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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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Citation

Groen, R. S. (2022, November 24). *‘Walking the extra mile’: how governance networks attract international organizations to Geneva, The Hague, Vienna, and Copenhagen (1995-2015)*. Eleven, The Hague.
Retrieved from <https://hdl.handle.net/1887/3487203>

Version: Publisher's Version

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Note: To cite this publication please use the final published version (if applicable).

EPILOGUE

The European Centre for Medium-Range Weather Forecasts (ECMWF), the independent Intergovernmental Organization based in Reading, moved to Bonn in 2021. Whilst the first wave of staff is accommodated in temporary offices, it is expected that the new and permanent ECMWF offices will be ready by 2026. The following categories were used by an evaluation committee to assess the proposals from member states: Scientific & Social Environment (40%), Facility (20%), Financial Conditions (30%), and Connectivity & Sustainability (10%). Each of the four criteria was broken down into sub-categories to ensure that nothing was overlooked. The submission of the recommendation to the ECMWF Council was on 17 November 2020. The member states voted on 9 December 2020. After the submissions, the evaluation committee declared the UK's bid inadmissible because they could not guarantee that in their new situation outside of the EU the Copernicus program would continue to be supported by EU funds.

The voting method had been disputed for a long time. The big countries agreed that how much they contributed to the ECMWF should weigh most heavily in the vote. The smaller countries argued – understandably – for ‘one country, one vote.’ In the end, it boiled down to 50/50: half the weight of the vote was determined by the contribution of that country, thus favoring the larger countries. Of the eight bids, five made it above the line with a positive review. Spain, Germany, and France topped the list after Ireland and Austria dropped out with the fewest votes. Although Spain was favored in the first round, Germany won in the deciding round. This could be explained by the following three reasons.

First, from the 34 member states voting for the best proposal, one was already on Bonn's side: Helsinki (or, rather, Finland). All member states could vote for themselves if they had handed in a bid, so it was Germany ‘plus one’ from the beginning. This means that the network of the Bonn delegation was extensive; it collaborated externally. Secondly, Germany's bid was attractive. It promised a gigantic glass building near other UN institutions and offered a world-class scientific environment and beneficial conditions. Bonn's brochure was phenomenal. There was also an original video placed on their website where rubber ducks spoke in favor of Bonn as the best place to settle for ducks. The setting was a conference room with an English-speaking ‘head duck’ who gave a convincing talk about Bonn being an attractive city at the heart of Europe. Internal sources have, however, indicated that this video was not the deciding factor, which was, ultimately, the discussion about the weight of the vote. This was also part of my conclusions, where I found that lobbying externally for votes is an element to focus on as an organizational network. Thirdly, it was important for the ECMWF to spread their offices across the EU: with the next supercomputer to be housed in Bologna, Italy, while

the headquarters and most forecasting would remain in Reading, UK, the choice of Bonn was a strategic one. Furthermore, Bonn already hosted other climate related IOs, which added attractiveness. Bonn is seen as a *hub* for IOs, which is always an important aspect that IOs consider before moving.

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APPENDICES

Table A1 Western European Cities with their focal areas (selected cities in grey)

Western European and Others Group*	Capital cities (or city experienced with attracting IOs)	Focal area for attracting IOs	No. of inhabitants in the city
1. Andorra	Andorra la Vella	-	22,256
2. Austria	Vienna	Peace, non-proliferation, humanitarian	1,9 million
3. Belgium	Brussels	EU focus, financial	1,2 million
4. Denmark	Copenhagen	Humanitarian, procurement, life sciences, green tech	1,3 million
5. Finland	Helsinki	Energy, forestry, finance, humanitarian	1,3 million
6. France	Paris, Toulouse, Lyon, Strasbourg	Global health, education, sports, finance	2,2 million, 447,340; 513,275; 467,438
7. Germany	Bonn	Climate, energy, sustainability	329,673
8. Greece	Athens	Migration, wildlife, Balkan	3,1 million
9. Iceland	Reykjavík	Human rights, education, gender equality	131,136
10. Ireland	Dublin	Humanitarian, migration, finance	1,2 million
11. Italy	Rome, Bologna	Energy, space, international transport	2,8 million; 394,843
12. Liechtenstein	Vaduz	-	5,696
13. Luxembourg	Luxembourg City	Finance, trade	124,528
14. Malta	Valletta	Migration, trade	355,000
15. Monaco	Monaco (city-state)	Science, sports, travel	38,300
16. Netherlands	The Hague	Peace, justice, security, humanitarian, life sciences	883,720
17. Norway	Oslo	Migration, equality, green energy	1,03 million
18. Portugal	Lisbon	Migration, finance	2,04 million
19. Spain	Madrid, Barcelona	Energy, health, democratization	3,2 million; 1,6 million
20. Sweden	Stockholm	Development, space, democratization	1,6 million
21. Switzerland	Geneva	Peace, humanitarian, economy, health, environment	201,818

Western European and Others Group*	Capital cities (or city experienced with attracting IOs)	Focal area for attracting IOs	No. of inhabitants in the city
22. Turkey	Ankara	Finance, labor, migration, humanitarian	5,7 million
23. United Kingdom	London	Finance, maritime, geology, sports, migration	9,8 million

* For reasons of the specific empirical background, I decided that the broadest definition of ‘Western European’ was the most appropriate, as the unofficial Regional Group in the UN ‘Western European and Others Group’ acts as voting blocs and negotiation forums.

Table A2 Failed and successfully attracted cases (successful in grey, failed in black)

	UN Head-quarters	UN Departments	Other Head-quarters	IO Departments	Quasi-IOs
Geneva		Green Climate Fund (2012-13)	Arms Trade Treaty Secretariat (2015)	DNDi (2003)	
		IRENA (2013) FAIL	GAVI (2000)	FIND (2003)	
			GCERF (2014)	GAIN (2003)	WADA (2000)
			Global Fund (2002)	MPP (2010)	
THE HAGUE		UN-MICT (2010)	International Criminal Court (1998-2001)	NCIA (2012)	
		OPCW-UN Joint Investigation Mechanism (JIM) (2015)	ICMP (2015)		
		SCSL (2002) / RSCSL (2012)	KSCSP (2015)		
		UNICEF Private Fundraising and Partnerships (2015)			

	UN Head-quarters	UN Departments	Other Head-quarters	IO Departments	Quasi-IOs
VIENNA		IRENA (2013) FAIL	Arms Trade Treaty Secretariat (2015)		REEEP (2004)
			FRA (2007)		Sustainable Energy for All (2013)
			KAICIID (2012)		
			IACA (2011)		
COPENHAGEN	UN Office for Project Services (2006)	UNHCR (2014)	GBIF (2001)	Eurofish (2009)	Copenhagen Consensus Center (CCC, 2007)
		UNFPA (2012)		ECO (2012)	Core Humanitarian Standard (CHS, 2014)
		UN Women (2013)			Copenhagen Center on Energy Efficiency (CCEE, 2013)
		WFP (2001)			Sustainable Energy for All (2013)
		IOM (2009)			
		UNEP - DTU Partnership (2014)			

Table A3 Questionnaire

We are about to do a game with cards.
– Can you please divide these cards with factors, looking at the third column of the list, into two halves? One is most important, the other least?
– After that, can you please give me a top 5 list of factors that are most important for IOs and INGOs to settle in a city?
– Can you make a top 5 list of factors that are least important?
– Please try to make both a top 3.
1. Why are these the top 3 important for you?
2. Why are these the top 3 least important for you?
3. Were these top 3 factors important as well for the [specific case] to settle in this city? If you do not know this, can you tell me who might?

4. How do you think this city scores on these most and least important factors?
5. What do you think of the level of education, including higher education and universities? Can you give me an answer in the scale of 1 (very poor) to 10 (excellent)
6. What do you think of the level of expertise and labor force in this city? Can you give me an answer in the scale of 1 (very poor) to 10 (excellent)
7. What do you think of the level of English in this city? Can you give me an answer in the scale of 1 (very poor) to 10 (excellent)
8. How do you see the rules and regulations for International Organizations? Can you give me an answer in the scale of 1 (very poorly organized) to 10 (very well organized)
9. Do you know Organizations that came to or founded in here recently?
10. Do you know why these Organizations chose this city as their settlement place?
11. This city has a focus on (...). Can you explain to me how this developed, and why?
12. Do you know any INGO or IO that recently left this city for another city? Do you know why?
Competitiveness
13. Is there competition between this city and other cities? Can you give me an answer in the scale of 1 (very little) to 10 (very much)
14. If so, how do you notice this?
15. Could you give any examples?
Branding
16. Is there a strategy for ‘City marketing’? How is this visible? Can you give me an answer in the scale of 1 (very unclear) to 10 (very clearly)
17. Is there a strategy for Nation Branding? How is this visible? Can you give me an answer in the scale of 1 (very unclear) to 10 (very clearly)
18. Is the city marketing or nation branding effective in your opinion, in order to attract more IOs and INGOs to the city? Can you give me an answer in the scale of 1 (very little) to 10 (very much)
19. Do you think the international community in this city is growing or declining?
Policy / Political Process
20. To what extend were you involved in the location decisions of IOs? 1 (none) – 10 (completely)
21. Can you reconstruct the chain of events with me for the attraction of [case 1]?
22. Can you reconstruct the chain of events with me for the attraction of [case 2]?
23. To what extend are you involved in communication with the city and country (Ministry of Foreign Affairs)? 1 (none) – 10 (completely)
24. How often did you meet as organizational network?
25. How often did you meet others outside the organizational network?
26. With which institution do you have most contact, the City, Region or the Ministry of Foreign Affairs?
27. Which institution is the most important for attracting and retaining IOs in this city?
28. Are there other institutions that deal with attracting and retaining IOs?
29. How is the cooperation between these institutions (i.e. local versus national government)? Can you give me an answer in the scale of 1 (very poor) to 10 (excellent)?
30. What other actors were involved in the attraction process of this IO?

31. Have there been recent changes in the process in attracting and retaining IOs? Can you elaborate on this?
32. How do you see the rules of the 'policy game' in order to attract and retain IOs? Can you give me an answer in the scale of 1 (very unclear) to 10 (very clear) can you elaborate?
33. What do you think of the possibilities of improvement for these processes?

Key: Q5-8 and 13-18: variable 2 (perception host policy and support); Q1-4: variables 3 & 4 (overlap priorities and narratives); Q24-26, 32: variable 5 (network cooperation); Q20,23,29: variable 6 (actor centrality); Q27,28,30: variable 7 (network diversity); Q21,22: dependent variable Y1 (factual success); Q33: dependent variable Y2 (perceived success).

Table A4 Coding Scheme

Open coding pilot study	Axial coding	Final code
Attractiveness factors	Priorities / narratives	Discursive
Branding/Reputation	Competitive cities	Instrumental
Case	<i>Case description</i>	
Cooperation governance	Network characteristics	Relational
Cooperation organizations	Collaboration	
Coordination organizational networks	Coordination	
Distributive factor	Priorities / narratives	Discursive
General information	<i>Case description</i>	
International competition	Conditions in the city	Instrumental
IOs, NGOs, other institutions	Collaboration	Relational
Local government	Network actors	
National government	Network actors	
Networks	Network description	
Public policy/political process	<i>Case description</i>	
Public Private Partnerships	Network actors	Relational
Regional government	Actor involvement	
Strategies	Policy design	Instrumental

Table A5 Codes per perspective

Codes instrumental perspective:
Branding policies
Main elements bid
Rules and regulations
Perception and support
Codes discursive perspective:
Locational elements
Case specific
Codes relational perspective:
Cooperation and communication
Negotiations
Competition
Eleven labels for network diversity:
Local government, provincial/ Cantonal government, national/federal government, Prime Minister/President, Parliament, Public Private Partnership, UN, EU, NGO, International Organization, advisor/expert.

Table A6 List of respondents (anonymized)

Interviews Geneva:

Local, regional, or national governance (LG, RG, NG), Research Institute (RI), Permanent Representative (PR), IO- and INGO-employees, Public Private Partnerships (PP)		
Organization	Date	Code
A1. Centre d'Accueil Genève Internationale (CAGI) (LG)	1) 26-04-2013	A1.1)
A2. Permanent Mission of The Netherlands in Geneva (PR)	2) 24-04-2013	A2.2)
A3. Permanent Mission of The Netherlands in Geneva (PR)	3) 09-12-2015	A3.3)
A4. Département présidentiel République et canton de Genève (RG)	4) 29-04-2013	A4.4)
	5) Jan 2014	A4.5)
	6) 08-12-2015	A4.6)
A5. Swiss Mission, Federal Department of Foreign Affairs (NG)	7) 26-04-2013	A5.A6.7)
A6. Swiss Mission, Federal Department of Foreign Affairs (NG)	26-04-2013	A5.A6.7)
A7. Service du Protocol, Canton Etat Geneva, (RG)	8) 25-04-2013	A7.8)
	9) Jan 2014	A7.9)
A8. Service of External Relations, City of Geneva (LG)	10) 30-04-2013	A8.10)
	11) Feb 2014	A8.11)
A9. Federal Department of Foreign Affairs (NG)	12) 11-04-2014	A9.12)
A10. Centre d'Accueil Genève Internationale (CAGI) (LG)	13) 10-12-2015	A10.13)
A11. Centre d'Accueil Genève Internationale (CAGI) (LG)	10-12-2015	A11.13)

Organization	Date	Code
A12. Federal Department of Foreign Affairs (NG)	14) 08-12-2015	A12.14)
A13. Foreign Affairs Committee (NG)	15) 10-12-2015	A13.15)
A14. Fondation Pour Genève (PP)	16) 29-04-2013	A14.16)
A15. Fondation Pour Genève (PP)	17) 30-04-2013	A15.17)
A16. Local government (LG)	18) 25-04-2013	A16.18)
A17. Entre Actes (PP)	19) 08-12-2015	A17.19)
A18. Ambassador of Disarmament (NG)	20) 20-08-2018	A18.20)
A19. Kingdom of the Netherlands (NG)	21) 04-09-2018	A19.21)
A20. Foreign Ministry Switzerland (NG)	22) 31-08-2018	A20.22)
A21. Swiss Mission, Foreign Ministry Switzerland (NG)	23) 04-09-2018	A21.23)
A22. Swiss Mission, Foreign Ministry of Switzerland (NG)	24) 07-09-2018	A22.24)
A23. World Trade Organization (WTO) (IO)	25) 23-04-2013	A23.25)
	26) 09-04-2014	A23.26)
A24. Comité International de la Croix Rouge (ICRC) (IO)	27) 24-04-2013	A24.27)
A25. Comité International de la Croix Rouge (ICRC) (IO)	24-04-2013	A25.27)
A26. European Organization for Nuclear Research (CERN) (IO)	28) 26-04-2013	A26.28)
A27. Office of the DG UN Office at Geneva (IO)	29) 11-12-2015	A27.29)
	30) 04-09-2018	A27.30)
A28. UN Office for Disarmament Affairs (IO)	31) 16-03-2017	A28.31)
A29. INSEAD (PP)	32) 15-11-2017	A29.32)
A30. Inter-Parliamentary Union (IO)	33) 29-08-2018	A30.33)
A31. Arms Trade Treaty (IO)	34) 07-09-2018	A31.34)
A32. UNIDIR (IO)	35) 03-09-2018	A32.35)
A33. ICRC (IO)	36) 02-11-2018	A33.36)
	37) 12-11-2018	A33.37)

Total Geneva: 37 interviews with 33 interviewees

Interviews The Hague:

Local, regional or national governance (LG, RG, NG), Research Institute (RI), IO- and INGO-employees (IO/INGO), Public Private Partnerships (PP)		
Organization	Date	Code
B1. City of The Hague (LG)	1) 12-03-2013	B1.1)
	2) 19-03-2013	B1.2)
B2. The Hague International Centre (LG)	3) 19-03-2013	B2.3)
B3. Municipality of The Hague (LG)	4) 27-03-2012	B3.4)
	5) 09-04-2013	B3.5)
B4. Chamber of Commerce South-West Netherlands (RG)	6) 15-01-2013	B4.6)

Organization	Date	Code
B5. Municipality of The Hague (LG)	7) 14-01-2012 14-03-2013 8) 02-12-2016 27-01-2017	B5.7) B5.8)
B6. Municipality of The Hague (LG)	9) 09-04-2013	B6.9)
B7. Municipality of The Hague (LG)	10) 17-01-2013 11) 14-03-2013	B7.10) B7.11)
B8. Ministry of Foreign Affairs (NG)	12) 19-03-2013 13) 02-12-2016	B8.12) B8.13)
B9. Ministry of Foreign Affairs (NG)	14) 19-03-2013 15) 11-04-2013	B9.14) B9.15)
B10. Ministry of Foreign Affairs (NG)	16) 19-03-2013 17) 10-01-2014	B10.16) B10.17)
B11. Municipality of The Hague (LG)	18) 17-04-2013	B11.18)
B12. Municipality of The Hague (LG)	19) 02-04-2013	B12.19)
B13. Netherlands Permanent Representative to the EU (NG)	20) 02-04-2014	B13.20)
B14. Dutch Parliament (NG)	21) 31-03-2014 22) 24-10-2016	B14.21) B14.22)
B15. Ministry of Foreign Affairs (NG)	23) 02-04-2012 24) 09-06-2015 25) 25-05-2017	B15.23) B15.24) B15.25)
B16. Municipal Council (LG)	26) 09-07-2012	B16.26)
B17. Ministry of the Interior and Kingdom Relations (NG)	27) 24-03-2015 28) 14-11-2016	B17.27) B17.28)
B18. Executive Office - Rijksvastgoedbedrijf (NG/PP)	29) 24-03-2015	B18.29)
B19. Association of Netherlands Municipalities (RG)	30) 16-01-2013	B19.30)
B20. Ministry of Foreign Affairs (NG)	31) 08-09-2015 32) 11-11-2016	B20.31) B20.32)
B21. Executive Office Rijksvastgoedbedrijf (NG/PP)	33) 10-10-2016 34) 19-12-2016	B21.33) B21.34)
B22. Executive Office Rijksvastgoedbedrijf (NG/PP)	35) 10-10-2016 36) 19-12-2016	B22.35) B22.36)
B23. Ministry of Foreign Affairs (NG)	37) 02-12-2016	B23.37)
B24. Ministry of Foreign Affairs (NG)	38) 23-11-2016	B24.38)
B25. Advisor (LG)	39) 29-11-2016 40) 18-05-2017	B25.39) B25.40)
B26. Municipality of The Hague (LG)	41) 02-12-2016	B26.41)
B27. Municipality of The Hague (LG)	42) 20-01-2017	B27.42)
B28. Ministry of Foreign Affairs (NG)	43) 01-02-2017	B28.43)
B29. Municipality of The Hague (LG)	44) 01-02-2017	B29.44)
B30. Ministry of Foreign Affairs (NG)	45) 14-03-2017	B30.45)
B31. West-Holland Foreign Investment Agency (WFIA) (PP)	46) 28-01-2016	B31.46)
B32. Netherlands Foreign Investment Agency (PP)	47) 28-01-2016	B32.47)
B33. West-Holland Investment Agency (WFIA) (PP)	48) 19-04-2013	B33.48)

Organization	Date	Code
B34. West-Holland Investment Agency (WFIA) (PP)	49) 16-11-2016	B34.49)
B35. Expat Center Amsterdam (PP)	50) 18-06-2015	B35.50)
B36. The Hague International Centre Municipality of The Hague (LG)	51) 08-06-2018 19-06-2018	B36.51)
B37. Municipality of The Hague (LG)	52) 30-08-2018	B37.52)
B38. Municipality of The Hague (LG)	53) 19-10-2018	B38.53)
B39. Ministry of Foreign Affairs (NG)	54) 23-10-2018	B39.54)
B40. Advanced team ICC (NG)	55) 5-11-2018	B40.55)
B41. Former Mayor (LG)	56) 4-12-2018	B41.56)
B42. Kingdom of the Netherlands (NG)	57) 20-11-2018	B42.57)
B43. Organization for the Prohibition of Chemical Weapons (OPCW) (IO)	58) 15-04-2013	B43.58)
B44. International Community Platform (PP)	59) 02-04-2013 60) 04-11-2016	B44.59) B44.60)
B45. International Criminal Court (ICC) (IO)	61) 19-04-2013 62) 14-12-2016	B45.61) B45.62)
B46. Decisio (RI)	63) 10-12-2014	B46.63)
B47. The Hague Centre for Strategic Studies (RI)	64) 09-07-2012	B47.64)
B48. Faculty of Architecture and The Built Environment, University of Delft (RI)	65) 17-09-2015	B48.65)
B49. Center for International Legal Cooperation (CILC) (INGO)	66) 19-04-2013	B49.66)
B50. Professor public diplomacy, Leiden University (RI)	67) 28-10-2016	B50.67)
B51. Baker Tilly Berk (RI)	68) 15-12-2016	B51.68)
B52. International Criminal Court (ICC) (IO)	69) 18-05-2017	B52.69)
B53. International Criminal Court (ICC) (IO)	70) 18-05-2017	B53.70)
B54. International Court of Justice (ICJ) (IO)	71) 12-06-2018	B54.71)
B55. UNICEF PFP (IO)	72) 26-10-2018	B55.72)
B56. International legal advisor (NGO)	73) 2-11-2018 74) 12-11-2018	B56.73) B56.74)

Total The Hague: 74 interviews with 56 interviewees

Interviews Vienna:

Local, regional or national governance (LG, RG, NG), Research Institute (RI), Permanent Representative (PR), IO- and INGO-employees, Public Private Partnerships (PP)		
Organization	Date	Code
C1. Austrian Representative to the UN (PR)	1) 31-10-2014	C1.1)
C2. Austrian Representative to the UN (PR)	2) 28-02-2017	C2.2)
C3. Federal Ministry for Europe, Integration and Foreign Affairs (NG)	3) 29-10-2014	C3.3)
C4. Department for International Conferences and IOs (NG)	4) 29-10-2014 5) 02-03-2017	C4.4) C4.5)

Organization	Date	Code
C5. Municipality of Vienna (LG)	6) 30-10-2014	C5.6)
C6. Federal Ministry Republic of Austria (NG)	7) 04-03-2015 8) 02-03-2017	C6.7) C6.8)
C7. Federal Chancellery of Austria (NG)	9) 19-02-2015	C7.9)
C8. Permanent Representative of Austria to the UN (PR)	10) 18-2-2015	C8.10)
C9. Permanent Representative of Austria to the UN (PR)	11) 18-2-2015	C9.11)
C10. Federal Ministry for Europe, Integration and Foreign Affairs (NG)	12) 18-02-2015	C10.12)
C11. Federal Ministry for Europe, Integration and Foreign Affairs (NG)	13) 05-03-2015	C11.13)
C12. European and International Affairs, Municipality of Vienna (LG)	14) 29-10-2015	C12.14)
C13. Vienna Service Office, Municipality of Vienna (LG)	15) 28-10-2014	C13.15)
C14. Federal Ministry for Europe, Integration and Foreign Affairs (NG)	16) 02-03-2017	C14.16)
C15. Federal Ministry for Europe, Integration and Foreign Affairs (NG)	02-03-2017	C15.16)
C16. Expat Center Vienna (PP)	17) 30-10-2014	C16.17)
C17. Director, Business Development – International Organizations, at Montréal International (MI), Montreal's Economic Development Agency (PP)	18) 06-12-2016 19) 10-02-2017 (Skype)	C17.18) C17.19)
C18. United Nations Office On Drugs and Crime (UNODC) (IO)	20) 19-02-2015	C18.20)
C19. European Union Agency for Fundamental Rights (FRA) (IO)	21) 19-02-2015	C19.21)
C20. REEEP (INGO/Quasi organization)	22) 20-02-2015	C20.22)
C21. Sustainable Energy for All (INGO/ Quasi organization)	23) 20-02-2015	C21.23)
C22. Sustainable Energy for All INGO/ Quasi organization)	24) 02-03-2017	C22.24)
C23. Preparatory Commission for the Comprehensive Nuclear-test-ban Treaty Organization (CTBTO) (IO)	25) 20-02-2015	C23.25)
C24. Vier Pfoten (INGO)	26) 20-02-2015	C24.26)
C25. Global Responsibility (INGO)	27) 31-10-2014	C25.27)
C26. European Stability Initiative (ESI) (INGO)	28) 28-10-2014	C26.28)
C27. Organization for Security and Co-operation in Europe (OSCE)	29) 29-10-2014	C27.29)
C28. Organization for Security and Co-operation in Europe (OSCE)	29-10-2014	C28.29)
C29. Organization for Security and Co-operation in Europe (OSCE)	29-10-2014	C29.29)
C30. European Union Agency for Fundamental Rights (FRA) (IO)	30) March 2015	C30.30)
C31. Wassenaar Arrangement (IO)	31) 03-03-2017	C31.31)
C32. Wassenaar Arrangement (IO)	03-03-2017	C32.31)
C33. UNIS (IO)	32) 28-10-2014	C33.32)

Total Vienna: 32 interviews with 33 interviewees

Interviews Copenhagen:

Local, regional or national governance (LG, RG, NG), Research Institute (RI), Permanent Representative (PR), IO- and INGO-employees, Public Private Partnerships (PP)		
Organization	Date	Code
D1. Department for multilateral cooperation, climate change and gender equality (NG)	1) 11-04-2017	D1.1)
	2) 16-04-2018	D1.2)
D2. Dutch Foreign Ministry (PR)	3) 11-04-2017	D2.3)
D3. UN City (NG/IO)	4) 12-04-2017	D3.4)
D4. Copenhagen Capacity (PP)	5) 19-04-2017	D4.5)
	6) 17-04-2018	D4.6)
D5. International House (PP)	7) 20-04-2017	D5.7)
	8) 16-04-2018	D5.8)
D6. International House (PP)	9) 16-04-2018	D6.9)
D7. International House (PP)	16-04-2018	D7.9)
D8. Office of Business and Growth (LG)	10) 16-04-2018	D8.10)
D9. UN City – One UN (NG)	11) 17-04-2018	D9.11)
D10. Protocol Department (NG)	12) 19-04-2018	D10.12)
D11. Work In Denmark East (NG)	13) 25-04-2018	D11.13)
D12. Wonderful Copenhagen (RG)	14) 03-05-2018	D12.14)
D13. Wonderful Copenhagen (RG)	15) 07-05-2018	D13.15)
D14. Embassy and Permanent Mission of Denmark (NG)	16) 09-05-2018	D14.16)
D15. Permanent Mission to the UN (NG)	17) 11-05-2018	D15.17)
D16. Ministry of Foreign Affairs (NG)	18) 24-04-2017	D16.18)
D17. Copenhagen Centre on Energy Efficiency (RI)	19) 12-04-2017	D17.19)
D18. The United Nations Office for Project Services (UNOPS) (IO)	20) 10-04-2017	D18.20)
D19. UNHCR (IO)	21) 12-04-2017	D19.21)
	22) 19-04-2018	D19.22)
D20. NIRAS (RI)	23) 18-04-2017	D20.23)
D21. UNOPS (IO)	24) 14-03-2018	D21.24)
D22. UNDP (IO)	25) 17-04-2018	D22.25)
D23. UN CITY Common services Admin (IO)	26) 17-04-2018	D23.26)
D24. Danish Refugee Council (NGO)	27) 18-04-2018	D24.27)
D25. UNHCR (IO)	28) 18-04-2018	D25.28)
D26. UNHCR (IO)	29) 18-04-2018	D26.29)
D27. UNHCR (IO)	30) 18-04-2018	D27.30)
D28. UNICEF (IO)	31) 18-04-2018	D28.31)

Total Copenhagen: 31 interviews with 28 interviewees

Total: 174 interviews with 150 interviewees

Table A7 Locational elements

Please make a priority of the five most and least important locational elements, and then three most and least important ones for IOs to settle in your city			
Reputation of city and country	Goodwill of the City	Settling in of foreigners is well organized	Working permit, residence permit, quality of working spaces, living spaces, ease of municipal administration, central point for ex-pats at the City Hall
	Security	Security is well organized in this city and country	Benevolence and support of the community, police and justice system, safe living and working environment
	Political stability	Political situation is stable	Political security, easy to vote, involvement of local and national governments with ex-pats
Physical connectivity and amenities	Digital infrastructure	Digital infrastructure is working well	Rapid internet connection, satellite tv,
	Infrastructure	Physical infrastructure is working well (connection to airport and public transport)	Connection airport and city, park facilities, train connection, airports, highways, drainage, electricity, water,
	Medical facilities	Hospitals and health care are generally well organized	Nearby hospitals, costs of mental health care, hygiene, level of medical care
	Regulations for spouses	Dual career possibilities are well organized	Rules, regulations and possible job-tracks for the spouses. Special attention for professional growth of international spouses
Livability	Education	International schools and universities are present and well organized	Level of education, international childcare, possibility to achieve an international baccalaureate, costs of education
	Nature	Climate / weather is relatively safe and friendly	Vulnerability for natural disasters, climate, possibilities for recreation
	Recreation	Cultural and commercial recreation is available and of high standard	Hotels, Cafes, restaurants, museums, opera houses, shops, gyms, swimming pools
	Quality of life	Living is relatively easy in this city	Housing, living situation, cost of living, attitude of locals, living area, contact with neighbors

Enterprise Hub	Taxes	Tax settlements are beneficial in this country	Host state agreement – and other settlements for IO employees
	Startups	Starting up a company (BV or otherwise) is relatively easy	Climate for startup of new organization or company
	Banks	Banking services are well organized	Safe money transfer, exchange rate, reliable banks
Work force	Price labor force	The cost of hiring labor force is reasonable	Human Resources, administrative and security labor forces are reasonably priced
	Level labor force	Level of education of labor force is reasonably high	High level of education for labor force at IOs and NGOs
	Availability labor force	Labor force is available in this city	Availability of cleaning, administrative staff, technicians, HR-employees, facility managers
Virtual Connectivity	Education and research	Universities and research centers are of high standard	Level of higher education and research centers, possibility of internships, level of English, accessibility of research and higher education
	Research instruments	Research instruments are generally easily available	Availability of local instruments (grants e.g.) for research projects
	Relevant Centers	Relevant centers are nearby and willing to cooperate	Availability of other organizations, cooperation, partner organizations, mother or daughter organizations
	Professional networks	Infrastructure for professional networks is well organized	Network possibilities, business clubs, embassies, expat-clubs, social facilities, conferences
	Legal centers	Issuing of rules is available and understandable	Nearness and understanding of rules and regulations – in understandable languages

Table A8 Network diversity: types of actors and colors in graphs

Type of Actor	Color in graphs
1. Municipality	Yellow
2. Canton / Region / Province	Green
3. Ministries / National / Federal	Turquoise
4. Parliament / Political actor	Red
5. Public Private Partnership	Dark blue
6. IO / UN	Purple
7. NGO	Pink
8. Policy advisor / Specialist / Research institute	Blue
9. European Union	Orange
10. Business	Light blue
11. Head of State / Prime Minister	Darkest blue