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**‘Walking the extra mile’: how governance networks attract international organizations to Geneva, The Hague, Vienna, and Copenhagen (1995-2015)**

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‘Walking the extra mile’

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# **‘WALKING THE EXTRA MILE’**

*HOW GOVERNANCE NETWORKS ATTRACT  
INTERNATIONAL ORGANIZATIONS TO  
GENEVA, THE HAGUE, VIENNA, AND COPENHAGEN  
(1995-2015)*

## **PROEFSCHRIFT**

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*For Ruben,  
Japi and Pom*



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## PROLOGUE

It is the summer of 2019. The outcome of the Brexit negotiations is unpredictable, and most EU-funded European agencies are preparing to leave the United Kingdom to survive. One of them is the European Centre for Medium-Range Weather Forecasts (ECMWF), an independent Intergovernmental Organization based in Reading. In September 2019, the ECMWF sends a letter to all the 23 member states of the organization informing them of the necessity to establish a new ECMWF facility to host the Copernicus program, the IGO branch dependent on European Union funding. They issue a Call for Proposals and request all member states to consider hosting the program, good for 250 workstations and, more importantly, a creation of synergies on scientific weather and climate excellence and thereby an increased reputation in the field.

On 15 April 2020, one month into the COVID pandemic, 9 of the 23 member states hand in a *letter of intent*, stating they want to host the facility. Originally, the deadline for the *proposals* and *bid books* is 10 September; due to the pandemic, it is postponed to October. This allows time to select a city to host this program, set up an organizational network, and lobby internally to get sufficient government support for an attractive proposal.

In May, Bologna, already hosting an ECMWF facility, is the first to publish its candidacy, followed by Toulouse. The other cities are Utrecht, Bonn/Helsinki, Barcelona, Tallinn, Lisbon, and Dublin. Bonn and Helsinki hand in a proposal together, indicating that they support each other. Reading also applies just in case the Brexit deal allows for EU-funded institutions to stay in the UK. Nearing the deadline, the host city of Utrecht backs out. The remaining countries and cities compete fiercely to get the necessary support from the member states, especially once the deadline for proposal is past and it is clear who the competitors are.

On 9 December 2020, a panel of non-bidding member states of the ECMWF decide in favor of Bonn. The proposal, supported by Helsinki from the start, consists of a 16-story glass tower with all the requested facilities to be built between 2021 and 2023, and a temporary facility in the city center. The panel notes that Bonn is home to ‘numerous UN agencies’ and has ‘a clear strategic advantage’ in being ‘within a radius of only a few hundred kilometers’ of several other EU countries. The ECMWF Council will be further investigating the setting-up of an ‘EANode’ (scientific hub) in Helsinki, Finland.

Now the questions arise: what were the conditions under which Bonn and Helsinki successfully attracted the organization? What did the organizational network do right? What did the others do wrong – if anything? Was it the promised new building? Was it the collaboration with Helsinki, giving the proposal a more international profile? Was it

Chancellor Angela Merkel's strong position across the EU? Or was it sheer luck? Why did the other seven proposals, despite having 'blown away' the committee, fail? In short, what determined the success of Bonn and Helsinki and the failure of the others?