subjects of radicalization and terrorism, also means that there have been opportunities to supplement analysis of the latest attack with more in-depth discussions. The examples below illustrate the way in which members of the TPV group have drawn on their research and expertise to participate in public debates and contribute to policy.

#### ***Right-wing extremists and the military***

Recent years have sparked increased concern that right-wing extremists may infiltrate military organizations to gain weapons-technical expertise, training and opportunities to recruit others to their cause. TPV colleague Dr. Yannick Veilleux-Lepage researched right-wing extremism in various militaries across a [range of publications](#), and spoke to the leading Canadian Broadcasting Corporation about his work [in August 2020](#).

#### ***Preventing radicalization through counter-narratives***

Since terrorist organizations have increasingly utilized social media as platforms to propagandize and recruit, a notable research strand has developed on “counter-narratives”, potentially able to diminish the appeal of these messages. TPV staff member Dr. Sarah Carthy has conducted a laboratory-based experiment on the efficacy of such counter-narratives that was published in [Terrorism and Political Violence](#). She has engaged a broad audience by speaking on this topic at [TEDx Galway in 2021](#).

#### ***Protecting individuals from targeted violence***

In 2021, three TPV staff members were asked by the Dutch Ministry of Justice and Security to describe past trends and potential future developments related to threats to individuals, institutions and infrastructure in the Netherlands. [The findings](#) were included as an addendum to the official report issued by an advisory committee instituted to review the functioning of the so-called ‘protection and security’ apparatus in the Netherlands (“Committee Bos”). In June 2022, one of the report’s authors, Professor Edwin Bakker, [spoke to members of the House of Parliament](#) about these trends.

#### ***Foreign fighters in Syria and Iraq***

The mid-2010s saw unprecedented numbers of jihadist “foreign fighters” travel from countries across the globe to join forces with the so-called “Islamic State” in Syria and Iraq. TPV staff member Daan Weggemans has researched who these fighters are and what their “daily life” in Syria and Iraq actually [looks like](#). His expertise, and that of his co-authors, achieved notable impact when it was [used](#) in [Dutch court cases](#) on these foreign fighters.

#### ***Anti-government extremism / Conspiracy thinking***

Dr. Jelle van Buuren developed a keen interest in anti-government and conspiracy-related extremists, particularly in the Netherlands. This was the subject of his [PhD thesis](#) as well as later [peer-reviewed work](#) in [Terrorism and Political Violence](#). Jelle has continued to develop his research on conspiracy theories and political legitimacy, *inter alia* through PhD supervision, and has provided extensive commentary in a range of media outlets on attacks and other events that fall under this theme, such as [the recent unrest](#) surrounding [farmers in the Netherlands](#).

#### ***Why most extremists never use terrorism***

Following the award of an NWO “Veni” grant, as well as funding provided by the Canadian government’s “Community Resilience Fund”, Dr. Bart Schuurman and Dr. Sarah Carthy worked on the question why most people who radicalize will actually *not* become involved in terrorist violence. Although most of the project’s manuscripts are currently under review, early work [setting out the core idea](#), published in [Perspectives on Terrorism](#), [featured in a broadcast](#) of the TV program “Atlas” on Dutch public television.



## APPENDIX A.1.7

### **Case Study: 7 ISGA as a ‘Networked Co-creator Organization’**

#### **Background**

The innovative and dynamic character of ISGA can also be demonstrated by the way in which the Institute staff and ISGA as an organization co-create new research and societal impact organizations that develop their own identity and legal entity, but still remain actively engaged in fruitful collaborations that lead to significant research and valorization. Two such examples will be outlined here: ISGA’s co-creation of the International Centre for Counter-terrorism (ICCT) in The Hague and the co-creation of the Dutch Chapter of the Women in International Security (WIIS) network.

#### **The Co-creation of an International Think Tank: The International Centre for Counterterrorism (<https://icct.nl/>)**

ISGA, together with The Netherlands Institute for International Relations Clingendael and Amsterdam University’s Asser Institute, co-created and developed the International Centre for Counterterrorism (ICCT) in The Hague. ISGA’s institutional predecessor (Leiden’s Center for Terrorism and Counterterrorism) co-created ICCT in 2010 as a spin-off, based on a motion by the Dutch Parliament and initially financed by the Dutch NCTV and ministry of foreign affairs. Ever since its creation, ISGA senior personnel have served on ICCT’s board and ISGA researchers have closely collaborated with ICCT in publications and projects, helping it to become a nationally and internationally recognized think tank in its own right. From 2019 to 2021 ISGA led a far-reaching reform process in the Supervisory Board of ICCT, leading the ICCT to full independence (as a foundation) and professionalization. A cooperative model of “mutually reinforcing cooperation” between ISGA, ICCT, Asser and Clingendael has been created as a result. Selected ISGA staff become double-hatted members of both institutions (50% ISGA, 50% ICCT). Joint collaborations have led, inter alia, to the EU-funded PREPARE project led by Joana Cook (ISGA/ICCT). The cooperation creates a multiplier effect of research capacities and joint impact in the national, European and international spheres.

#### **Impact through networked engagement: ICCT**

ISGA is one of the three founding members of the International Centre for Counter-Terrorism (ICCT) and through the Chairmanship of the Supervisory Board significantly led the transformation and professionalization process. Over the past several years, this counterterrorism-oriented ‘think-and-do-tank’ has become an international renowned center for counterterrorism-related research and policy advice. ICCT offers a platform for both research and policymaker/practitioner-oriented publications that are read by a large audience. ICCT’s ability to reach this professional audience makes it a useful platform for the researchers in the Terrorism and Political Violence research group. In addition, ICCT frequently attracts opportunities for (research) projects that are executed by ISGA staff members.

#### **The Dutch Chapter of ‘Women in International Security’ (WIIS)**

<https://wiisglobal.org/chapters-and-affiliates/international-affiliates/wiis-netherlands/>

Women in International Security Netherlands (WIIS NL) is the official Netherlands affiliate of WIIS Global and was created by ISGA’s Assistant Professor Vanessa Newby in 2020 in order to strengthen the research-policy nexus, create awareness and networks and advance policy proposals on the topic of gender and security. WIIS is physically located at ISGA and receives financial support from ISGA as well as active participation by ISGA researchers in WIIS’ board, advisory board and committee positions (half of the eight committee members are also ISGA members). WIIS NL is primarily focused on raising awareness of the nexus between gender and security, specifically: the women peace and security agenda (WPS Agenda); and gendered insecurities within the Netherlands and Europe.

WIIS has organized monthly high-level meetings and events during the Academic year with professionals, policy makers, security practitioners, NGOs, embassy staff, politicians, academics, students, and interested members of the general public. Thereby WIIS and ISGA contribute to a wide debate on gender, peace and security issues.

**Impact through networked engagement: WIIS**

In a short space of 2 years, WIIS established itself as a serious platform for high level discussions and projects in the field of gender, peace and security. More than 20 high level events and roundtables took place. There have been social events as well allowing senior and junior professionals and researchers to interact. Since 2021, WIIS also attracted research funding from, inter alia, the US embassy, the Canadian embassy, and the Dutch Ministry of Foreign Affairs to carry out research on gender and security issues. Increasingly, WIIS NL also teams up with international university partners for academic projects as impact partner. It runs a podcast series and has built up an active social media presence.

## APPENDIX A.1.8

### Case Study 8: The WIDER function at the Institute level

#### Background

In May 2019, a new position was created to be part of the Institute of Security and Global Affairs, (Leiden University) Institute Board: Well-being, Inclusion, Diversity & Equal Opportunity Representative (WIDER). Several core points were put forward on which this new position should concentrate, but broadly it was oriented towards ensuring the Institute is a place with clear policies so that all members felt safe and validated in their work. Additionally, the goals was for the Institute to be a place where fairness is paramount in both hiring practices and promotion trajectories. That means making certain that protocols for hiring and promotion leave little room for (unconscious) bias, and that everyone gets the chance to demonstrate and be valued for the competences they have. And when departing the Institute, there should be clarity and transparency on why the employment ended, lessons should be learned from the person leaving, and departure should be on the best of terms, so that future cooperation is ensured.

#### Achievements of the WIDER position

##### **1. Development of an ISGA WIDE strategy, included in the Institute strategy**

The WIDER chaired a working group on the WIDE chapter of the Institute strategy, and based on comments made by the group, composed an initial draft document that was then again discussed within the working group, further reviewed and incorporated in the strategy.

##### **2. Close cooperation with the chair Institute Council chair regarding WIDE issues**

ISGA council meetings were used to promote WIDE events, but also to have a broader discussion regarding possible negative developments within the Institute that the WIDER picked up.

##### **3. Connecting with the faculty and university regarding best practices**

The WIDER connected with the Faculty Task Force on Diversity and Inclusion, led by Prof. Tahir Abbas and with the Leiden University Diversity Office. A variety of initiatives took place with joint participation such as the Diversity and Inclusion Network of the Faculty, and the Leiden Inclusive Curriculum network, initiated by several members of the Institute of Public Administration.

##### **4. Development of WIDE awareness through trainings and workshops**

Unfortunately, the global pandemic limited the possibilities for trainings and workshops, but the WIDER was able to organize a training on unconscious bias and promoted the workshop on being an active bystander. The WIDER also argued for leadership training for all management positions within ISGA, which is a continuing discussion.

##### **5. Monitor vulnerabilities and risks within the organisation, and provide policy input regarding possible solutions**

As a member of the Institute Board, the WIDER was able to translate the conversations with staff members and personal observations into an assessment of risks and vulnerabilities. Within the Institute Board, several tools were discussed to mediate these risks. A concrete example is the discussion on yearly R&O conversations. The point system was clarified, and the Institute Board communicated with the research group heads to attempt to achieve more uniformity in the staff evaluations. In addition, the WIDER engaged with a University working group on the same topic and started a conversation about how the R&O talks are currently handled, and how to adapt current practices considering new understandings regarding WIDE issues.

##### **6. Pay close attention to the needs of early career staff members**

At the start of the introduction of the WIDER function, no additional support functions were present for early career members, so this naturally was included in the tasks of the WIDER. However, the

governance structure of ISGA was later strengthened with the inclusion of a Ph.D. coordinator, which took over some of these tasks. The WIDER is still especially committed to supporting the needs of other early career members, such as tutors.

#### **7. Propose other initiatives regarding WIDE**

Leiden University has in the past years paid increased attention to WIDE issues, with initiatives such as the well-being week and the connections made with the EUniWell network. The WIDER supported these different initiatives. In addition, the global pandemic resulted in some small-scale initiatives by the WIDER towards ISGA staff. Notably, a weekly online coffee hour was organised where staff members could connect with each other and specifically not talk about work. Occasional online afterwork drinks were also organised. Lastly, a fellow staff member organised lunchtime yoga classes, promoted (and attended) by the WIDER.

## APPENDIX A.1.9

### **Case Study 9: The Research-Policy Nexus in War, Peace and Justice (WPJ)**

#### **Background**

In 2020, due to the growing importance of issues related to war, peace and justice (including global human rights) ISGA created its 7<sup>th</sup> research group (adding to the existing research groups in cybersecurity governance, diplomacy and global affairs, governance of crisis, intelligence and security, physical violence and terrorism and political violence). The research group brought together all colleagues working on issues of conflict research, war studies, peace studies as well as global justice, who had been hitherto spread across different research groups at the Institute. Furthermore, the research group attracted new international talent, acquired an ERC Starter Grant (Matthey Hoye on Global Justice) and brought together four Special Chairs: three of them academic and one a Chair of Practice. These chairs were the result of extensive cooperation agreements. Two chairs were the results of the cooperation agreement with the Dutch Defence Academy: The **Chair in War Studies** (Professor Osinga) and the **Chair of Intelligence in War and Conflict** (Professor Rietjens). The **Chair of UN Studies in Peace and Justice** was co-created with the Hague School of Applied Sciences and brings together high-level research with innovative teaching and local community outreach (particularly in poor neighbourhoods of The Hague) to raise awareness about the UN. Finally, the **Special Chair in Peace, Justice and Security** rotates among former senior Dutch policy makers (the first chair was the former NATO Secretary-General Jaap de Hoop Scheffer and the current chairholder is the former Dutch foreign minister and former SRSG of the MINUSMA peacekeeping mission in Mali, Bert Koenders).

#### **Advancing Research, Policy Impact and Research-based Education across War, Peace and Justice**

The WPJ research group deliberately wants to bridge the gap between the often-siloed fields of war studies and peace studies as well as global justice and human rights. It wants to advance high-level research (through fundamental academic research grants and publications in leading journals) as well as concrete policy impact. Finally, it wants to increase its impact through the research-teaching nexus. Achievements thus far include a far-reaching research and policy advice project financed by the German Ministry of Defense on “**Implementing the Protection of Civilians Concept in UN Peace Operations (IPOC)**” in cooperation with the International Peace Institute. The ISGA team developed a methodology and matrix for a comprehensive audit of POC capacities of UN members. The project results were cited in the UN Security Council in July 2020 (<https://www.universiteitleiden.nl/en/news/2020/07/project-co-directed-by-iscas-joachim-koops-cited-in-united-nations-security-council>) and has led to various follow-on projects.

Furthermore, Matthew Hoye won an **ERC Starting Grant for the project “JUSTREMIT”**, which brings together political theory, ethnography and security studies in order to study the impact of global remittances on global justice and dynamics of African diaspora and migration dynamics. The project also enhanced ISGA’s research capacity from the global south. In reaction to the Russia-Ukraine war, the WPJ group also created various projects and initiatives for Ukrainian researchers (including the inter-faculty Ukraine hub and the European Approaches to Societal Challenges Network). Members of the WPJ group, such as Tom Buitelaar, are also active in managing and leading the Dutch Peacekeeping Network, bringing together former peacekeepers, ministry officials and scholars to inform Dutch peacekeeping policies. In 2022, the research group also created a new Minor in War and Peace Studies for the MSc in Crisis and Security Management, connecting research with education. Finally, through its Special Chairs (such as Bert Koenders, who was recently appointed as the Chair of the Advice Committee to the Dutch Parliament on International Affairs) ISGA’s WPJ is also closely linked to Dutch policy-making advice.