

The Hague



The economic impact of international organisations, NGO's, embassies, international schools and knowledge institutions.

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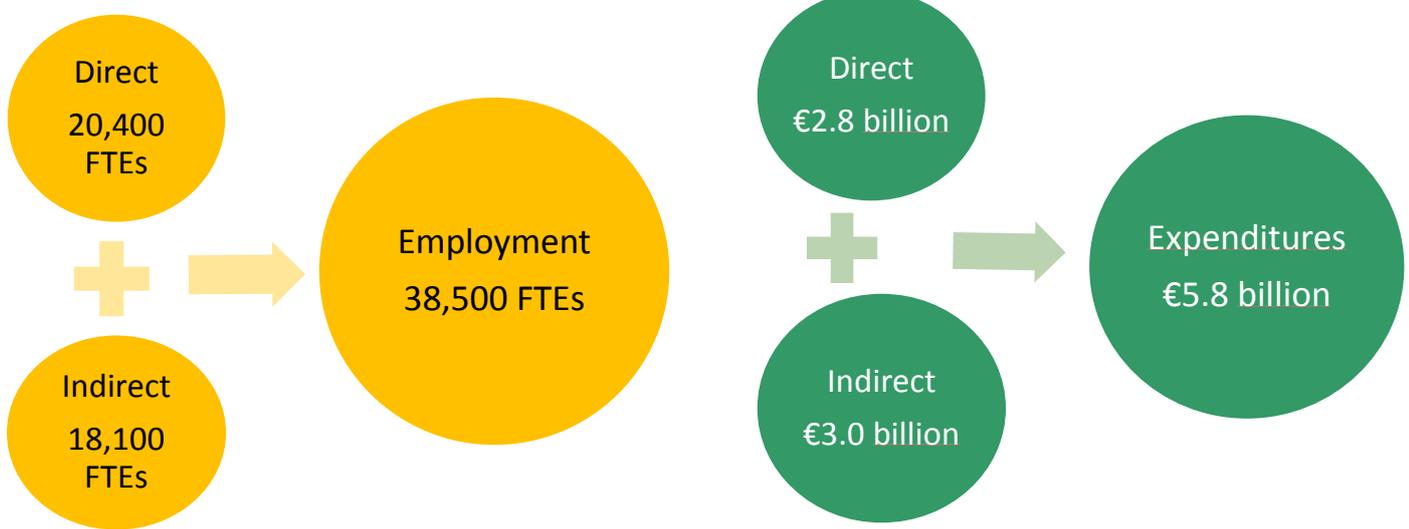
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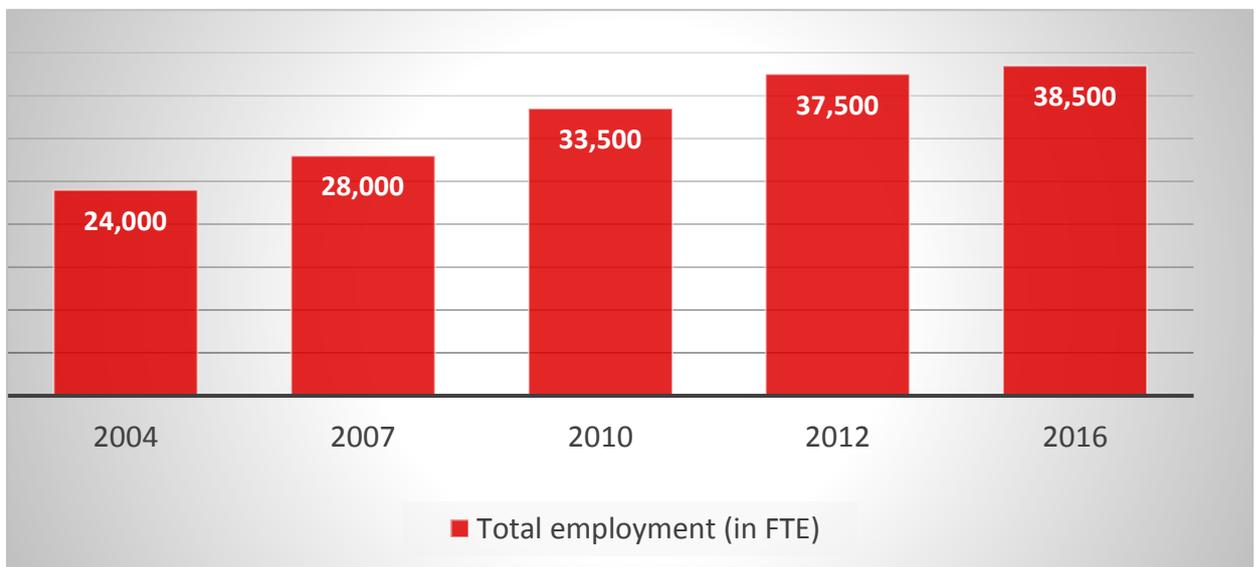
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Direct employment = number of jobs at international organisations.

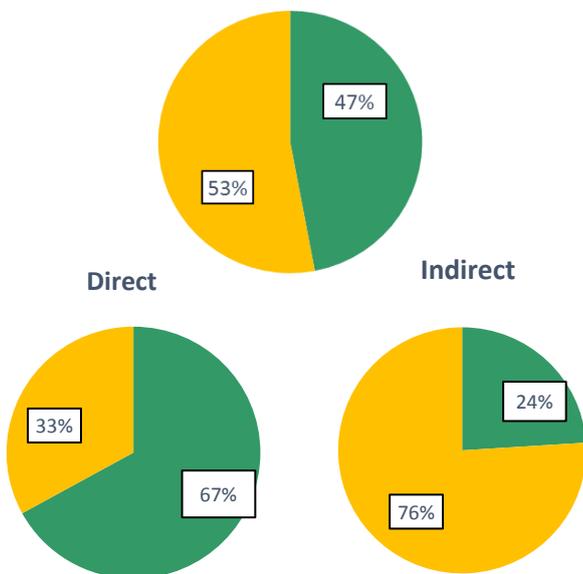
Indirect employment = jobs obtained through purchasing of IPO's and by spending on their international employees and international visitors. These spending leads to jobs in other sectors, such as the food service industry.



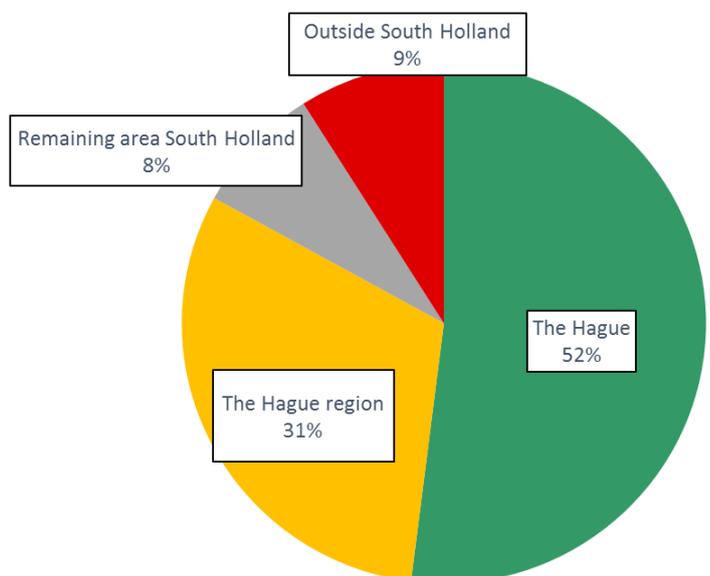
Total employment = Direct employment + indirect employment

Total employment

■ Highly educated ■ Intermediate and low educated



Regional distribution total employment



Summary

S1 Background and structure of the study

The City of The Hague is firmly committed to positioning itself as the ‘International City of Peace and Justice’ and is investing in attracting international organisations to the area. After charting the economic impact of international organisations in 2005, 2008, 2011 and 2014, Decisio repeated this study in 2017, investigating the economic impact of these organisations in 2016. This enables the City of The Hague to monitor trends and developments in this sector.

Definition and types of international organisations

We used the following definition of ‘international organisations’ for the purpose of this study: *‘Non-profit organisations with an international scope which are focused on international cooperation in governance, research, education, culture, welfare, security, jurisdiction, justice and peace’.*

Box S1 Economic impact study versus public cost/benefit analysis

The results published in this study represent an ‘economic snapshot’ of sorts of the international organisations located in the Greater The Hague Area (The Hague Metropolitan Area). This snapshot shows the current economic significance of these organisations in terms of jobs and their contribution to the metropolitan area’s Gross Regional Product (GRP) (i.e. in terms of their added value). Note that the study is not a public cost-benefit analysis; we do not, for example, consider the expenses government authorities sometimes incur in attracting international organisations to the area. Likewise, the study does not address the question of where (and if) the Dutch and foreign employees of these international organisations would be employed if the international organisations concerned were based elsewhere. Public cost-benefit analyses do factor in these types of crowding-out effects, although only a portion of the economic effects can also be regarded as having an impact on society.

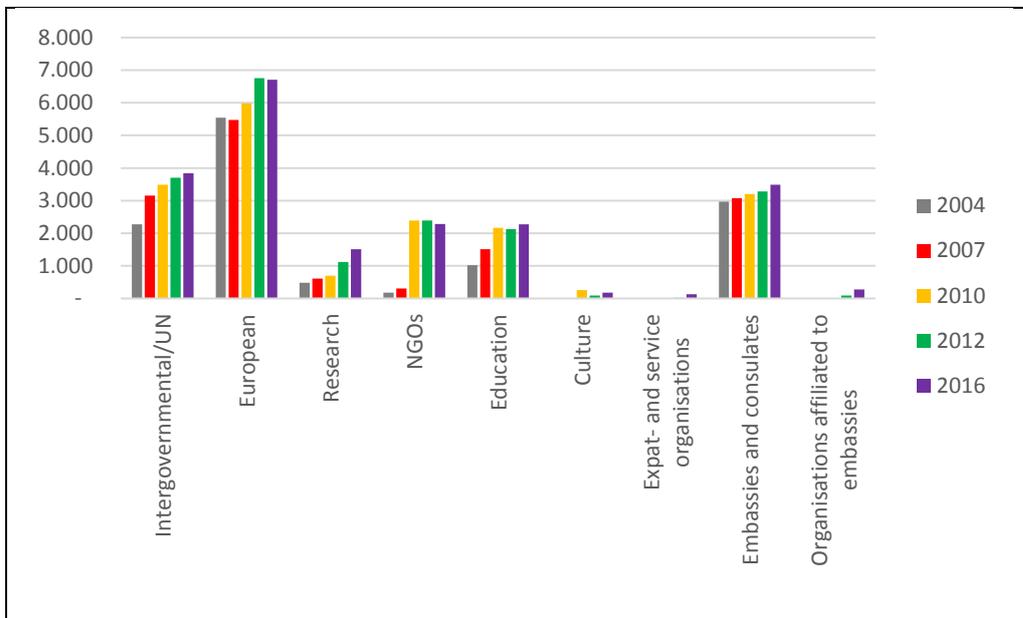
International organisations constitute an exceptional category in that many, if they were not based in The Hague, would be located mostly outside the Netherlands, and in that these organisations and their foreign (expat) employees would therefore also spend their income abroad. This is a significant difference between international organisations and the bulk of other economic activities in the Netherlands. In the majority of cases, the choice for a business of where to settle is between town X or neighbouring community Y (i.e. within the Netherlands), which means not much changes at the national level. Note that the results of this study could potentially be used as input for a public cost-benefit analysis.

S2 Direct employment

There were a total of nearly 300 international organisations and 160 embassies and consulates or affiliated organisations registered in the Greater The Hague Area in 2016, collectively accounting for a total of 20,400 jobs. This was up significantly from 2012, when there were 240 international organisations and 130 embassies registered in the area (see Figure S1).

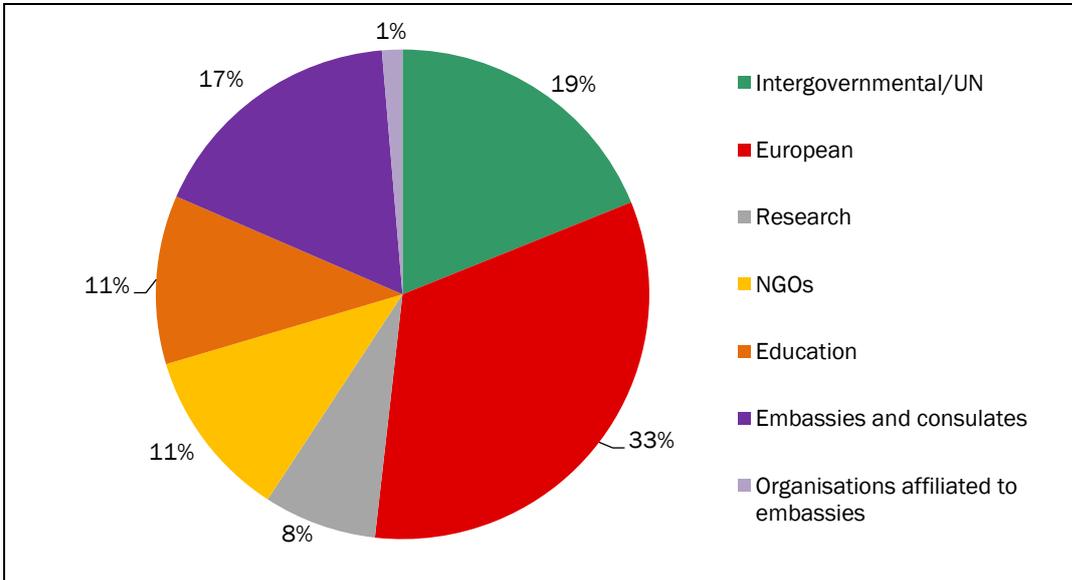
This increase in the number of organisations can be explained in part by an increase in the number of international organisations established in the area, as well as by the fact that we have access to a growing amount of data on the cluster of international organisations.

Figure S1 Number of jobs at international organisations, broken down by organisation type



European organisations based in the Greater The Hague area account for more than one-third of total employment at international organisations, followed by inter-governmental organisations, United Nations (UN) organisations and embassies (see Figure S2).

Figure S2 Number of jobs by organisation type, 2016



S3 Indirect employment

The indirect impact of international organisations in the area is caused by a variety of factors:

1. Expenditure by international (expat) employees

International employees (expats) spent more than 700 million euro on goods and services in 2016, resulting in the creation of 3,300 jobs in other sectors and industries.

The indirect impact (i.e. expenditure by businesses where expats purchase goods and services) accounts for another 1,800 jobs.

2. Purchases made by international organisations

International organisations in the Greater The Hague Area purchased approximately 870 million euro worth of goods and services from third parties in 2016, accounting for nearly 9,000 jobs.

3. Expenditure by international visitors

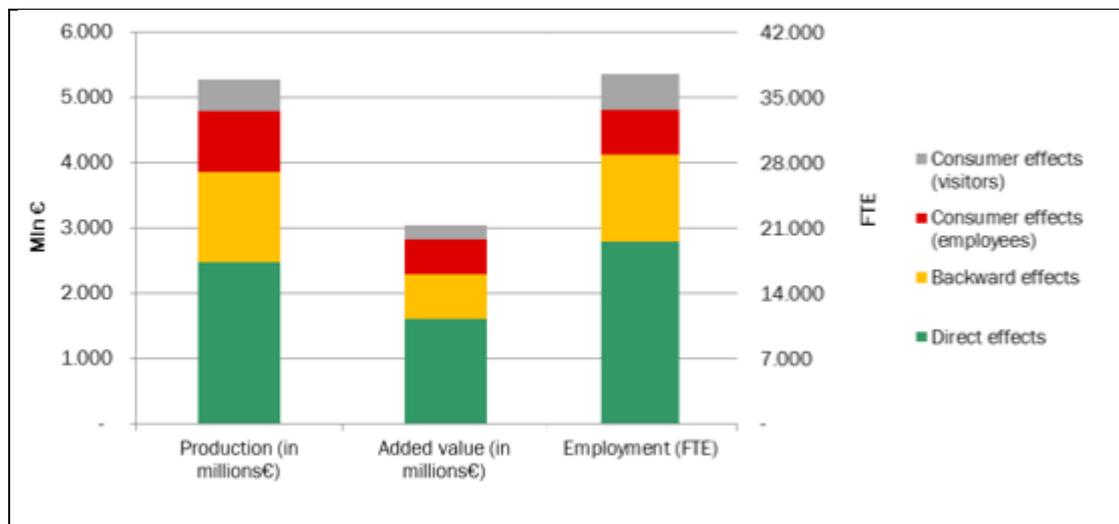
International business travellers (i.e. those visiting the various international organisations) and private visitors (i.e. those visiting the employees of these organisations) spent a total of more than 300 million euro in 2016, resulting in the creation of more than 4,000 jobs.

S4 Total economic impact

The Hague is home to a large number of international (intergovernmental) organisations, embassies and consulates, international schools, international research and educational institutions, NGOs, expat service organisations and organisations affiliated to embassies (hereinafter referred to as: international organisations). Directly and indirectly, international organisations account for more than 5.8 billion euro in spending which would not have occurred if these international organisations had not settled in the area.

Direct expenses by international organisations established in the Greater The Hague Area amount to a total of 2.8 billion euro ¹. Expats, visitors and suppliers of the various international organisations collectively spend a total of 3 billion euro;

Figure S3 Total economic impact of international organisations, 2016



Total employment at and by international organisations amounted to approximately 38,500 full-time jobs in 2016. Direct employment accounted for 20,400 jobs, with 65 percent being concentrated in the city of The Hague and the remaining 35 percent in other parts of the Greater The Hague Area. The majority (60 percent) of these jobs is held by expats. Indirectly, international organisations generate another 18,100 jobs. Representing a total of 38,500 jobs, these organisations are vital to the economy of the city of The Hague and the Greater The Hague Area.

¹ this represents the funds spent by international organisations on services, goods and salaries.

S5 Trends in regional spread and education levels

If we look at the historical evolution of employment at the international organisations in the area, we see sustained and stable growth from 2004 onward, the economic crisis notwithstanding. Total employment (direct and indirect) increased by 2.7 per cent between 2012 and 2016. This job growth can be attributed to the increase in the number of international organisations, newly established international organisations, and several organisations of which it was not yet known in 2012 that they were established in The Hague.

Table S1 Direct and indirect employment (expressed in the number of jobs) in 2004, 2007, 2010, 2012 and 2016

	2004	2007	2010	2012*	2016
Direct employment	12,000	14,000	18,000	19,500	20,400
Indirect employment	12,000	14,000	17,500	18,000	18,100
Total	24,000	28,000	35,500	37,500	38,500
Percentage versus previous measurement		16.7	26.8	5.6	2.7

**For administrative reasons, the decision was made at the time to start the data collection process at an earlier stage and postpone publication of the report to a later date.*

Table S2 shows the regional spread of total direct and indirect employment as related to the international organisations based in the Greater The Hague Area.

Table S2 Regional spread of direct and indirect employment, broken down by organisation type, 2016

Organisation type	City of The Hague	Greater The Hague Area	Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Intergovernmental/UN	4,460	1,080	420	520	6,470
European	4,600	7,390	1,350	1,470	14,810
Research	920	1,250	170	180	2,520
NGOs	3,220	860	450	530	5,060
Education	2,410	870	260	280	3,820
Embassies and Consulates	4,260	420	290	400	5,370
Organisations affiliated to embassies	340	50	30	30	450
Total	52 %	31 %	8 %	9 %	38,500

Two-thirds of the employees of the international organisations based in the Greater The Hague Area have completed higher education (i.e. hold an undergraduate or postgraduate degree), while the remaining one-third have an intermediate or lower level of education. When we look at indirect employment, we see that these numbers show the exact opposite, with the bulk of the jobs held by those with an intermediate or lower level of education (see Table S3).

Table S3 Direct and indirect employment by education level (2016)

Education level	Direct employment		Indirect employment		Total	
	Absolute numbers	%	Absolute numbers	%	Absolute numbers	%
Higher education	13,650	67 %	4,340	24 %	17,990	47 %
Intermediate and lower level of education	6,730	33 %	13,770	76 %	20,510	53 %
Total	20,380	100 %	18,110	100 %	38,500	100 %

S6 Policy guidelines

The study has raised a number of issues which are relevant to the policies pursued by the City of The Hague:

Future outlook: moderate growth projections

The international organisations based in the Greater The Hague Area were asked in the survey to share their expectations of the future. Overall, they expect employee numbers to increase moderately (1 percent) on average between 2017 and 2020. By way of comparison: in the 2012 survey, expected growth for a three-year period averaged 3.5 per cent. This weaker growth outlook can most likely be explained by the recent economic crisis.

In addition to the growth of existing organisations, the arrival of new organisations is also significant for future growth. Since the number of international organisations based in The Hague has grown steadily over the past decade, we expect the number of new organisations settling in the area to outnumber the number of departing organisations. As such, we expect growth to be in the region of 5 percent in the foreseeable future. With the large number of international organisations having settled, and continuing to settle, in the area and the recent expansions of various organisations established in the International Zone, it is likely that the city will become more important both nationally and internationally in terms of reputation and employment.

Growing security cluster

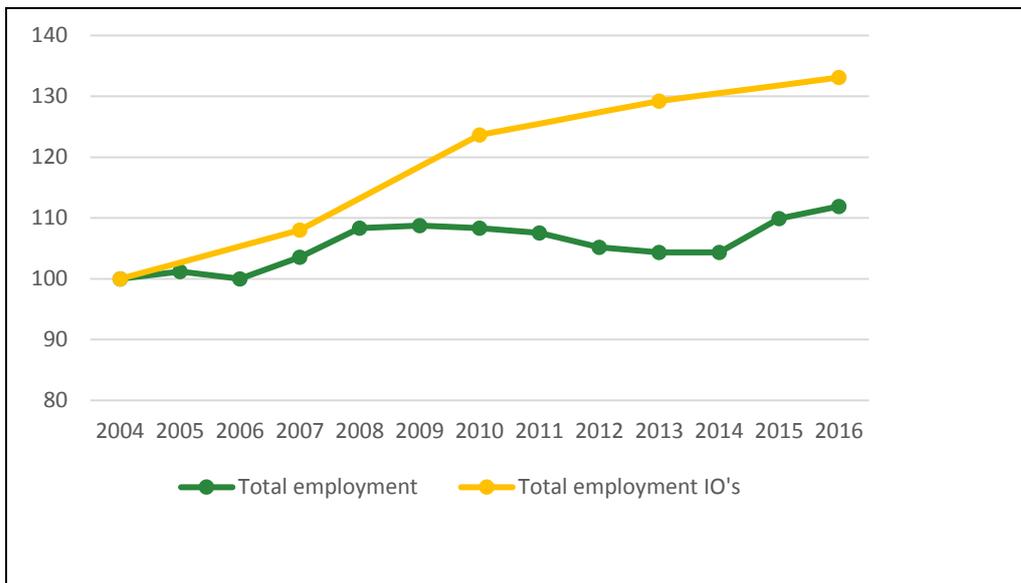
The number of jobs at international organisations within the *Security* cluster has grown in recent years, increasing from around 620 in 2012 to almost 800 in 2016. The HSD (The Hague Security Delta) has played a substantial part in this growth, as it has been promoting the city's security cluster since it was established in 2013.

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Relatively high historical job growth rates

The graph below shows the number of jobs with international organisations² in the Greater The Hague Area versus total employment in The Hague (2004 = 100). It clearly shows that job growth at international organisations is consistently higher than overall employment. Based on this data, international organisations would also appear to be less sensitive to economic trends than the overall Hague economy.

Figure S4 Total employment versus employment at international organisations



² The graph shows only the growth at existing organisations; jobs with new organisations are not included.

1 Introduction

1.1 Background of the study and research questions

The Hague is home to a large number of international intergovernmental and other organisations, embassies and consulates, international schools, international research and educational institutions, NGOs, expat and service organisations and organisations affiliated to embassies (hereinafter referred to as ‘international organisations’)³. The City is keenly aware that these international organisations significantly boost the Hague economy, and is committed to making every possible effort to facilitate these organisations and their employees. Data provided by the City shows that the number of organisations continues to grow, along with the economic impact of these organisations on the region. This is due in part to the increase in the number of international organisations in the area and also, in part, to organic growth in the number of organisations established there. The Greater The Hague Area was home to a total of 455 international organisations, embassies, international schools, research and educational institutions and NGOs as of December 2016. This study explores the economic significance of this category for the year 2016. Note that the study does not represent a public cost-benefit analysis: for example, we do not consider the expenses sometimes incurred by government authorities to attract international organisations to the country or area. Likewise, the study does not address the question of where (and if) the Dutch employees of these international organisations would be employed if the international organisations concerned were based elsewhere (see Box 2 on page 5).

The research questions submitted by the City as part of previous studies conducted in 2005, 2008, 2011 and 2014 remain relevant today, given the circumstances described above. Since the results of the various studies can be readily compared and on account of the opportunities they offer for identifying possible trends, we used the same research questions for the purpose of this study; these questions are included in Box 1.

Box 1 Research questions

The central research question is:

- What is the economic impact of the international organisations based in the Greater The Hague Area as of 2016?

The various sub-questions this has raised include:

- What is the exact number of international organisations established in the area, and what are the various functionalities and/or typologies involved?
- What is the economic impact of these organisations?
- How many expats do the organisations employ, and what is their economic significance?

³ See the ‘Definitions’ text box on page 12 of the main report.

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- What NGOs related to justice, peace and human rights are established in the Greater The Hague Area?

We used the same definition of ‘international organisations’ as in previous studies:

“For the purpose of this study, we define international organisations as non-profit organisations with an international focus, concerned with international cooperation in governance, research, education, culture, welfare, security, justice and peace.”

1.2 Structure of the study

The research method we used for this study is the same as that employed for the studies conducted in 2005, 2008, 2011 and 2014. This means that all international organisations in the Greater The Hague Area received a survey by post, including a cover letter from the Alderman whose portfolio of responsibilities includes ‘Knowledge Economy’, ‘International Focus’ and ‘Youth and Education’. In addition to the written survey, the organisations received a link that provides respondents access to a web-based questionnaire.

The survey questions are largely identical to those included in previous surveys, plus an additional question regarding the percentage of their income foreign employees (expats) spend in the Netherlands. Questions regarding the place of residence of employees, work outsourced to other organisations, location-related factors, and multi-tenant buildings used by NGOs have been omitted, in order to simplify the survey completion process for the various organisations. Since the responses to these questions do not change to any significant extent within the span of a few years, we decided to draw on data from previous surveys for these questions. These same questions can then be incorporated into future surveys if necessary in order to update the details.

The survey (see Appendix 4) was distributed during the period March-May 2017. For the basis of the survey, the same organisations were surveyed as in 2013, if they were still based in the Greater The Hague Area, which turned out to be the case for virtually all organisations. In addition, a total of 455 other organisations received a survey in 2017. The City of The Hague possessed an additional list including the names of international organisations, as a result of acquisitions, relationship management, and more efficient registration of the international organisations based in the city of The Hague. This means that the organisations that received a survey in 2017 are not all new organisations which settled in The Hague between 2013 and 2017.

The ultimate response rate of the survey was 23 percent of the total number of international organisations, representing 67 percent of the total number of employees of international organisations.⁴ The larger organisations (25 or more employees) that did not reply to the

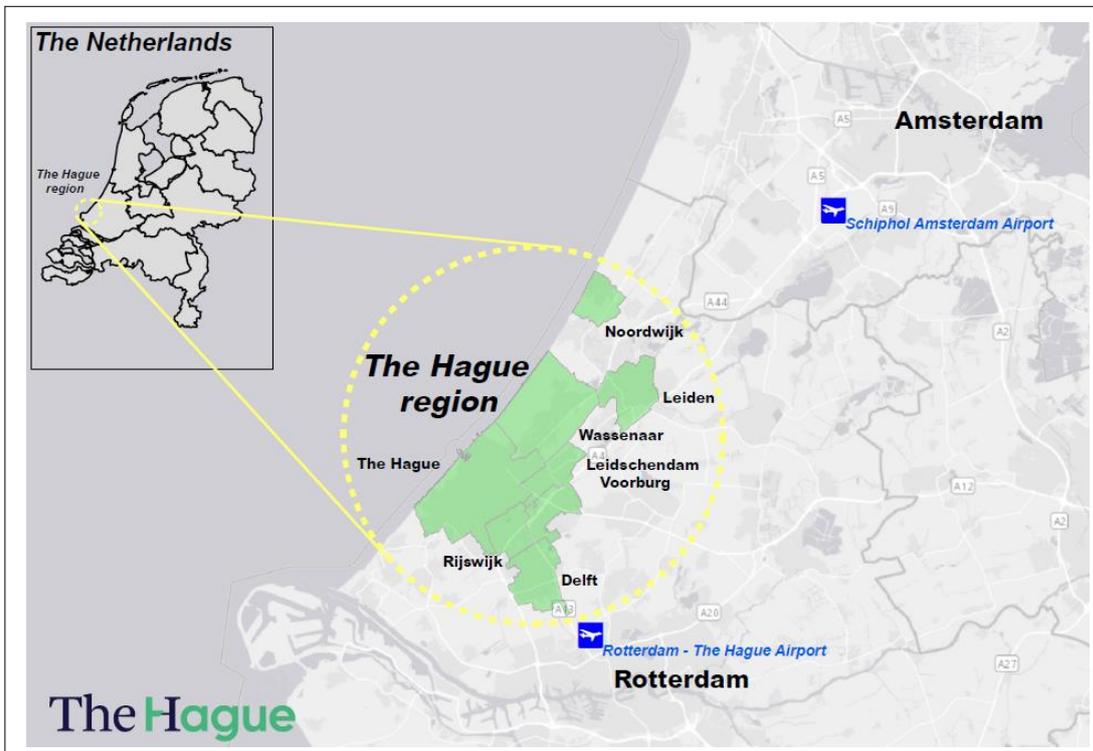
⁴ The overall response can be considered solid. Furthermore, when organisations fail to reply, we have the option to use responses from previous surveys, which guarantees the validity of the survey.

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letter or email (that is, the majority of all organisations contacted) were contacted by telephone at least twice during March and April 2017.

The large organisations (i.e. those employing a minimum of 100 people) were subsequently contacted a third time, and many of them did complete and return the survey after this third attempt. For various reasons, not all organisations participated in the survey, the main reasons for which were lack of time, confidentiality of the data concerned, or the fact that the information needed to be requested from several different departments within the organisation. In some cases, this caused delays or cost so much time that the organisations in question decided not to participate. This was also one of the reasons we received a number of non-completed surveys. We have incorporated the responses of these surveys into the study as much as possible, and, where possible, added more data from recent annual reports and financial statements. Additionally, we used data from the completed surveys for 2012 if the 2016 survey was not completed. If the surveys had not been completed by the organisation in both studies, a weighted average was calculated based on the completed 2016 and 2012 surveys.

Figure 2.1 Scope of the study



1.3 Economic impact

The study focuses on the economic significance of international organisations established in the Greater The Hague Area as of 2016. In the study, the economic significance of the international organisations based in the Greater The Hague Area is translated into direct

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impact and indirect impact, i.e. direct and indirect employment, added value, and production in the year 2016.

The following direct and indirect effects are incorporated, allowing us to build on the previous studies and observe possible trends:

Direct economic effects:

- Employment with the international organisations themselves, expressed in FTEs;
- Expenditure of the international organisations (i.e. total funds spent on personnel, products and services);
- Added value of the international organisations (i.e. difference between budget and the purchase of goods and services).

Indirect economic impact:

- Consumption effects: expenditure by expats expressed in the production value of the products and services they purchase. Based on the added value of these products and services, we can calculate the related employment;
- Backward effects: the total amount spent by organisations on third-party services and products (i.e. other than employee salaries). The added value of these products and services sheds light on how many new jobs this would generate.
- Indirect consumption effects (indirect effects): the businesses from which expats and foreign visitors purchase products and services themselves also purchase goods and services, creating jobs at the businesses of these suppliers. As before, the number of jobs this would generate can be calculated through the use of added value.

Where possible, we distinguish between economic effects at the urban and regional levels.

We also break effects down into the following areas (clusters):

- Legal,
- Development Cooperation,
- Security,
- Peace,
- Water.

Since international organisations are largely financed with foreign funds, all economic effects can be regarded as 'generative effects' for the Dutch economy, also because these organisations, in the majority of cases, would be based in another country if they had not chosen The Hague as their base. We only included the effects in this study which can be attributed entirely to the presence of the international organisations.

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Expenditure by Dutch employees is not included, since these employees would actually have spent these funds irrespective of the situation (i.e. if they held another job or received benefits of some kind).

In addition to revealing the various economic effects, we also use previous studies and ratios used at the time to identify in what areas the economic effects are concentrated (i.e. are they regional, supra-regional or national?).

In addition to the effects outlined above, the presence of international organisations also has less palpable effects, including a boost to The Hague's reputation as a good business destination for international organisations and companies. This effect – and other effects which cannot be monetised, such as the effect on tourism – is included in the survey on a qualitative basis and, where possible, incorporated into separate text boxes.

Box 2 Economic impact study versus public cost-benefit analysis

The results published in this study represent an 'economic snapshot' of sorts of the international organisations located in the Greater The Hague Area (The Hague Metropolitan Area). This snapshot shows the current economic significance of these organisations in terms of jobs and their contribution to the metropolitan area's Gross Regional Product (GRP) (i.e. in terms of their added value). Note that the study does not represent a public cost-benefit analysis: we do not, for example, consider the expenses government authorities sometimes incur in attracting international organisations to the area. Likewise, the study does not address the question of where (and if) the Dutch and foreign employees of these international organisations would be employed if the international organisations concerned were based elsewhere. Public cost-benefit analyses do factor in these types of crowding-out effects, although only a portion of the economic effects can also be regarded as having an impact on society. International organisations constitute an exceptional category in that many, if they were not based in The Hague, would be located mostly outside the Netherlands, and in that these organisations and their foreign (expat) employees would therefore also spend their income abroad. This is a significant difference between international organisations and the bulk of other economic activities in the Netherlands. In the majority of cases, the choice for a business of where to settle is between town X or neighbouring community Y (i.e. within the Netherlands), which means not much changes at the national level. Note that the results of this study could potentially be used as input for a public cost-benefit analysis.

1.4 Summary

Chapter 2 provides an outline of the history of the city of The Hague and its evolution into the 'International City of Peace and Justice'. Furthermore, the chapter discusses the various types of international organisations identified in the study. Chapter 3 describes the direct and indirect economic effects generated by the presence of international organisations in the Greater The Hague Area. Chapter 4 compares the main results from the surveys conducted in 2005, 2008, 2011, 2014 and 2017 in order to explain trends and developments occurring over a number of years. Finally, Chapter 5 explains the significance of international organisations on the Hague economy.

2 International organisations in the Greater The Hague Area

2.1 Brief history

The Hague has been an international city and a hub of legal scholarship for many centuries. Since the late sixteenth century, when the state administration of the Republic of the Seven United Netherlands was established there, the city has also been home to numerous foreign diplomats.

The period at the end of the nineteenth century marked the establishment in The Hague of the cluster of international organisations that further evolved in the ensuing years, and which continues to grow to this day. In 1893, the later Nobel Laureate Tobias Asser founded the Hague Conference on Private International Law. In 1899 The Hague subsequently hosted the first-ever Peace Conference, whose objective was to discuss the general state of international relations. During the Peace Conference it was decided to establish the Permanent Court of Arbitration (PCA): an intergovernmental organisation which mediates in disputes between countries that have signed the Hague Peace Conferences and which focuses on conflict resolution between international organisations and between individual nations and international organisations. The Peace Palace was built to accommodate this court, and to this day it remains a landmark building for the city of The Hague and an important symbol of its image as the 'International City of Peace and Justice'.

The legal body of the League of Nations was established in the Peace Palace between the two world wars, while the International Court of Justice (ICJ) was founded in The Hague after World War II. The highest legal authority of the United Nations and one of its six main bodies, the ICJ is the only one of the six main bodies not officially domiciled in New York, having been established in The Hague instead.

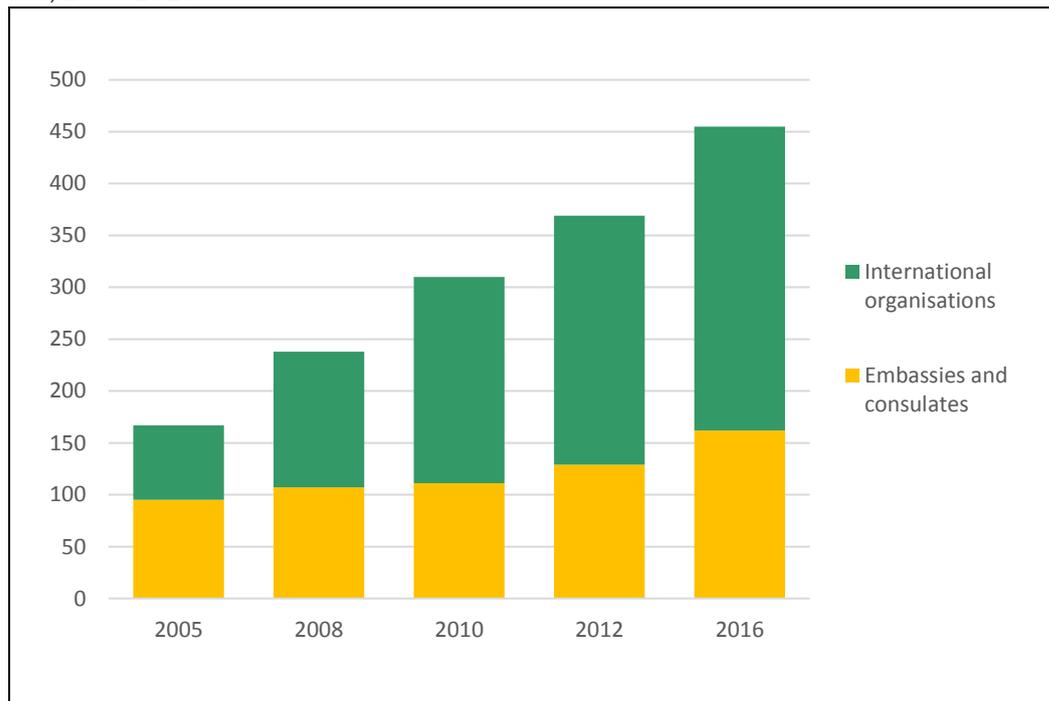
Of the almost 40 intergovernmental organisations currently based in the Netherlands, the vast majority are located in The Hague. Some organisations choose to settle in the city because it is important to them to be based in a country's government seat, while others are attracted by the presence of other international organisations.

The number of international organisations in The Greater The Hague Area has been growing substantially in recent years. In 2005, the city was home to a total of 72 international organisations and 95 embassies, while in 2008 this number had increased to 131 international organisations and 107 embassies and consulates. In 2010, this included 199 organisations and 111 embassies and consulates. In 2013, the Greater The Hague area was home to 240 international organisations and 115 embassies and consulates, plus 14 organisations affiliated to embassies.

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There are currently 293 international organisations and 119 embassies and consulates in the area, including 43 organisations affiliated to embassies. Figure 2.1 shows trends in the number of international organisations since 2005.

Figure 2.1 International organisations, embassies and consulates in the Greater The Hague Area, 2005-2016



A large number of new international organisations settled in the Greater The Hague Area during the recent sample period, including:

- Intergovernmental organisations, e.g.: International Commission on Missing Persons (ICMP), Kosovo Specialist Chambers (KSC) and United Nations Centre for Artificial Intelligence and Robotics (UNICRI),
- NGOs, e.g.: Wildlife Justice Commission (WJC), Commission for International Justice and Accountability (CIJA), Justice Leadership Foundation (JLF), Global Forum on Cyber Expertise (GFCE), World Resources Institute (WRI), International Criminal Court Bar Association (ICCBA), Mediators Beyond Borders International (MBBI), Institute for Economics & Peace (IEP) and Foundation for Responsible Robotics (FRR).

The Netherlands is home to a total of 37 intergovernmental organisations, the bulk of which are concentrated in the Greater The Hague Area. The majority of these types of organisations are based in the city of The Hague, with a concentration in the International Zone.

2.2 Types of international organisations

We identify different types of international organisations. See Appendix 1 and 2 for a list of organisations included in the study.

Box 3 Definitions

We identify the following three categories within the group of international organisations:

International governmental organisations (including treaty organisations) (IGOs)

An international governmental organisation is an entity whose members are nations states, which is created by means of international conventions, and which maintains its own entities⁵.

Non-governmental organisations (NGOs)

Non-governmental organisations are the result of private initiatives and operate independently of state administrations (and are not the result of intergovernmental agreements/conventions). The members of NGOs can be both private and public entities.

In addition, we identify embassies, consulates and organisations affiliated to embassies in this study, as these organisations have an international focus and are backed by foreign funding.

The international (non-profit) organisations established in the Greater The Hague Area break down into the groups listed in the table below (see Table 2.1).

Table 2.1 Number of international organisations broken down by type

Organisation type	Number of organisations
Intergovernmental/UN	20
European	25
Research	19
NGOs	160
Education ⁶	24
Culture	7
Expat Service Organisations	38
Subtotal	293
Embassies and Consulates	119
Organisations Affiliated to Embassies and Consulates	43
Subtotal	162
Total	455

⁵ Source: Central government (<https://www.rijksoverheid.nl/onderwerpen/ambassades-consulaten-en-overige-vertegenwoordigingen/inhoud/internationale-organisaties>)

⁶ This includes international schools and higher education institutions offering courses and programmes with an international focus.

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In addition, we also identify a number of sector categories, which are broken down by focus area and overlap with the breakdown shown in Table 2.1.

The number of categorised international organisations is therefore smaller (149 organisations; see Table 2.2) than the total number of international organisations covered in the study (293 organisations; see Table 2.1). The *Legal* category includes intergovernmental organisations, NGOs and research and educational institutions. Since we used the same classifications for the purpose of this study, the results are comparable to those of the 2014 study.

Table 2.2 Number of organisations by category

Category	Number of organisations
Legal	77
Development Cooperation	29
Peace	18
Security	13
Water	12
Total	149

In addition to international organisations involved in development cooperation, this study focuses on organisations dedicated to promoting security or peace, along with organisations focusing on water in whatever capacity. For the four clusters, we use the following definitions:

Development Cooperation

Organisations dedicated to reducing poverty in other nations by providing support or practical assistance related to the fight against poverty, education, local entrepreneurship and/or healthcare.

Security

Organisations dedicated to promoting security domestically or in other countries by developing strategies, conducting scientific research, and promoting learning and knowledge sharing regarding external threats (arising from conflicts or natural disasters).

Peace

Organisations dedicated to conflict management and the prevention of conflicts between nations, as well as populations within nations, by organising practical assistance and support, international alliances and international cooperation, or by defending human rights in general or specific populations in particular (e.g. women, children, etc.).

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Water

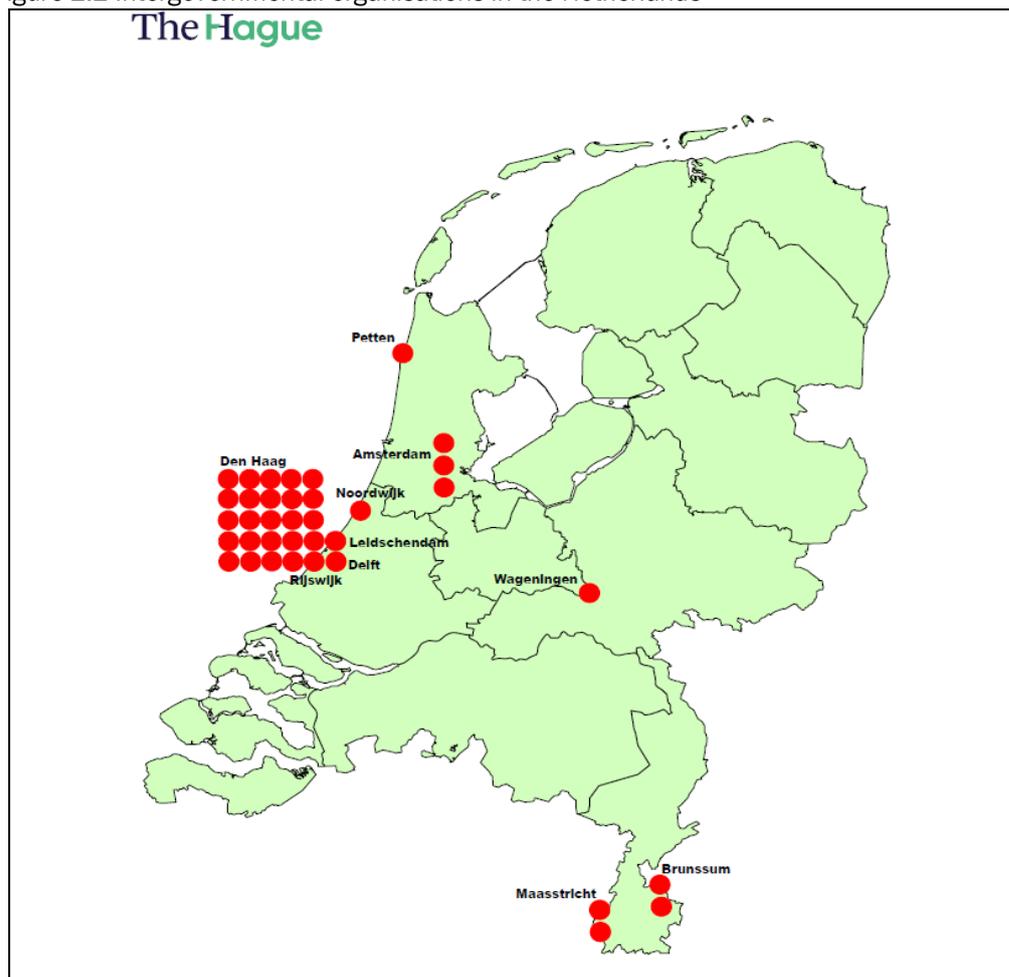
Organisations dedicated to managing the quality of water/drinking water in the Netherlands or elsewhere, installing water facilities (including drinking water facilities), and/or sharing knowledge regarding the management of water (including drinking water management), water quality and water facilities.

The paragraphs below introduce the various types of international organisations. In order not to diminish the readability of the text, the full lists of the relevant organisations, including a description of the activities of each organisation, are included in Appendix 1.

2.2.1 Intergovernmental organisations

Four of the intergovernmental organisations located in the Netherlands are based in the Zuid Limburg area, while the bulk are located in the Greater The Hague Area, mostly in the city of The Hague.

Figure 2.2 Intergovernmental organisations in the Netherlands



Source: Gemeente Den Haag /City of The Hague (2017), edited by Decisio.

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Examples of intergovernmental (or UN) organisations based in The Hague include the International Court of Justice (ICJ), the Yugoslavia Tribunal, the Iran-United States Claims Tribunal (IUSCT) and the Organisation for the Prohibition of Chemical Weapons (OPCW). In addition, the city is home to a number of lesser-known organisations, including the NCI Agency, which is dedicated to developing communications, information, control and command technologies for NATO countries.

2.2.2 European organisations

Some European organisations have a direct professional affiliation to the European Union, while others work on behalf of European organisations on a European scale. The operating areas of European organisations are varied, ranging from fighting crime to history education and library science. The number of employees working for and budgets of these organisations also vary significantly for each organisation.

2.2.3 International research and educational institutions

Various international institutions established in The Hague are involved in research and knowledge exchange in an international context (i.e. cooperating with foreign organisations) in a variety of areas. Several institutions maintain professional ties to large international organisations in The Hague involved in jurisprudence, while other issues include economic and social development and water.

2.2.4 Non-governmental organisations

Many NGOs focus on defending the interests of a specific population category and/or are manage knowledge exchange between members of this professional group (including a large number in the legal field). For example, they organise meetings and courses for foreign professional peers and act as the representative organisations at meetings held abroad. In addition, there are NGOs which operate in the slipstream of large UN organisations and focus on areas such as peace and reconciliation. The NGOs found in the Greater The Hague Area are highly diverse: many are small organisations with relatively modest budgets, while there are also several large NGOs with substantial endowments.

2.2.5 International education

As with international organisations, the Greater The Hague Area is also an appealing location for international schools. There are currently a total of 45 international schools in the Netherlands, one-third of which are located in the Greater The Hague Area. These international schools employ both Dutch and international members of staff. The various institutions of higher education in The Hague offering courses and programmes with an international focus are also included in the study.

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2.2.6 Culture

As in 2010, we have also included a number of international cultural organisations in the study; this decision was prompted mainly by the relatively large number of international employees working for these organisations, including Nederlands Dans Theater and the Residentie Orkest. The category of culture is incorporated into the category of education, unless it is stated separately.

2.2.7 Expat organisations and service organisations

A number of expat and service organisations are also included in this study; this group consists of organisations that provide services to an international audience, ranging in form from cultural and other societies to expat centres. These types of organisations employ relatively few permanent employees and are run largely by volunteers. The economic impact of these organisations (many of which lack staff and do not have their own building) is limited. The group of expat and service organisations will therefore not be considered in calculations of economic effects. However, the expat and service organisations are important to The Hague's social function on account of the services they provide to expats.

2.2.8 Embassies and Consulates

A total of 119 embassies and consulates were included in the study; please see Appendix 2 for a full list of embassies and consulates.

2.2.9 Organisations affiliated to embassies

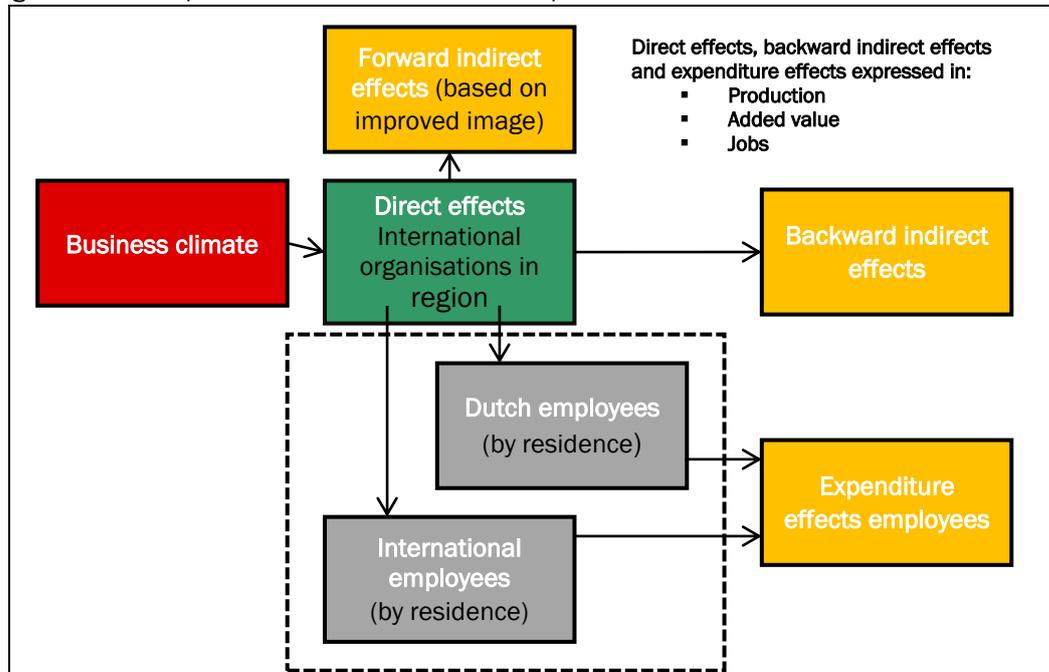
A group of organisations affiliated to embassies has also been included in the study, alongside the embassies and consulates themselves. This group includes a total of 43 chambers of commerce, tourism boards and cultural centres, including the German Chamber of Commerce and the Spanish Tourism Board. Many of these organisations are closely affiliated to the embassies and consulates established in the Greater The Hague Area.

3 Economic significance and international organisations

3.1 Introduction

The economic significance of international organisations is characterised by the fact that they are generally financed largely by foreign funds (mostly public funds). The money spent by these international organisations and their expat employees can therefore be regarded as having an indirect effect on the Dutch economy, all the more so given that the majority of these organisations would be located outside the Netherlands if they were not based in The Hague. In this chapter, we describe the economic effects of The Hague's international organisations in the year 2016, as shown in the diagram included in Figure 3.1.

Figure 3.1 Conceptual framework of economic impact



The following direct and indirect effects included in this study are listed below.

Direct economic effects:

- Employment with the international organisations themselves, expressed in FTEs;
- Expenditure of the international organisations (i.e. total funds spent on personnel, products and services);
- Added value of the international organisations (i.e. difference between budget and the purchase of goods and services).

Indirect economic impact:

- Consumption effects: expenditure by expats expressed in the production value of the products and services they purchase. Based on the added value of these products and services, we can calculate the related employment;
- Backward effects: the total amount spent by organisations on third-party services and products (i.e. other than employee salaries). The added value of these products and services sheds light on how many new jobs this would generate.
- Indirect consumption effects (indirect effects): the businesses from which expats and foreign visitors purchase products and services themselves also purchase goods and services, creating jobs at the businesses of these suppliers. As before, the number of jobs this would generate can be calculated through the use of added value.

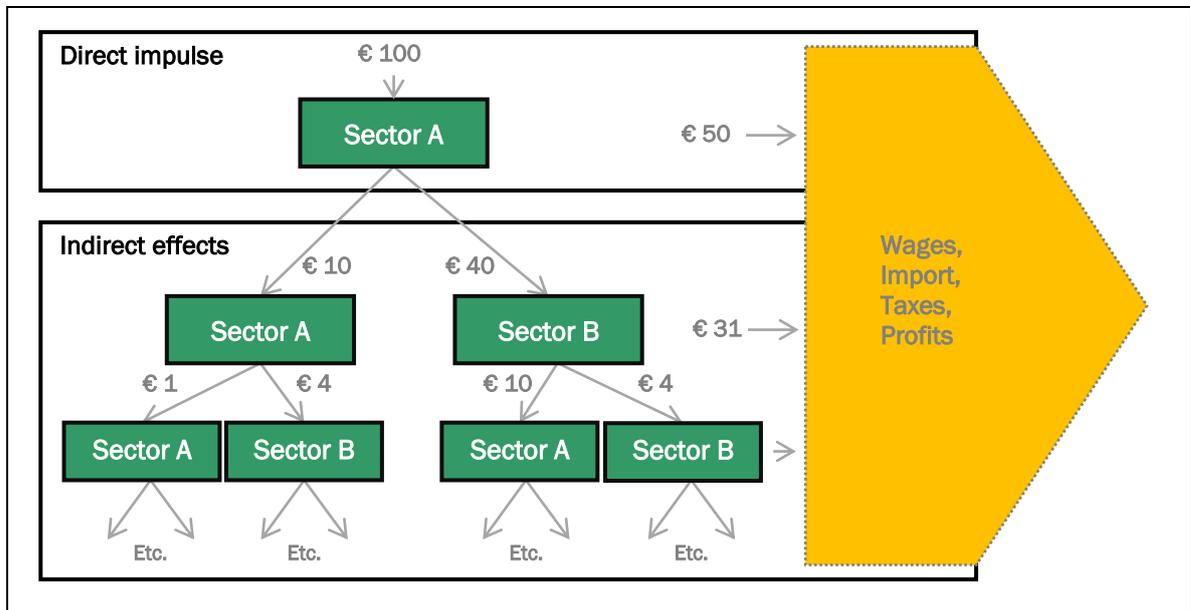
We only included the effects in this study which can be attributed entirely to the presence of the international organisations; without this presence, these effects would not occur. The wage costs for Dutch employees and the impact these have on expenditure (as shown in the grey box at the top of Figure 3.1) are therefore not incorporated into the total economic impact of international organisations. The reasoning behind this is that – if there were no international organisations in The Hague – these people would earn other types of income (i.e. from other jobs/sources).

3.2 Methods and indicators of economic significance

This study calculates the same economic effects as the previous studies conducted in 2005, 2008, 2011 and 2014. In order to determine (regional) economic effects, an input-output model developed by Decisio is used for the purpose of this study. This model works on the basis of an input-output model which reflects the relationships between the various sectors and industries. It is known for each sector what the supplying sectors are and how much money is spent on these sectors. This makes it possible to determine a boost in sector A based on sectors B and C. To determine the regional breakdown of the effects, we used the ratios from the previous survey. Figure 3.2 shows how this works for an economy with two sectors (A and B).

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Figure 3.2 Diagram of input-output model



The economic significance of The Hague's international organisations can be explained based on three indicators: employment, production, and added value. All direct and indirect effects are presented based on these indicators, which are also further explained where necessary.

Employment

Number of jobs expressed in FTEs (full-time equivalents).

Production

Total production in the Netherlands. For international organisations, these are equivalent to their expenditure in the Netherlands.

Added value

This refers to the value an organisation adds to a product or service: this is equal to revenue less the cost of goods and services purchased (i.e. intermediary use), i.e. equal to the total labour costs, profits and taxes less subsidies/grants. The added value also represents the share of GDP. We illustrate this based on the following simple example:

A grain farmer purchases seeds and fertiliser for €15 and sells the grains to a baker for €100. The added value in this case is equal to the value added by the farmer, i.e. €85 (€100 - €15). The bakery uses the grains to bake bread rolls, which he subsequently sells to his customers for €400. He purchased the grain for €100, and in addition he incurred €50 in expenses for salt and yeast, along with expenses associated with the oven and building. This means the added value of the baker is €250.

3.3 Direct economic effects

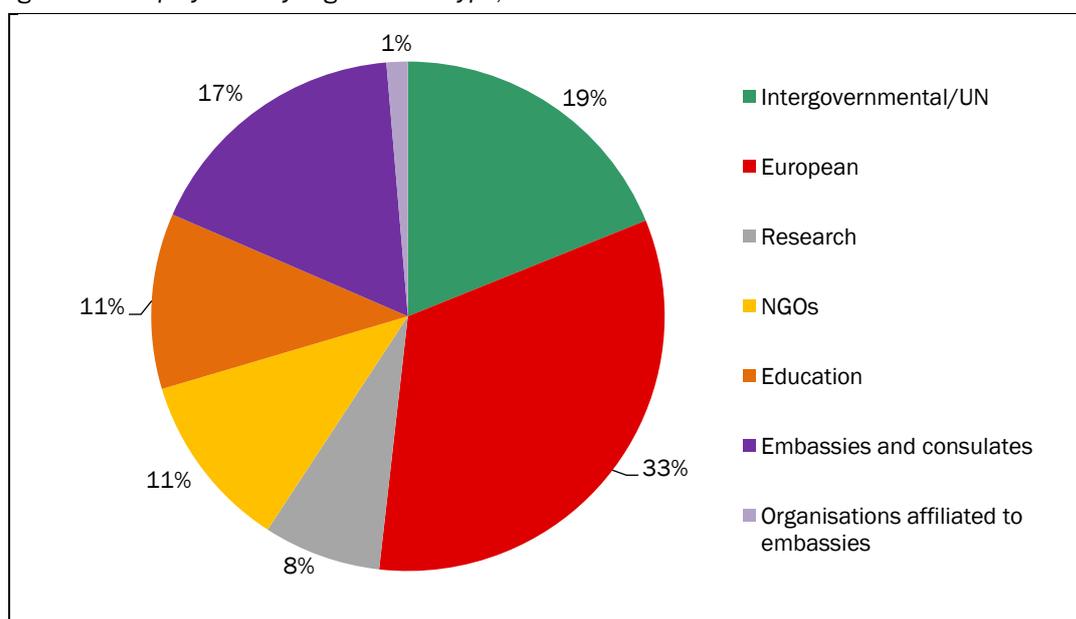
3.3.1 Employment

Several European organisations, in particular, are major employers in the area, including the European Patent Office (EPO) and the European Space Agency (ESA/ESTEC). This means European organisations contribute the most to employment. The cluster of international organisations accounted for 20,379 jobs in direct employment in 2016.

Table 3.1 Employment by organisation type, 2016

Organisation type	Jobs (in absolute numbers)	Jobs (%)
Intergovernmental/UN	3,844	19
European	6,710	33
Research	1,511	8
NGOs	2,281	11
Education	2,272	11
Embassies and Consulates	3,489	17
Organisations affiliated to embassies	273	1
Total	20,379	100

Figure 3.3 Employment by organisation type, 2016



Nearly 65 percent of employment represents jobs at international organisations established in the Greater The Hague Area, while the remaining employment constitutes jobs in other parts of the Greater The Hague Area (see table 3.2). In addition to the domiciles of the international organisations (and where they spend their funds/earnings), we use the term 'source area' for the purpose of this study.

Table 3.2 Employment by source area, 2016

Employment by source area	Jobs (in absolute numbers)	Jobs (%)
The Hague	13,172	64.6
Other Greater The Hague Area	7,208	35.4
Total	20,379	100

The categories identified in this study comprise a total of 6,274 jobs, more than 30 percent of total employment for all international organisations covered in this study. The category *Legal* has also been highlighted in previous studies: this cluster accounted for more than 2,700 jobs in 2008 (20 percent of the total number), versus 3,446 jobs in 2010 and 3,800 jobs in 2012. This number has now increased to 4,227 jobs (see table 3.3).

The share of the Development Cooperation category declined from 2012

Table 3.3 Employment by category and share in total employment, 2016

Category	Jobs (in absolute numbers)	Jobs (%)
Legal	4,227	20.7
Development Cooperation	876	4.3
Security	791	3.9
Peace	54	0.3
Water	326	1.6
Total	6,274	30.8

3.3.2 Education level

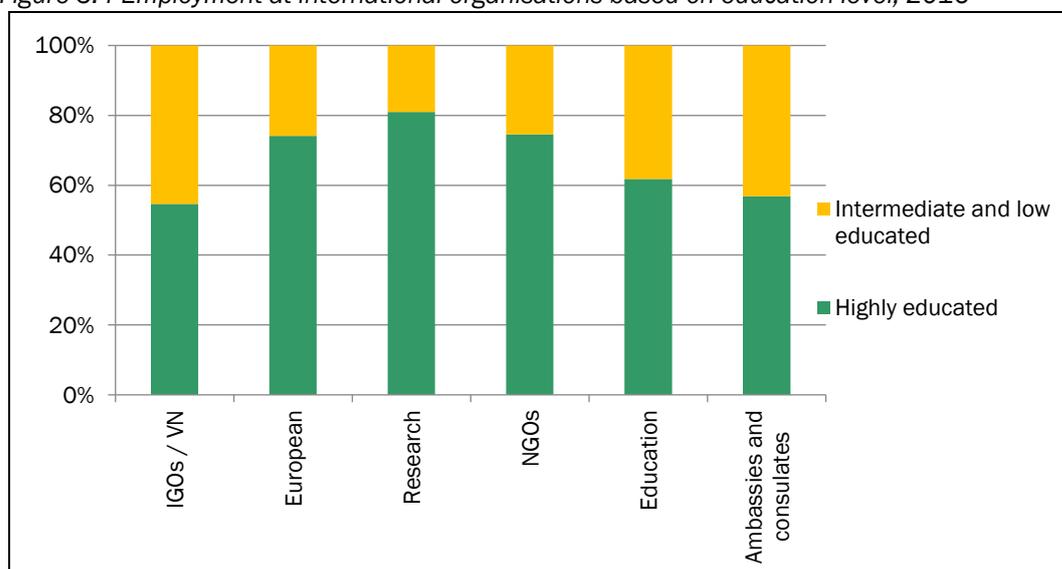
Around 67 percent of employment at international organisations constitute jobs for people who have completed higher education (i.e. who hold at least an undergraduate degree). The number of jobs for these skilled workers has remained virtually unchanged since 2012. At the time, a total of 66 percent of positions were held by people with degrees; this percentage is high compared with the general level of education in the Netherlands.

Table 3.4 Employment at international organisations based on education level (jobs), 2016

Organisation type	Completed higher education		Intermediate and lower level of education	
	Absolute numbers	%	Absolute numbers	%
Intergovernmental/UN	2,100	54.6	1,744	45.4
European	4,971	74.1	1,739	25.9
Research	1,224	81.0	287	19.0
NGOs	1,701	74.6	580	25.4
Education	1,403	61.8	869	38.2
Embassies and Consulates	1,983	56.8	1,506	43.2
Organisations Affiliated to Embassies*	X	X	X	X
Total	13,382	66.6	6,725	33.4

* the response for the category 'Organisations affiliated to embassies' is too small to be able to make a reliable statement.

Figure 3.4 Employment at international organisations based on education level, 2016



Particularly at research and educational institutions, NGOs and European organisations, there are a relatively large number of jobs for graduates: 81 percent, 75 percent and 74 percent, respectively. The fact that large organisations are established in the area explains why. The number of jobs for graduates in the area is relatively high (see table 3.5). Intergovernmental/UN organisations provide a relatively large number of jobs for people with intermediate and lower levels of education.

Table 3.5 Employment at international organisations based on education level, 2016

Based on source area	Graduates (i.e. holding at least a Bachelor's degree)		Intermediate and lower level of education	
	Absolute numbers	%	Absolute numbers	%
The Hague	8,257	64.0	4,643	36.0
Other Greater The Hague Area	5,125	71.1	2,082	28.9
Total	13,382	67	6,725	33

In the *Development Cooperation* and *Water* clusters, the share of graduate employees is higher than the average of 64 percent (see Table 3.6).

Table 3.6 Employment at international organisations based on education level (jobs), 2016

Category	Graduates (i.e. holding at least a Bachelor's degree)		Intermediate and lower level of education	
	Absolute numbers	%	Absolute numbers	%
Legal	2,632	62	1,595	38
Development Cooperation	651	74	225	26
Security	433	55	358	45
Peace ⁷	X	X	X	X
Water	253	77	74	23
Total	3,968	64	2,252	36

3.3.3 Nationality and education level

Both international and Dutch employees of the international organisations have, on average, increasingly high levels of education, with 73 percent having completed higher education.

At 59 percent, this number is lower for Dutch employees overall. The difference is the most pronounced at the IGOs, where 63 percent of international employees and 42 percent of Dutch employees hold at least an undergraduate degree. Table 3.7 and figure 3.5 show the breakdown by nationality and education level for each organisation type.

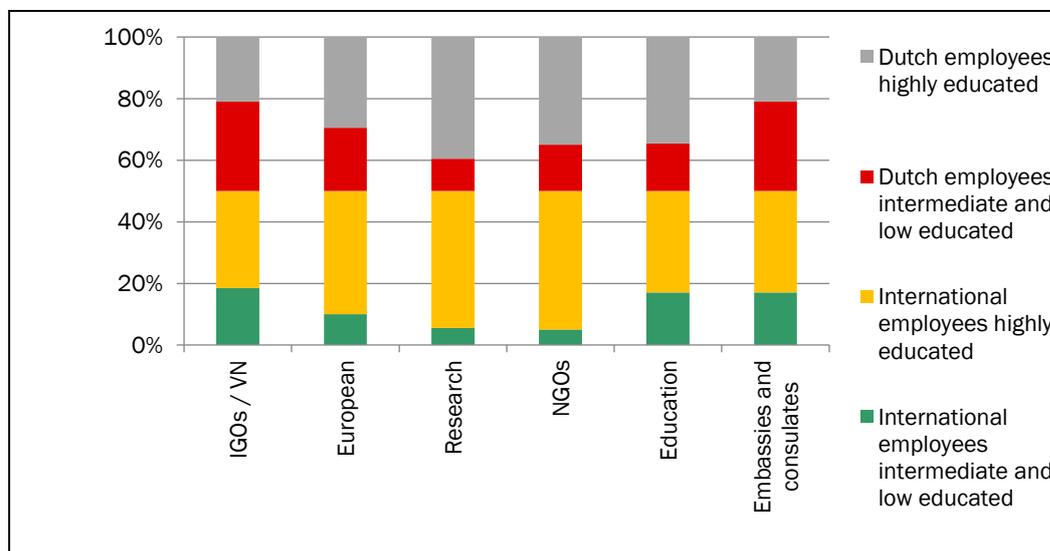
Table 3.7 Employment at international organisations broken down by nationality and education level for each organisation type, 2016

Organisation type	Expats		Dutch employees	
	Graduates (i.e. holding at least a Bachelor's degree)	Intermediate and lower level of education	Graduates (i.e. holding at least a Bachelor's degree)	Intermediate and lower level of education
	%	%	%	%
Intergovernmental/UN	63	37	42	58
European	80	20	59	41
Research	89	11	79	21
NGOs	90	10	70	30
Education	66	34	69	31
Embassies and Consulates	66	34	42	58
Organisations Affiliated to Embassies*	X	X	X	X
Total	73	27	59	41

* the response for the category 'Organisations affiliated to embassies' is too small to be able to make a reliable statement.

⁷ The response for the category 'Peace' is too small to be able to make a reliable statement.

Figure 3.5 Employment at international organisations broken down by nationality and education level for each organisation type, 2016

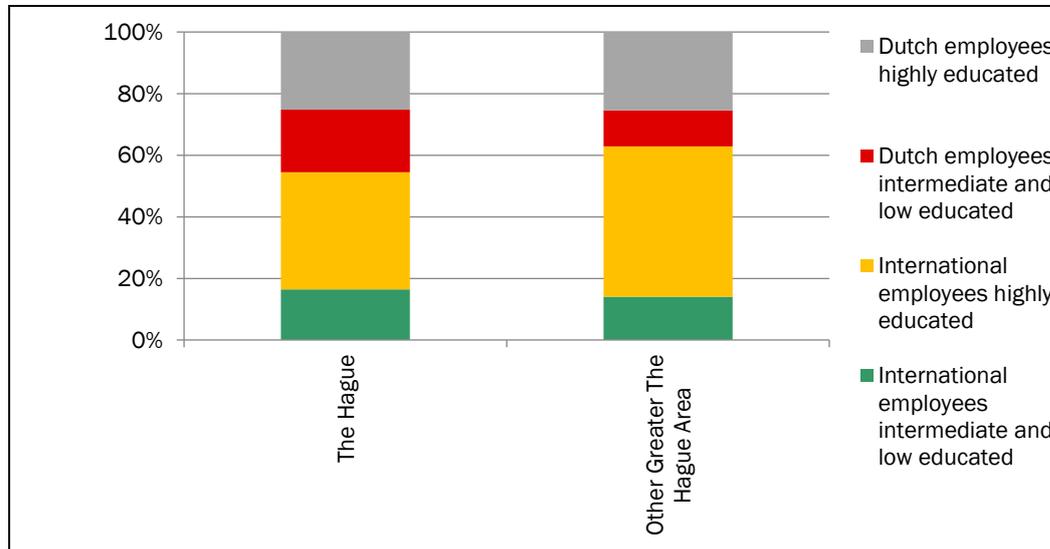


Education levels among expats at the international organisations in the Greater The Hague Area are higher, on average, than among their counterparts in the city of The Hague (see table 3.8 and figure 3.6).

Table 3.8 Employment at international organisations broken down by nationality and education level for each source area, 2016

Source area	Expats		Dutch employees	
	Graduates (i.e. holding at least a Bachelor's degree)	Intermediate and lower level of education	Graduates (i.e. holding at least a Bachelor's degree)	Intermediate and lower level of education
	%	%	%	%
The Hague	38	17	25	21
Other Greater The Hague Area	49	14	25	12
Total	42	16	25	18

Figure 3.6 Employment at international organisations broken down by nationality and education level for each source area, 2016



A large number of positions at the legal organisations, proportionally speaking, are held by expats, a total of 62 percent of whom have at least an undergraduate degree (see Table 3.6). Compared with the other clusters, this percentage is low. Although the other categories are smaller in size, employment for international employees concerns, for the most part, jobs for graduates. As in the 2014 study, the Security cluster offers a relatively large number of jobs held by Dutch people with lower or intermediate levels of education (see Table 3.9). The Hague Security Delta (HSD) would be one example, including a large number of positions in security for people with lower levels of education.

Table 3.9 Employment at international organisations broken down by nationality and education level, 2016

Category	Expats		Dutch employees	
	Graduates (i.e. holding at least a Bachelor's degree)	Intermediate and lower level of education	Graduates (i.e. holding at least a Bachelor's degree)	Intermediate and lower level of education
	%	%	%	%
Legal	45	20	17	17
Development Cooperation	20	2	54	24
Security	31	17	24	28
Peace*	X	X	X	X
Water	31	2	46	20
Total	39	16	25	20

* the response for the category 'Organisations affiliated to embassies' is too small to be able to make a reliable statement.

3.3.4 Average gross incomes at international organisations

Wages at international organisations are relatively high, with international employees, in particular, earning proportionally high salaries, without exception higher than those of their Dutch counterparts (see table 3.10). We are referring here to income per employee rather than per FTE.

Table 3.10 Average gross income per expat, broken down by organisation type, 2016 (€)

Organisation type	Median income of expats		Median income of Dutch employees	
	2012	2016	2012	2016
Intergovernmental/UN	70,000	74,000	65,000	72,000
European	106,000	118,000	100,000	104,000
Research	41,000	50,000	x	45,000
NGOs	50,000	58,000	49,000	57,000
Education	54,000	60,000	45,000	46,000
Embassies and Consulates	43,000	69,000	39,000	38,000
Organisations affiliated to embassies	43,000 ⁸	45,000	39,000	42,000
Total average (weighted)	77,000	88,000	56,000	63,000

3.3.5 Expenditure and added value

In terms of direct expenditure (i.e. total budgets/expenditure) and added value, the significance of European organisations is substantial, with intergovernmental organisations ranking second. The first group accounts for approximately half of all spending and the added value of the full cluster of international organisations.

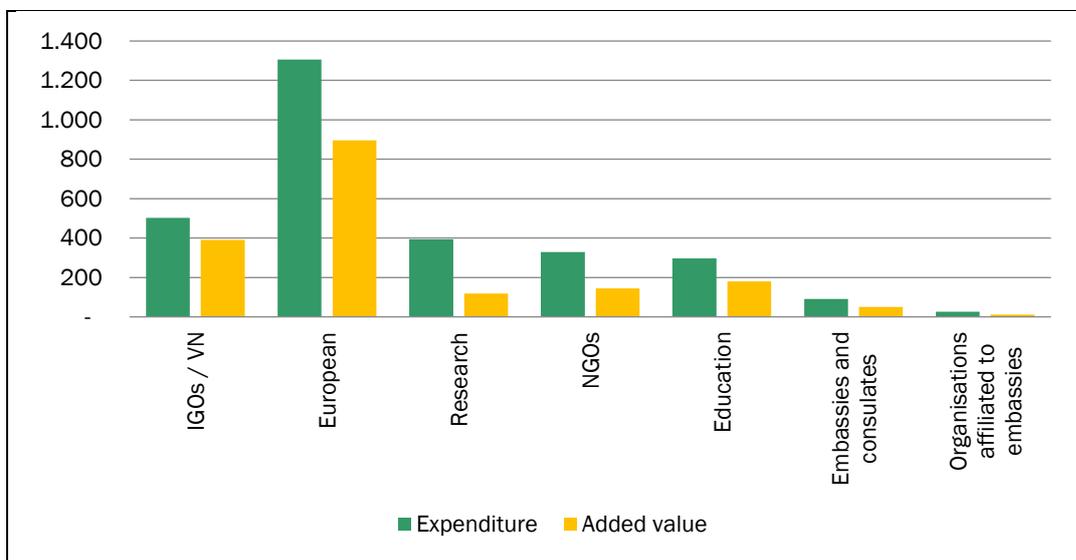
Table 3.11 Direct effect: expenditure based on type of international organisations, also in terms of added value, by organisation type, 2016

Organisation type	Expenditure		Added value	
	Absolute numbers (EUR million)	%	Absolute numbers (EUR million)	%
Intergovernmental/UN	504	18	391	22
European	1,307	48	897	50
Research	198	7	119	7
NGOs	328	12	145	8
Education	297	11	180	10
Embassies and Consulates	92	3	50	3
Organisations affiliated to embassies	26	1	11	1
Total	2,751	100	1,792	100

⁸ This median gross income was equated with incomes earned by employees of embassies and consulates in 2012.

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Figure 3.7 Expenditure and added value by organisation type (in EUR million)

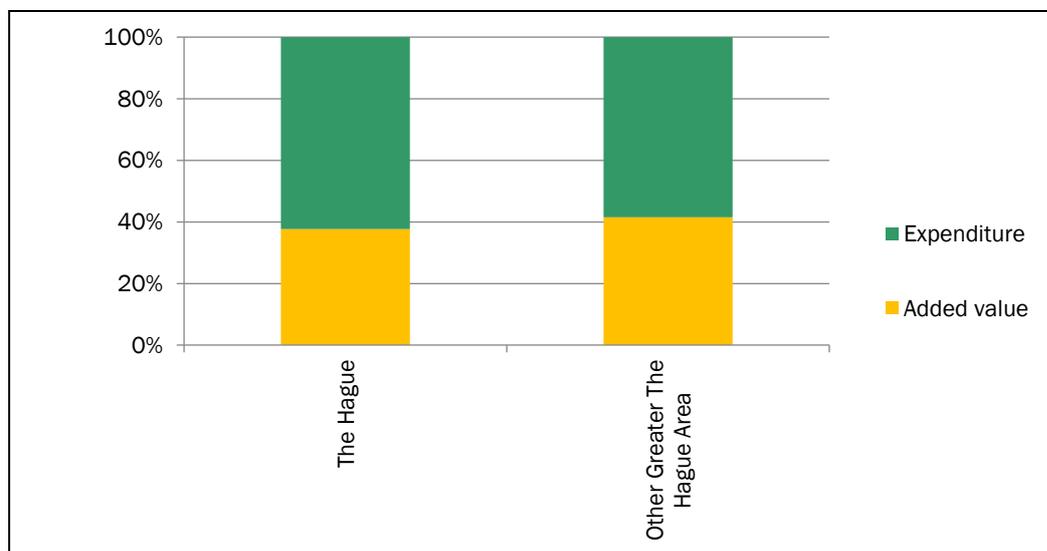


If we look at the location of the international organisation responsible for the expenditure, we see that the share of the expenditure generated in The Hague accounts for more than half of total expenditure (see Table 3.12).

Table 3.12 Direct effects: expenditure by international organisations broken down by source area, also in terms of added value (2016)

Source area	Expenditure		Added value	
	Absolute numbers (EUR million)	%	Absolute numbers (EUR million)	%
The Hague	1,506	55	910	51
Other Greater The Hague Area	1,245	45	882	49
Total	2,751	100	1,792	100

Figure 3.8 Expenditure and added value by source area, 2016



The expenditure by the organisations included in the Development Cooperation cluster fell from 2012. In 2012, this category accounted for 8 percent of expenditure, which has since fallen to 5 percent (current rate). At 23 percent, the *Legal* category has a relatively large share in the total expenditure of international organisations.

Table 3.13 Direct effects: expenditure by international organisations broken down by category, also in terms of added value (2016)

Category	Expenditure		Added value	
	Absolute numbers (EUR million)	%	Absolute numbers (EUR million)	%
Legal	622	23	436	24
Development Cooperation	132	5	45	2
Security	106	4	80	4
Peace	6	0	2	0
Water	40	1	21	1
Total	906	33	583	33

3.4 Indirect economic effects

3.4.1 Direct consumption effects of expats

The survey revealed that expat employees of international organisations spend an average of 79 percent of their gross income in the Netherlands. Table 3.14 shows a breakdown by organisation type.

Table 3.14 Percentage of income spent by expats in the Netherlands.

Organisation type	Expenditure by employees in the Netherlands
	%
Intergovernmental/UN	73
European	83
Research	N/A
NGOs	79
Education	78
Embassies and Consulates	N/A
Organisations affiliated to embassies	N/A
Average (weighted)	79

We identify two types of consumption effects: consumption by expats/international employees and consumption by Dutch employees. Expenditure by expats in the Netherlands can be regarded fully as a generative effect for the Netherlands, whereas for expenditure by Dutch people this is true for only a small portion. This is because, if these people were not employed by international organisations, they would be earning their money elsewhere/would have another source of income. We have not factored in this particular effect. In the survey, the consumption effects of international employees/expats were determined based on ratios from the input-output tables and ‘translated’ into jobs.

3.4.2 Steps to be completed

The three steps taken to determine the economic significance of direct consumption effects are outlined below.

Step 1: The first step is determining the value of goods and services purchased/paid by expats, e.g. cars, furniture, hairdresser and cleaning services. We refer to this value as the ‘production value’.

Step 2: The second step is indicating, based on the determined production value (i.e. expenditure by expats) what constitutes its added value. Added value is defined as the difference between the turnover (production) and purchase of goods and services at companies that supply to expats.

Step 3: Based on the added value, we calculate how many jobs this amount involves in the first and last step.

Step 1: From expenditure to production

The first step is determining the value of the goods and services purchased/paid by expats in the Netherlands. These expenses amount to a total of 700 million euro. Total expenses exceed those for 2012. The employees of 'European' organisations account for the largest share of this expenditure. The largest share of the production (44 percent) is concentrated in The Hague.

Table 3.15 Regional breakdown of production by consumption spending by expats, broken down by organisation type (in EUR million), 2016

Organisation type	City of The Hague	Greater The Hague Area	Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Intergovernmental/UN	48	28	21	12	108
European	180	106	78	45	408
Research	4	2	2	1	9
NGOs	10	6	4	2	22
Education	24	14	10	6	54
Embassies and Consulates	44	26	19	11	99
Organisations affiliated to embassies	2	1	1	1	5
Total	44 %	26 %	19 %	11 %	706

Table 3.16 shows the breakdown of production by category. The legal cluster accounts for 21 percent of total production by all international organisations (706 million euro), making it the main cluster in the Greater The Hague Area. The 'Development Cooperation' and 'Security' clusters contribute more modestly to total production, accounting for approximately 4 percent each. The legal cluster is relatively large, as this employs nearly twice as many international employees as Dutch employees. The 'Development Cooperation' cluster, on the other hand, employs relatively few expats, which means not much production is generated by consumer spending by consumer expenditure by expats.

Table 3.16 Production through consumer spending by expats and by category (in EUR million), 2016

Category	City of The Hague	Greater The Hague Area	Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Legal	65	38	28	16	147
Development Cooperation	14	8	6	3	31
Security	12	7	5	3	28
Peace	1	0	0	0	2
Water	5	3	2	1	12
Total sample	96	57	42	24	219

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Step 2: From production to added value

The added value generated by expenditure by expats accounts for a total of 420 million euro, of which approximately half ends up in the city of The Hague.

Table 3.17 Regional breakdown of added value generated by consumer spending by expats, broken down by organisation type (in EUR million), 2016

Organisation type	City of The Hague	Greater The Hague Area	Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Intergovernmental/UN	32	18	9	6	64
European	120	66	32	24	243
Research	3	1	1	1	5
NGOs	6	4	2	1	13
Education	16	9	4	3	32
Embassies and Consulates	29	16	8	6	59
Organisations affiliated to embassies	1	1	0	0	3
Total	49 %	27 %	13 %	10 %	420

The Legal cluster is the main cluster in terms of both production and added value, with one-fifth of the added value generated within this cluster.

Table 3.18 Added value generated by consumer spending by expats, broken down by sample (in EUR million), 2016

Category	City of The Hague	Greater The Hague Area	Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Legal	43	24	12	9	87
Development					
Cooperation	9	5	2	2	18
Security	8	5	2	2	17
Peace	1	0	0	0	1
Water	3	2	1	1	7
Total sample	64	36	17	13	130

Step 3: From added value to jobs

Total consumer spending by expats in the Greater The Hague Area generates a total of more than 3,300 jobs. The majority of these jobs (58 percent) are created by spending by expats at European organisations. In addition, 14 percent is generated at embassies and consulates and 15 percent at intergovernmental organisations.

Table 3.19 Regional breakdown of jobs related to consumer spending by expats, broken down by organisation type, 2016

Organisation type	City of The Hague	Greater The Hague Area	Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Intergovernmental/UN	222	146	80	61	509
European	838	550	301	230	1,919
Research	18	12	7	5	42
NGOs	45	29	16	12	102
Education	112	73	40	31	256
Embassies and Consulates	204	134	73	56	467
Organisations affiliated to embassies	10	6	3	3	22
Total	44 %	29 %	16 %	12 %	3,317

Of the total employment (see Table 3.20) relating to consumer spending by expats, 31 percent can be attributed to the five clusters. The legal cluster is the most significant, accounting for a total of 690 jobs.

Table 3.20 Jobs related to consumer spending by expats, broken down by category, 2016

Category	City of The Hague	Greater The Hague Area	Region other areas in Zuid Holland province	Outside Zuid Holland province	Total
Legal	301	198	108	83	690
Development					
Cooperation	63	42	23	17	145
Security	57	38	21	16	131
Peace	4	3	1	1	9
Water	24	16	8	6	54

3.4.3 Indirect consumption effects related to expats (indirect)

The businesses where expats make their purchases also, in turn, purchase goods and services from other businesses. This creates jobs at these businesses, which would not have existed without the presence of international organisations (i.e. foreign cash flows). For this reason, this effect is included; we refer to this effect as ‘indirect consumption effects’. These indirect consumption effects have created a total of nearly 1,800 jobs, around 60 percent of which are generated by spending by expats at European organisations.

Table 3.21 Regional spread of employment through expenditure by expats (jobs), broken down by organisation type, 2016

Organisation type	City of The Hague	Greater The Hague Area	Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Intergovernmental/UN	73	65	54	78	270
European	275	244	203	295	1,017
Research	6	5	4	6	22
NGOs	15	13	11	16	54
Education	37	33	27	39	136
Embassies and Consulates	67	59	50	72	248
Organisations affiliated to embassies	3	3	2	3	12
Total	27 %	24 %	20 %	29 %	1,759

The total share of the category in the indirect effect (Table 3.22) is equal to 31 percent of the total share in employment by indirect consumption effects of expats (Table 3.21).

Table 3.22 Employment through expenditure by expats at companies that supply to expats (jobs), 2016

Category	City of The Hague	Greater The Hague Area	Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Legal	99	88	73	106	366
Development Cooperation	21	18	15	22	77
Security	19	17	14	20	70
Peace	1	1	1	1	5
Water	8	7	6	8	29

3.4.4 Direct consumption effects of visitors

A portion of the international organisations based in the Greater The Hague Area regularly receive international business and private visitors. There is a record of the number of business travellers to the organisations (or some of the organisation), along with the average number of days these visitors spend in the area. The quantitative economic effect of these business visitors is identified based on the employment that would not have been created without the presence of international organisations (and their business visitors). As far as expenditure by business visitors is concerned, we used the average daily expenditure by an international business visitor as a basis, which amounts to 307 euro per day.

This budget breaks down into the various sectors on which this was spent (e.g. accommodation, transport, food and drink, etc.). The next step is to determine the input-output analysis, followed by the jobs this generates. The analysis is based on the spending pattern shown in Appendix 5. The international organisations established in The Hague were not questioned on the number of private visitors of employees for the purpose of this study. In order to assess the number of private visitors per FTE, we use key data from previous studies, including the Decisio study titled 'Economic significance of international organisations, 2012'

commissioned by the Netherlands Ministry of Foreign Affairs. We calculate the economic effect of private visitors to expats. Not all private visitors are likely to stay at hotels in The Hague; some will stay at the home of the expat they are visiting. Since expenses per visitor can vary significantly, the study is based on the average amount international visitors spend in the Netherlands per day, which amounts to 180 euro⁹. The analysis is based on the spending pattern shown in Appendix 5. As with business visitors, we break down expenses by sector/industry and subsequently calculate the corresponding added value and employment rates.

Table 3.23 Expenditure by visitors, 2016

Organisation type	Business visitors	Private visitors	Total
Number of visitors	673,700	59,200	732,900
Length of stay (in days)	903,500	396,700	13,000,200
Average daily expenditure (in EUR)	307	180	487
Expenditure (EUR million)	277	71	349

International visitors spend a total of 349 million euro in the Netherlands; these expenses create a total of more than 4,000 jobs. The number of business visitors to the 'Organisations affiliated to embassies' segment is not known, and has therefore not been included in the calculations. For both business and private visits, visitors to European organisations account for the bulk of the expenditure.

Table 3.24 Regional spread of employment through expenditure by international business visitors (jobs), broken down by organisation type, 2016

Organisation type	City of The Hague	Greater The Hague Area	Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Intergovernmental/UN	261	65	37	115	477
European	367	92	52	161	672
Research	55	14	8	24	100
NGOs	289	72	41	127	530
Education	59	15	8	26	108
Embassies and Consulates	264	66	37	116	482
Total	55 %	14 %	8 %	24 %	2,369

⁹ Source: NBTC, 'Key Figures 2016, Hospitality Economy'.

Table 3.25 Regional spread of employment through expenditure by international; private visitors (jobs), broken down by organisation type, 2016

Organisation type	City of The Hague	Greater The Hague Area	Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Intergovernmental/UN	61	21	7	25	114
European	106	37	13	44	199
Research	24	8	3	10	45
NGOs	36	12	4	15	68
Education	36	12	4	15	67
Embassies and Consulates	55	19	7	23	104
Organisations affiliated to embassies	4	1	1	2	8
Total	53 %	18 %	6 %	22 %	605

3.4.5 Indirect consumption effects of visitors

The expenditure of these visitors also has a knock-on effect, because the businesses (i.e. shops, food-service outlets and museums) where the bulk of the expenditure is concentrated also have suppliers in the Netherlands that benefit from larger-scale production. Indirect consumption effects by international visitors create a total of approximately 1,100 jobs.

Table 3.26 Regional spread of employment through expenditure by international business visitors at businesses (jobs), broken down by organisation type, 2016

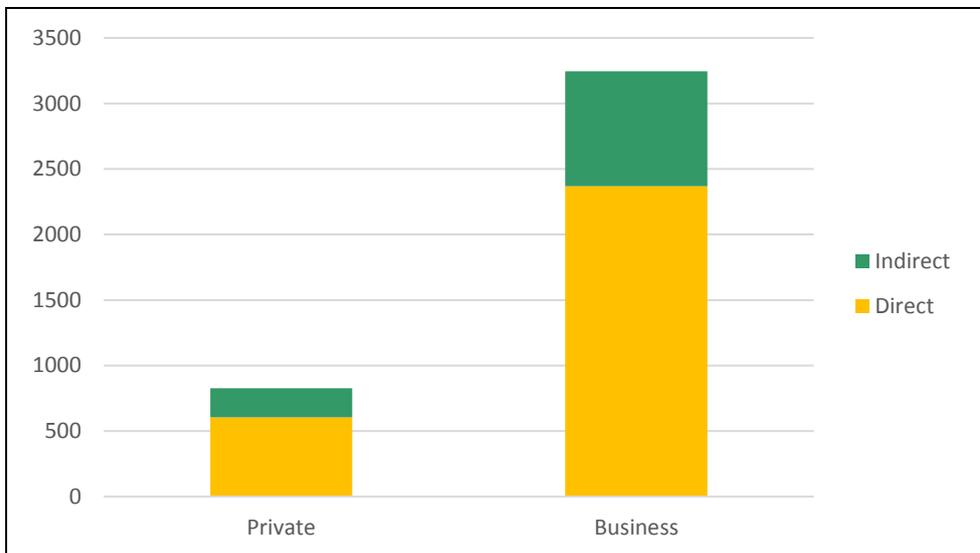
Organisation type	City of The Hague	Greater The Hague Area	Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Intergovernmental/UN	48	25	46	58	176
European	67	35	65	82	248
Research	10	5	10	12	37
NGOs	53	27	51	65	196
Education	11	6	10	13	40
Embassies and Consulates	48	25	46	59	178
Total	27 %	14 %	26 %	33 %	876

Table 3.27 Regional spread of employment through expenditure by international private visitors at businesses (jobs), broken down by organisation type, 2016

Organisation type	City of The Hague	Greater The Hague Area	Region Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Intergovernmental/UN	12	7	10	13	42
European	21	13	17	23	73
Research	5	3	4	5	16
NGOs	7	4	6	8	25
Education	7	4	6	8	25
Embassies and Consulates	11	7	9	12	38
Organisations affiliated to embassies	1	1	1	1	3
Total	28 %	17 %	23 %	31 %	221

For both the direct and the indirect effect, the bulk of employment is generated by international business visitors. The direct effect is approximately three times as large as the indirect effect (see Figure 3.9).

Figure 3.9 Total employment created by indirect consumption effects generated by visitors to companies (jobs), broken down by visitor motive, 2016



3.4.6 Backward effects

The total value of goods and services purchased by international organisations from various businesses (i.e. expenditure excluding salaries) amounted to 958 million euro in 2016, versus 867 million euro in 2012. This increase is related to an increase in the number of international organisations included in the study.

DECISIO

Based on updated input-output models, we calculated the number of jobs generated by backward effects (see Table 3.28). Nearly 9,000 jobs were created through purchases by international organisations from businesses that supply products and services to them. These jobs would not have existed if these international organisations were not based in the Greater The Hague Area.

On a proportional basis, European organisations purchase the most from businesses (accounting for 40 percent). In addition, NGOs (accounting for 18 percent) and organisations linked to education (16 percent) also account for a relatively large share.

Table 3.28 Jobs created by expenditure by international organisations on third-party goods and services (jobs), broken down by organisation type, 2016

Organisation type	City of The Hague	Greater The Hague Area	Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Intergovernmental/UN	372	320	184	167	1,043
European	1,418	1,219	702	636	3,975
Research	265	228	131	119	743
NGOs	644	553	319	289	1,804
Education	328	282	162	147	919
Embassies and Consulates	129	111	64	58	363
Organisations affiliated to embassies	45	39	22	20	126
Total	36 %	31 %	18 %	16 %	8,972

The largest number of jobs are generated by purchases by businesses: they account for 20 percent of total employment created by purchases made by international organisations.

Table 3.29 Jobs created by expenditure by international organisations on third-party goods and services (jobs), broken down by organisation type, 2016

Category	City of The Hague	Greater The Hague Area	Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Legal	665	572	330	298	1,866
Development Cooperation	140	121	69	63	393
Security	127	109	63	57	355
Peace	9	7	4	4	24
Water	52	45	26	23	146
Total sample	993	854	492	445	2,784

3.5 Indirect employment and education level

Paragraph 3.4 presents the indirect effects of the international organisations located in the Greater The Hague Area, which shows that these organisations indirectly generate a total of around 18,000 jobs.

We know what share of the expenditure of organisations and expats is concentrated in which sector. Data provided by Statistics Netherlands (Centraal Bureau voor de Statistiek/CBS) reveals the average breakdown for employees with lower and higher levels of education, as shown in the Table in Appendix 6. Based on this, we calculated which portion of direct employment in the Greater The Hague Area consists of jobs for people with lower and higher levels of education¹⁰.

3.5.1 Backward effects

Expenditure by international organisations generated almost 9,000 jobs in total. The bulk of the jobs are positions for people with intermediate or lower levels of education, i.e. 74 percent.

Table 3.30 Indirect employment created by expenditure by international organisations on third-party goods and services (jobs), broken down by education level (2016)

Education level	City of The Hague		Greater The Hague Area		Region Other areas in Zuid Holland province		Outside Zuid Holland province		Total
	Absolute numbers	%	Absolute numbers	%	Absolute numbers	%	Absolute numbers	%	
Higher education	847	26	729	26	420	26	380	26	2,376
Intermediate and lower level of education	2,353	74	2,023	74	1,165	74	1,055	74	6,596
Total	3,200	100	2,751	100	1,585	100	1,435	100	8,971

3.5.2 Consumption effects by expats

Expenditure by expats at businesses create more than 5,000 jobs, three-quarters of which constitute jobs for people with secondary school or primary school educations. This is in line with the results for 2012.

Table 3.31 Indirect employment created by expenditure by expats at businesses that supply to expats (jobs), by education level (2016)

Education level	City of The Hague		Greater The Hague Area		Region Other areas in Zuid Holland province		Outside Zuid Holland province		Total
	Absolute numbers	%	Absolute numbers	%	Absolute numbers	%	Absolute numbers	%	
Higher education	466	26	401	26	231	26	209	26	1,307
Intermediate and lower level of education	1,344	74	1,156	74	666	74	603	74	3,768
Total	1,810	100	1,556	100	897	100	812	100	5,075

¹⁰ The category 'people with higher levels of education' consists of jobs for graduates, i.e. people who have obtained at least a Bachelor's degree.

3.5.3 Direct consumption effects of visitors

Expenditure by international business visitors and private visitors generates approximately 4,000 jobs, of which more than 80 percent are held by employees with an intermediate or lower level of education.

Table 3.32 Indirect employment created by expenditure by international business visitors to businesses that supply to international visitors (jobs), broken down by education level (2016)

Education level	City of The Hague		Greater The Hague Area		Region Other areas in Zuid Holland province		Outside Zuid Holland province		Total
	Absolute numbers	%	Absolute numbers	%	Absolute numbers	%	Absolute numbers	%	
Higher education	185	16	159	16	92	16	83	16	518
Intermediate and lower level of education	973	84	836	84	482	84	436	84	2,727
Total	1,157	100	995	100	573	100	519	100	3,245

Table 3.33 Indirect employment created by expenditure by international private visitors to businesses that supply to private visitors (jobs), broken down by education level (2016)

Education level	City of The Hague		Greater The Hague Area		Region Other areas in Zuid Holland province		Outside Zuid Holland province		Total
	Absolute numbers	%	Absolute numbers	%	Absolute numbers	%	Absolute numbers	%	
Higher education	51	17	44	17	25	17	23	17	144
Intermediate and lower level of education	243	83	209	83	121	83	109	83	682
Total	295	100	253	100	146	100	132	100	826

If we add the indirect employment above based on education level, this leads to the following picture: A total of 18,000 jobs were generated. A total of 25 percent of these jobs are allocated to graduates and 76 percent to those with intermediate and lower levels of education.

Table 3.34 Total indirect employment (jobs), broken down by education level (2016)

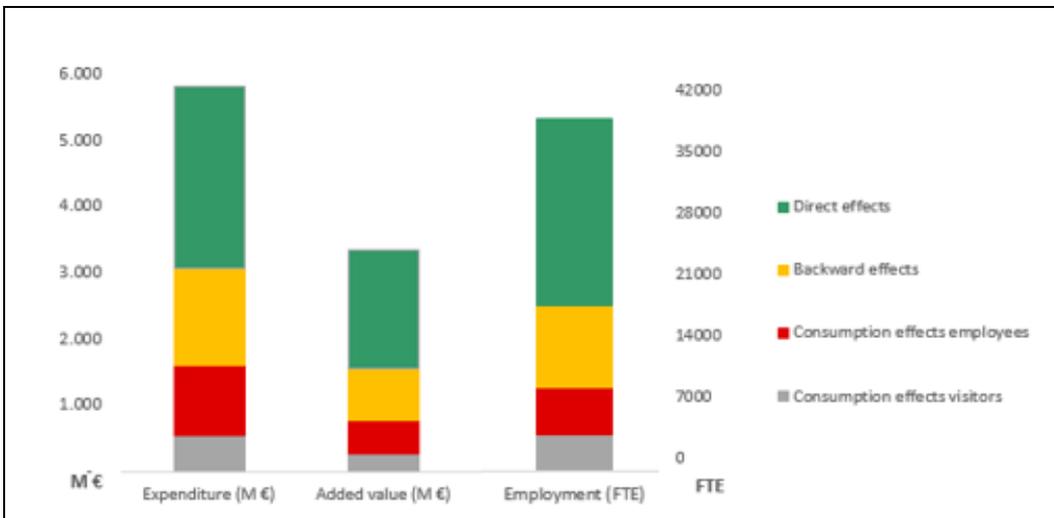
Education level	City of The Hague		Greater The Hague Area		Region Other areas in Zuid Holland province		Outside Zuid Holland province		Total
	Absolute numbers	%	Absolute numbers	%	Absolute numbers	%	Absolute numbers	%	
Higher education	1,549	24	1,332	24	768	24	695	24	4,344
Intermediate and lower level of education	4,912	76	4,224	76	2,434	76	2,204	76	13,773
Total	6,462	100	5,556	100	3,201	100	2,899	100	18,118

3.6 Total effects (direct and indirect)

3.6.1 Total production, added value and employment

In the previous paragraphs, we presented the direct and indirect effects of the international organisations established in the Greater The Hague Area. If we add up these effects, we obtain a larger picture. Visitor effects were included for the second time in this study. In line with the previous study, we make a distinction, where necessary, between total effects including and excluding visitors. Figure 3.10 shows the aggregate economic effects of international visitors, i.e. including the effects of international visitors.

Figure 3.10 Total economic effects of international organisations, 2016



The presence of international organisations in the Greater The Hague Area generates 38,500 jobs directly and indirectly (see Table 3.35). Not including visitor effects, this constitutes a total effect of more than 34,500 direct and indirect jobs. At 20,000, the number of jobs at international organisations accounts for more than half of this employment (52 percent). Based on this data, we can conclude that a job at an international organisation generates roughly one job (FTE) outside the organisation, through purchases made by international organisations and expenditure by expats and visitors.

Table 3.35 Total direct and indirect employment by organisation type, 2016

Organisation type	City of The Hague	Greater The Hague Area	Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Intergovernmental/UN	4,458	1,082	417	518	6,475
European	4,602	7,389	1,352	1,471	14,814
Research	923	1,246	166	182	2,517
NGOs	3,220	861	447	532	5,060
Education	2,412	873	258	279	3,823
Embassies and Consulates	4,264	425	286	396	5,370
Organisations affiliated to embassies	334	52	29	30	445
Total	52 %	31 %	8 %	9 %	38,504

The *Legal* category, at 21 percent, accounts for a substantial portion of total direct and indirect employment in the international cluster, while the *Development Cooperation* and *Security* clusters account for 4 percent each. At 2 percent collectively, the *Peace* and *Water* clusters both have a relatively low share. If we look at the category excluding employment generated by visitor effects, they jointly account for around 10,600 direct and indirect jobs, more than one-quarter of the total employment effects (excluding visitor effects). The visitor effects calculated for the purpose of this study therefore create 1,200 extra FTEs in the category.

Table 3.36 Total direct and indirect employment, by category, 2016

Category	City of The Hague	Greater The Hague Area	Other areas in Zuid Holland province	Outside Zuid Holland province	Total
Legal	5,221	1,452	615	708	7,995
Development Cooperation	1,174	217	129	149	1,670
Security	1,069	187	117	135	1,507
Peace	72	14	8	9	103
Water	220	298	48	56	622
Total	7,757	2,167	917	1,056	11,897

Box 4 New accommodation for Eurojust

In 2014, construction began on the new building for Eurojust (an agency of the European Union dealing with judicial cooperation in criminal matters) on Jan Willem Frisolaan, centrally located in the International Zone. The relocation of Eurojust will enhance the International Institutions cluster in the International Zone. The building is scheduled to be completed in summer 2017.

New Eurojust building



Source: Rijksvastgoedbedrijf, 2017

One-third of the direct employment at international organisation comprises jobs for employees with intermediate and lower levels of education. Of indirect employment, this concerns more than 75 percent of the jobs (see Table 3.37).

Table 3.37 Total direct and indirect employment by education level, 2016

Education level	Direct employment		Indirect employment		Total	
	Absolute numbers	%	Absolute numbers	%	Absolute numbers	%
Higher education	13,647	67 %	4,344	24 %	17,991	47 %
Intermediate and lower level of education	6,733	33 %	13,773	76 %	20,506	53 %
Total	20,379	100 %	18,118	100 %	38,497	100 %

3.6.2 Correlations between direct and indirect effects

As Table 3.38 shows, indirect employment accounts for nearly as much as direct employment (Table 3.38 shows total employment). The added value created by the international organisations located in the Greater The Hague Area, at 54 percent, is higher than the added value generated by third parties through purchases made by these international organisations (i.e. the backwards effects). Not including direct and indirect consumption effects by visitors, the added value contributed by international organisations was roughly 40 percent.

Table 3.38 Correlations between direct and indirect effects, 2016

	Added value		Employment	
	Absolute numbers (EUR million)	%	Absolute numbers	%
Total economic effects of international organisations	1,792	54 %	20,379	53 %
Direct consumption effects	501	15 %	6,292	16 %
Indirect consumption effects	275	8 %	2,855	7 %
Backward effects	771	23 %	8,972	23 %
Total	3,339	100 %	38,498	100 %

3.6.3 Economic impact of international organisations from The Hague's perspective

In 2015, total employment in the city of The Hague comprised around 199,696 jobs (expressed in FTEs)¹¹. If we compare this with direct and indirect employment created by the international organisations in the Greater The Hague Area, we see that 10 percent of employment in the city of The Hague is generated by the presence of international organisations. If we look at this share excluding the impact of visitors, this share is slightly lower (8 percent).

Table 3.39 Economic significance of international organisations to the Hague economy (jobs)

	Direct	Indirect	Total direct and indirect	Total economy, The Hague Area
Years of employment	13,172	6,462	19,633	199,696
percent of total	7 %	3 %	10 %	

In the Greater The Hague Area (including the city of The Hague), the share of employment directly or indirectly related to the presence of international organisations is lower than in the city of The Hague, i.e. 6 percent (5.5 percent excluding visitor effects) (see Table 3.40).

Table 3.40 Economic significance of international organisations to the Greater The Hague Area economy (jobs)

	Direct	Indirect	Total direct and indirect	Total economy, Greater The Hague Area
Years of employment	20,379	12,018	32,397	506,220
% of total	4 %	2 %	6 %	

One-third of indirect employment generated by the presence of the international organisations in the Greater The Hague Area has an impact outside the region; this portion of employment is obviously not included in the table above. However, data shows that The Hague is an international driver of employment for the city and region. The added value created by the international organisations in the Greater The Hague Area accounts for 6 percent of the total added value created in the economy of the city of The Hague (see Table 3.41).

¹¹ CBS Statline, employees' jobs Edited by Decisio.

Table 3.41 Economic significance of international organisations to the Hague economy (added value in EUR million)

	Direct	Indirect	Total direct and indirect	Total economy, Greater The Hague Area
Added value	907	432	1,339	21,315
% of total	4 %	2 %	6 %	

In the Greater The Hague Area (including the city of The Hague), the share of the international organisations in the total added value is lower, though still substantial. A total of 5 percent of added value in the area is directly or indirectly related to the international organisations in the area.

Table 3.42 Economic significance of international organisations to the Greater The Hague Area economy (added value in EUR million)

	Direct	Indirect	Total direct and indirect	Total economy, Greater The Hague Area
Added value	1,876	933	2,810	51,834
% of total	4 %	2 %	5 %	

3.7 Conclusions

We summarise the main conclusions regarding the economic impact of the international organisations, embassies, international schools and NGOs on the Greater The Hague Area in this final paragraph.

3.7.1 Economic impact of employment

- The number of international organisations included in the study increased by 172 percent between 2004 and 2016, from 167 in 2004 to 455 in 2016.
- Total employment linked to these organisations increased from 12,468 in 2004 to 20,379 in 2016, representing a 67 percent increase.
- Compared with the previous study, the number of jobs at international organisations increased from 19,549 in 2012 to 20,379 in 2016, representing an increase of 830 jobs (4 percent). Of the total number of jobs, more than 13,200 jobs (65 percent) can be found at organisations established in the city of The Hague and 7,200 at organisations established in the Greater The Hague Area (35 percent).
- Indirectly (i.e. through consumer spending by expats and the purchase of products and services by international organisations), the latter account for another 18,100+ jobs nationwide.
- A total of 75 percent of this indirect employment concerns positions for people with intermediary and lower levels of education, and the bulk of the employment is concentrated in The Hague and surrounding areas.

DECISIO

- The international organisations account for a total of approximately 38,500 jobs in the Greater The Hague Area, the province of Zuid Holland, and other parts of the Netherlands. The Hague is an international driver of jobs for the city and region.
- The increase in employment is created by the expansion of organisations, acquisitions, and relocations. The job growth is accounted for in part by organisations which were not included in previous studies because they were not yet on the radar at the time.
- Several European organisations, in particular, are major employers (i.e. European Patent Office and ESA/ESTEC), making the share of European organisations in employment relatively large (39 percent). Intergovernmental organisations account for 17 percent of employment, while embassies and consulates account for 14 percent.
- As in the previous studies, a separate section is devoted to the *Legal* cluster, which – with 8,177 jobs – accounts for 21 percent of employment at international organisations.
- Employment in the *Development Cooperation* cluster amounts to 1,708 jobs, 4 percent of total employment at international organisations. The *Security, Peace* and *Water* clusters are relatively small, accounting for a total of 2,284 jobs. Collectively, they create nearly 6 percent of total employment at the organisations covered in the study.
- Of the employees of international organisations, a total of 57 percent (11,680) are expats and 43 percent (8,699) are Dutch employees. At intergovernmental and European organisations, in particular, a vast majority of employees are of non-Dutch origin. At non-governmental organisations (NGOs) and research and educational institutions, the majority of employees are Dutch.
- The average gross income of expats at international organisations is 88,261 euro.

3.7.2 Economic impact of expenditure

The main conclusions regarding direct and indirect effects of expenditure include:

- Total expenditure (i.e. turnover) of international organisations established in the Greater The Hague Area accounts for 2.8 billion euro. The international organisations based in The Hague account for nearly 1.5 billion euro of expenditure, while the organisations in other parts of the Greater The Hague area spend more than 1.3 billion euro.
- The 2.8 billion euro in expenditure generates a total added value of 1.8 billion euro. More than 910 million euro of this amount is generated by expenditure by international organisations in the city of The Hague; the organisations established in other parts of the Greater The Hague Area generate nearly 880 million euro in added value through their direct expenditure.
- Indirect expenditure (by employees, visitors and suppliers of international organisations) accounts for 3 billion euro, adding up to an added value of 1.5 billion euro. Along with the added value of 1.8 billion euro from the total expenditure, the international organisations established in the Greater The Hague Area account for a total economic impact of more than 3.3 billion euro.
- Collectively, the presence of international organisations accounts for nearly 5.8 billion euro in expenditure (production). This represents direct and indirect expenditure which would not have occurred if the international organisations were not established in this area.

DECISIO

This expenditure generates added value (i.e. share in GDP) of a total of more than 3.3 billion euro.

- Expenditure by expats directly and indirectly generates around 5,000 jobs. A total of 58 percent of these positions are generated by expenditure by international (expat) employees of European organisations. More than 36 percent of this employment (the equivalent of more than 2,100 jobs) is concentrated in the city of The Hague (1,800 jobs), while 31 percent (1,800) is concentrated in the Greater The Hague Area.
- The purchase of products and services by international organisations from third parties creates a total of more than 8,900 jobs. A total of 16 percent of this employment is generated outside the province of Zuid Holland, while 36 percent is generated within the city of The Hague and 30 percent within the Greater The Hague Area.
- In terms of direct and indirect employment (i.e. consumption effects of expats and purchases from third parties), the *Legal* cluster accounts for 21 percent of total employment related to the presence of international organisations. The *Development Cooperation* and *Security* clusters both generate 4 percent of total employment.
- A total of 10 percent in the city of The Hague is directly or indirectly related to the international organisations established in the area. In the Greater The Hague Area (including the city of The Hague), 6 percent of employment is directly or indirectly related to the presence of the international organisations.

4 Economic effects 2004 – 2016

4.1 Trends of the past 12 years

This is the fifth time that the economic impact of international organisations in the Greater The Hague Area has been outlined. If we look at the results of all five studies conducted, we see that the economic significance of international organisations is growing. However, the results of the five surveys cannot be compared directly, as the number of organisations surveyed has increased significantly with each study (see Table 4.1). This is not only because the number of international organisations in the area increased at the same pace, but also because the city of The Hague, through effective (acquisition) policies, presents increasingly extensive and accurate data regarding the cluster of international organisations, making for a more comprehensive picture.

4.1.1 Direct employment by organisation type

The number of organisations included in the study group increased by more than 42 percent between 2004 and 2007. This number subsequently increased by another 30 percent between 2007 and 2010, by nearly 20 percent between 2010 and 2012, and by 23 percent between 2012 and 2016 (see Table 4.1). The number of international organisations included in the study increased by 172 percent between 2004 and 2012.

Table 4.1 Increase in number of international organisations in 2004, 2007, 2010, 2012 and 2016

	2004	2007	2010	2012	2016
Intergovernmental/UN	10	12	15	18	20
European	15	19	26	25	25
Research	8	18	16	12	19
NGOs	23	66	116	128	160
Education	14	16	20	25	24
Culture ¹²	x	x	6	6	7
Expat organisations and service organisations ¹³	x	x	x	26	38
Embassies and Consulates	97	107	111	115	119
Organisations Affiliated to Embassies ¹⁴	x	x	x	14	43
Total	167	238	310	369	455
Percentage versus previous measurement		42.5	30.3	19.0	23.3

¹² In the 2005 and 2008 studies, cultural institutions were not included in the research population.

¹³ In the 2005, 2008 and 2010 studies, expat service organisations were not included in the research population.

¹⁴ In the 2005, 2008 and 2010 studies, organisations affiliated to embassies were not included in the research population.

Figure 4.1 Number of international organisations in 2004, 2007, 2010, 2012 and 2016

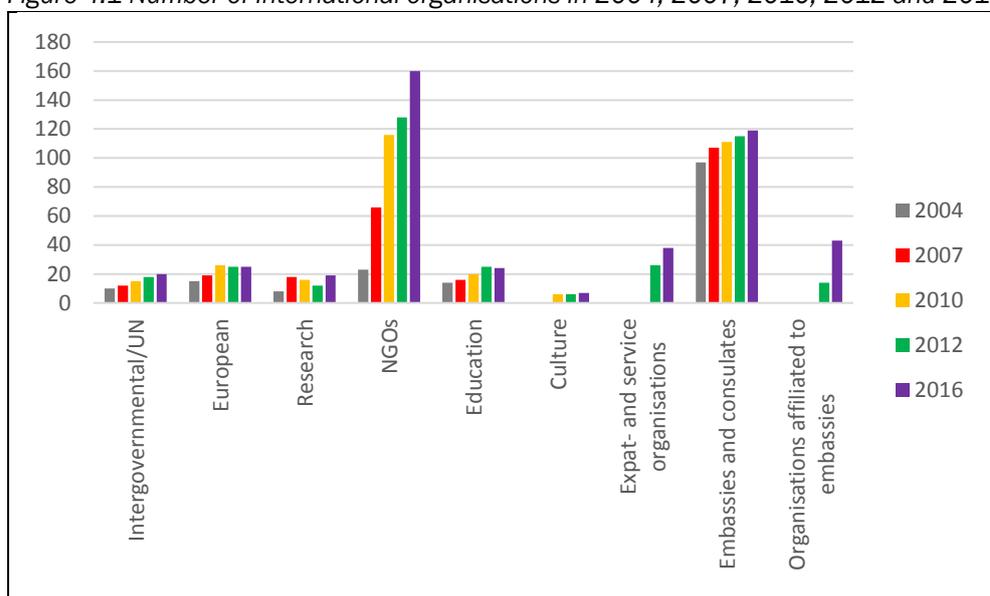
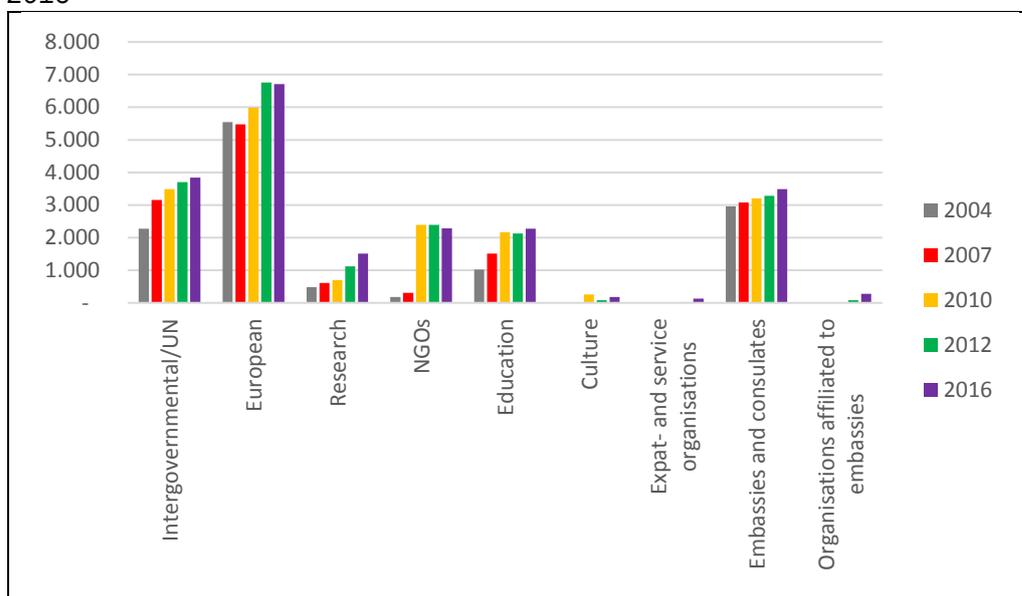


Table 4.2 Number of jobs at international organisations in 2004, 2007, 2010, 2012 and 2016

	2004	2007	2010	2012	2016
Intergovernmental/UN	2,278	3,158	3,487	3,704	3,844
European	5,543	5,473	5,983	6,758	6,710
Research	482	606	695	1,115	1,511
NGOs	181	302	2,392	2,392	2,281
Education	1,020	1,509	2,163	2,130	2,095
Culture	x	x	253	86	177
Embassies and Consulates	2,964	3,076	3,200	3,280	3,489
Organisations affiliated to embassies	x	x	x	86	273
Total	12,468	14,205	18,173	19,549	20,379
Expat organisations and service organisations	x	x	x	27	127
Percentage versus previous measurement		13.9	27.9	7.7	11.5

Segments that have seen particular growth in recent years include *Research*, *Expat Organisations and Service Organisations*, *Embassies and Consulates* and *Organisations Affiliated with Embassies*. In these segments, there was an increase in both the number of organisations and the number of jobs. The *Culture* segment only shows significant growth in the number of jobs, not in the number of organisations. The total number of jobs at international organisations increased by 67 percent between 2004 and 2016.

Figure 4.2 Number of jobs at international organisations in 2004, 2007, 2010, 2012 and 2016



This means the increase in employment is not as sharp as the increase in the number of international organisations. This can be explained mainly by the increase in the number of small international organisations which have emerged in the city of The Hague in recent years.

4.1.2 Trends in total employment

Table 4.3 shows total employment related to the presence of international organisations for the years 2004-2016. For 2012 and 2016, this relates to total employment, including visitor effects, which generate an additional 4,000 indirect jobs in both 2012 and 2016. In recent years, one job at an international organisation would generate approximately one job outside the organisation. This ratio has fallen slightly from previous years (0.89 in 2016 versus 0.92 in 2012). This is due to a relatively small increase in the number of indirect jobs (100 jobs), while employment does continue to grow steadily (see Table 4.3). If we exclude consumption effects generated by visitors, this ratio is 0.69. Total employment related to the presence of international organisations increased by approximately 62 percent between 2004 and 2016 (45 percent if we exclude indirect jobs generated by consumption effects created by visitors).

Table 4.3 Direct and indirect employment (expressed in jobs) in 2004, 2007, 2010, 2012 and 2016

	2004	2007	2010	2012	2016
Direct employment	12,000	14,000	18,000	19,500	20,400
Indirect employment	12,000	14,000	17,500	18,000	18,100
Total	24,000	28,000	35,500	37,500	38,500
Percentage versus previous measurement		16.7	26.8	5.6	2.7

The extent to which international organisations contribute directly and indirectly to total employment in the city of The Hague increased from 4.6 percent in 2004 to 9.8 percent in 2016 (see Table 4.4). This represents an increase from 2012, when this share accounted for 8.7 percent. Not including consumption effects from visitors, this share accounts for 8 percent. The importance of these organisations for employment in the city of The Hague remains crucial, in both an absolute and a relative sense.

Table 4.4 Share of direct and indirect employment at international organisations based in The Hague

	2004	2007	2010	2012	2016
<i>The Hague</i>					
Total employment in The Hague	188,619	191,158	197,733	197,613	199,696
Direct and indirect employment at international organisations	8,710	12,999	17,226	17,097	19,633
Significance of international organisations	4.6	6.8	8.7	8.7	9.8

The share of the added value in the city of The Hague which is directly or indirectly related to the presence of international organisations lies between the 2007 and 2010 figures (see Table 4.5). This share increased slightly from 2012.

Table 4.5 Share of direct and indirect added value in the Hague economy (in EUR million)

	2004	2007	2010	2012	2016
<i>The Hague</i>					
Total added value	12,210	13,307	17,436	18,112	21,315
Direct and indirect added value	717	855	1,466	1,103	1,339
Significance of international organisations	5.9	6.4	8.4	6.1	6.3

4.2 New international organisations

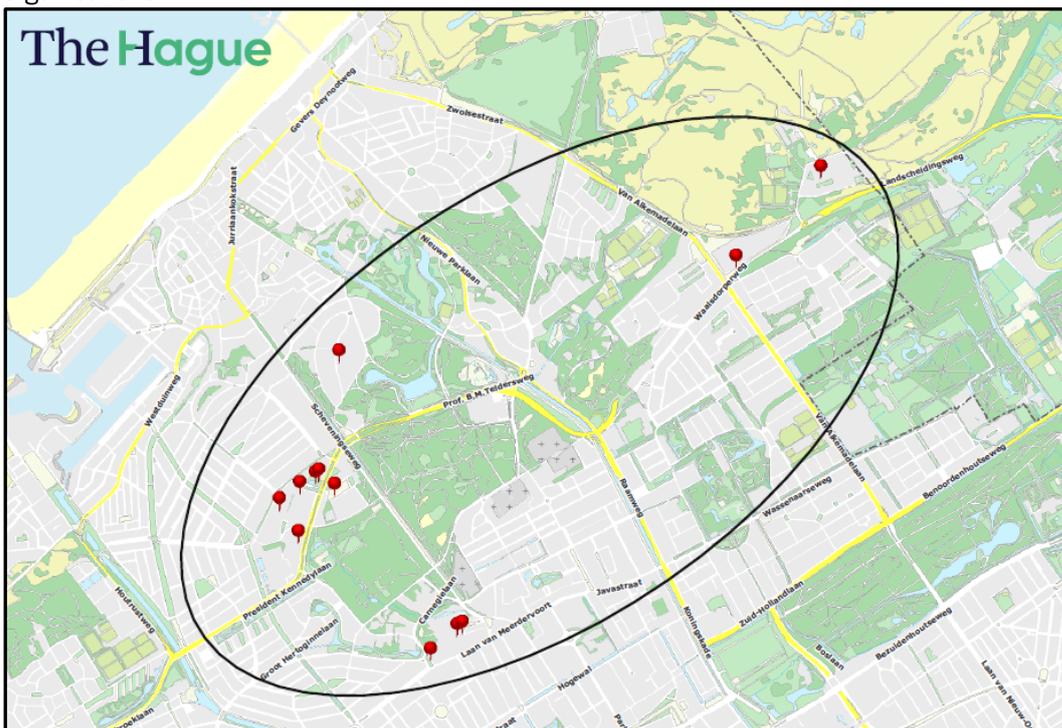
Several organisations were no longer included in the study in 2016 for a variety of reasons, including relocation or bankruptcy, while several other organisations were no longer included in this year's study. This is offset by the larger number of new organisations and other organisations relocating to the Greater the Hague Area. A total of 127 new organisations were included in this study, compared with the 2014 study. This includes both organisations newly established in the Greater The Hague Area and organisations which have been based in the area for some time but were not included in previous studies. Organisations which have recently settled in The Hague include NGOs such as the Wildlife Justice Commission (WJC), the Commission for International Justice and Accountability (CIJA) and the Justice Leadership Foundation (JLF). Intergovernmental organisations recently established in The Hague include the NATO Civil-Military Co-operation Centre of Excellence (NATO CIMIC CoE)¹⁵ and the International Commission on Missing Persons (ICMP).

¹⁵ NATO-accredited/no-governmental organisation

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The Hague has established itself firmly as the ‘International City of Peace and Justice’, making it an appealing destination for many international organisations. The active policy and efforts on the part of the City of The Hague to continue to facilitate international organisations bode well for the future of the international cluster in The Hague. The role and enhancement of the International Zone also plays a key role in this process; see Box 5.

Figure 4.3 The Hague’s International Zone, showing the locations of the intergovernmental organisations



Source: City of The Hague (2017)

Box 5 The Hague's International Zone

The International Zone covers the area between The Hague's city centre, the seaside town of Scheveningen, and the Waalsdorpervlakte and Oostduinen nature reserves. For the city of The Hague, this area is representative of its role as the International City of Peace and Justice. This area, which is already home to various international organisations, was designated by the City of The Hague as an area where more international institutions could potentially settle in the future.

Ongoing investments in the public space, improving accessibility and security, combined with the presence of an internationally appealing location near the coast, have made the International Zone an appealing destination for large international organisations. The table below lists the international organisations currently established in the area, both for 2016 and the outlook for 2018 and 2020. See Figure 4.3 for a map of the International Zone.

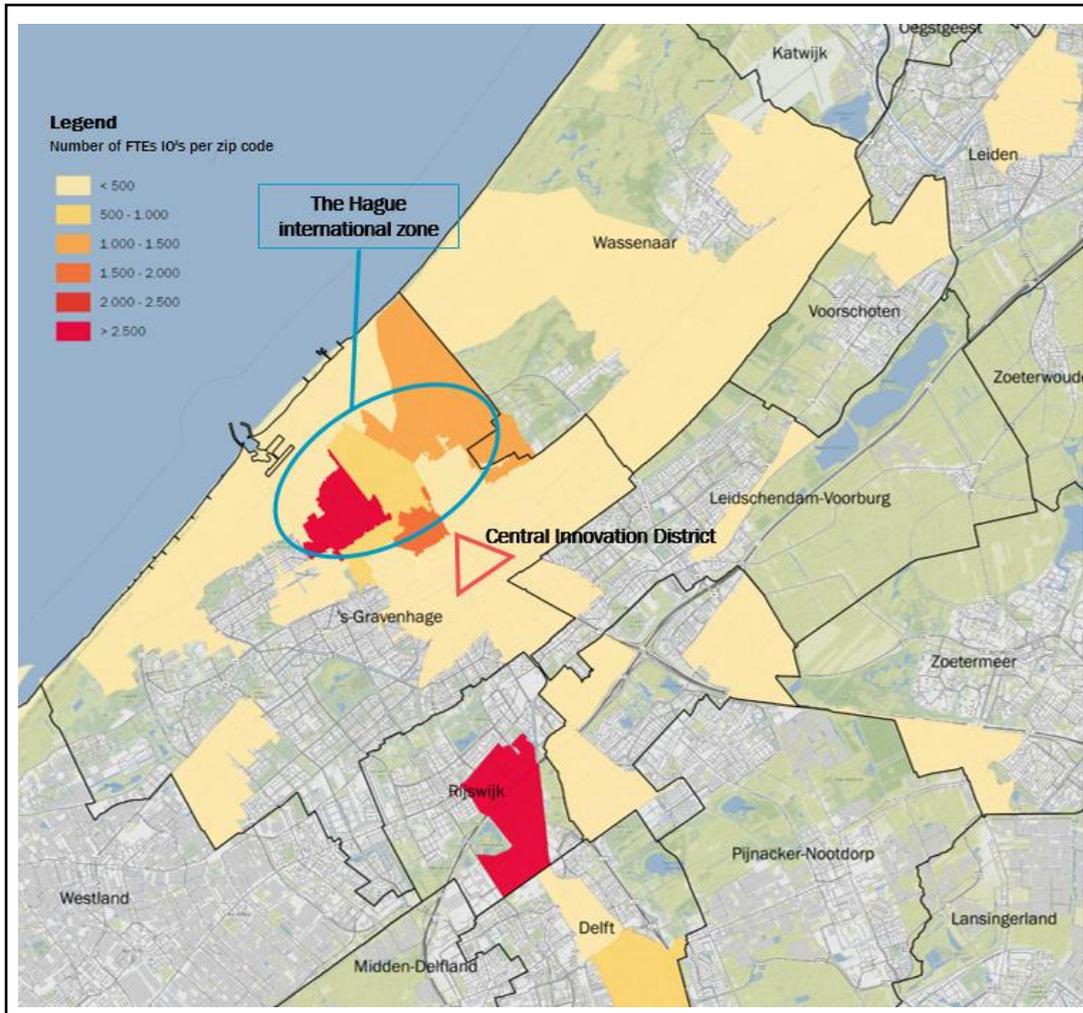
Organisation	2014	2016	2018	2020
Eurojust	-	O	N	O
Europol	O	O	O	N
International Court of Justice (ICJ)	O	O	O	O
International Criminal Court (ICC)	-	N	O	O
International Criminal Tribunal for the Former Yugoslavia (ICTY)	O	O	O	-
International Organization for Migration (IOM)	O	O	O	O
Iran-United States Claims Tribunal (IUSCT)	O	O	O	O
Kosovo Specialist Chambers (KSC)	-	-	R	O
Mechanism for International Criminal Tribunals (MICT)	-	O	O	O
NATO Communications and Information Agency (NCI Agency)	O	R	N	O
Organisation for the Prohibition of Chemical Weapons (OPCW)	O	O	O	O
Permanent Court of Arbitration (PCA)	O	O	O	O
The Hague Conference on Private International Law (HCCH)	O	H	O	O
United Nations High Commissioner for Refugees (UNHCR)	O	O	O	O

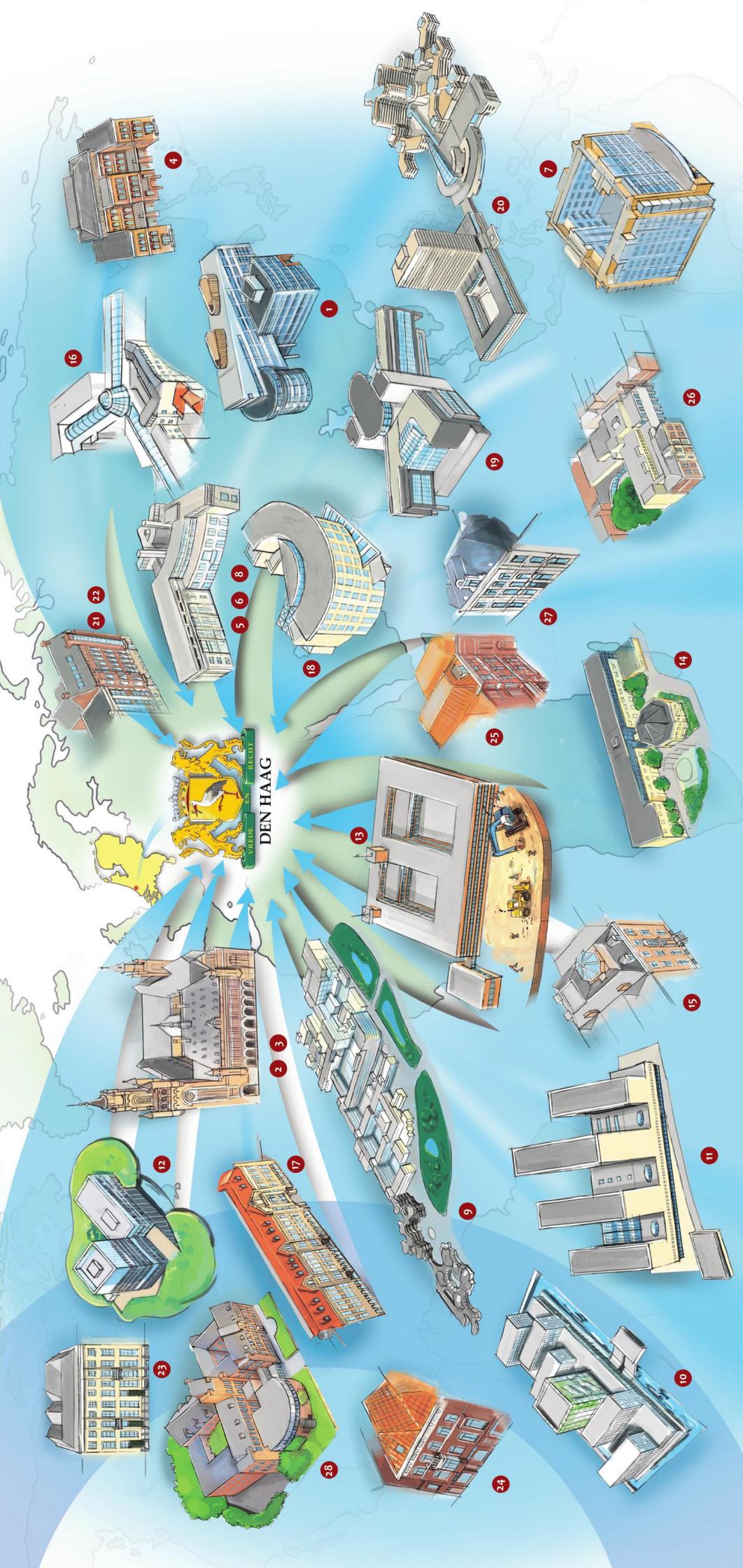
Legend: O Settled – N New construction – R Renovation – H Re-housing

The number of jobs in the International Zone has grown steadily in recent years. We have also observed growth in other parts of the city, particularly in the area around the Hague railway stations (the central railway station, along with Holland Spoor and Laan van NOI), which is known as the Central Innovation District (CID). This area is characterised by its excellent multimodal accessibility, high-quality office environment with a focus on innovative work environments, the growing cluster of universities (including Leiden University, Delft University of Technology and University College) and a growing selection of food-service outlets (both domestic businesses and international chains).

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Figure 4.4 Number of employees at international organisations in International Zone and Central Innovation District in 2016





Intergovernmental organisations in The Hague and region in 2017

- | | | | |
|--|--|--|--|
| 1 The Hague Conference on Private International Law (HCCH) | 9 European Space Agency (ESA/ESTEC) | 17 International Development Law Organisation (IDLO) | 24 International Organisation for Migration (IOM) in the Netherlands |
| 2 Permanent Court of Arbitration (PCA) | 10 International Criminal Court (ICC) | 18 Organisation for the Prohibition of Chemical Weapons (OPCW) | 25 United Nations High Commissioner for Refugees (UNHCR) |
| 3 International Court of Justice (ICJ) | 11 Europol | 19 Benelux Office for Intellectual Property (BOIP) | 26 UNESCO-IHE Institute for Water Education Persons (ICMP) |
| 4 Iran-United States Claims Tribunal (IUSCT) | 12 Eurojust | 20 European Patent Office (EPO) | 27 International Commission on Missing Persons (ICMP) |
| 5 International Criminal Tribunal for the former Yugoslavia (ICTY) | 13 NATO Communications and Information Agency (NCIA) | 21 Representation of the European Commission (EC) in the Netherlands | 28 Kosovo Relocated Specialist Judicial Institution (KRSJI) |
| 6 International Residual Mechanism for Criminal Tribunals (MICT) | 14 NATO CIMIC Centre of Excellence (CCOE) | 22 European Parliament (EP) Information Office in the Netherlands | |
| 7 Special Tribunal for Lebanon (STL) | 15 OSCE High Commissioner on National Minorities (HCNM) | 23 Dutch Language Union (NTU) | |
| 8 Residual Special Court for Sierra Leone (RSCSL) | 16 International Institute for Democracy and Electoral Assistance (IDEA) | | |

5 Economic significance of the Hague economy

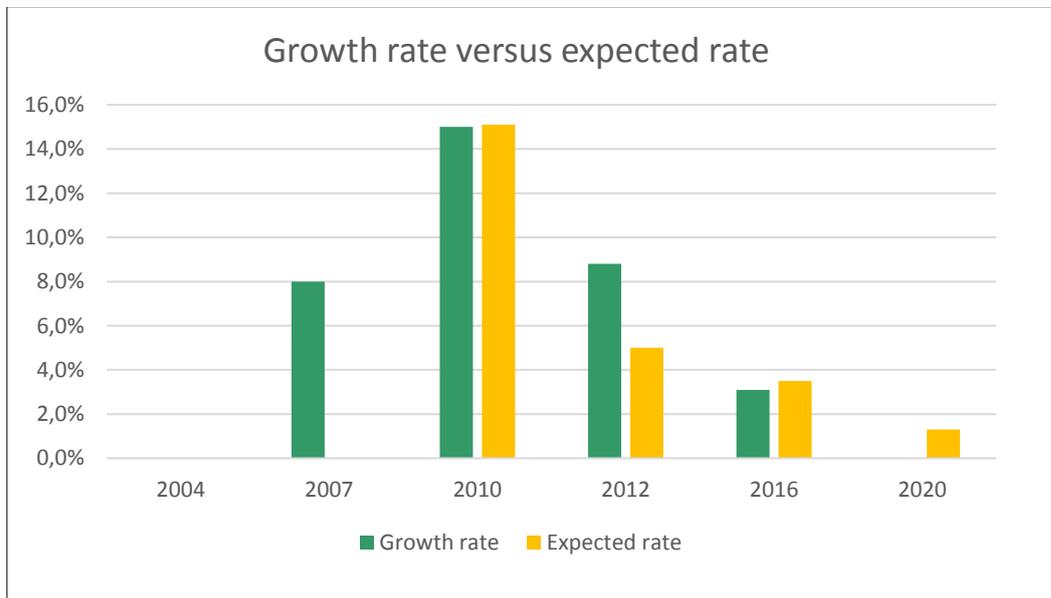
5.1 Future outlook: projection of moderate growth

The international organisations based in the Greater The Hague Area were asked in the survey to share their expectations of the future. Overall, they expect employee numbers to increase moderately (1 percent) on average between 2017 and 2020. By way of comparison: in the 2012 survey, expected growth for a three-year period averaged 3.5 per cent.

This weaker growth outlook can most likely be explained by the recent economic crisis. Although the crisis has nearly come to an end, because the majority of international organisations depend on government funding, donors and membership fees (NGOs), these organisations notice the uptick in the economy at a later stage (i.e. late in the economic cycle/with a delay).

Figure 5.1 shows how the expectations of organisations relate to actual growth percentages; as it turns out, there tends to be little divergence between the two.

Figure 5.1 Growth rate versus expected rate



In addition to the growth of existing organisations, the arrival of new organisations is also significant for future growth. Since the number of international organisations based in The Hague has grown steadily over the past decade, we expect the number of new organisations settling in the area to outnumber the number of departing organisations. As such, we expect growth to be in the region of 5 percent in the foreseeable future.

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With the large number of international organisations having settled, and continuing to settle, in the area and the recent expansions of various organisations established in the International Zone, it is likely that the city will become more important both nationally and internationally in terms of reputation and employment.

All told, it seems likely that the economic impact of the international organisations in the Greater The Hague Area will continue to grow in the coming years, although this growth will be moderate. Note that it is possible that the organisations' expectations may be somewhat too cautious. As noted above, the international organisations established in the area are experiencing the after-effects of economic cycles, being budget-driven government organisations and NGOs dependent on donors and membership fees. We therefore assume it is likely that actual trends will be more positive than the organisations' expectations, also given the possible arrival of new international organisations in the Netherlands. The City of The Hague, the Netherlands Ministry of Foreign Affairs and other ministries are committed to seizing any opportunities which occur. Recent developments such as Brexit and other geopolitical trends could result in the relocation of some international organisation, from which The Hague could potentially stand to benefit.

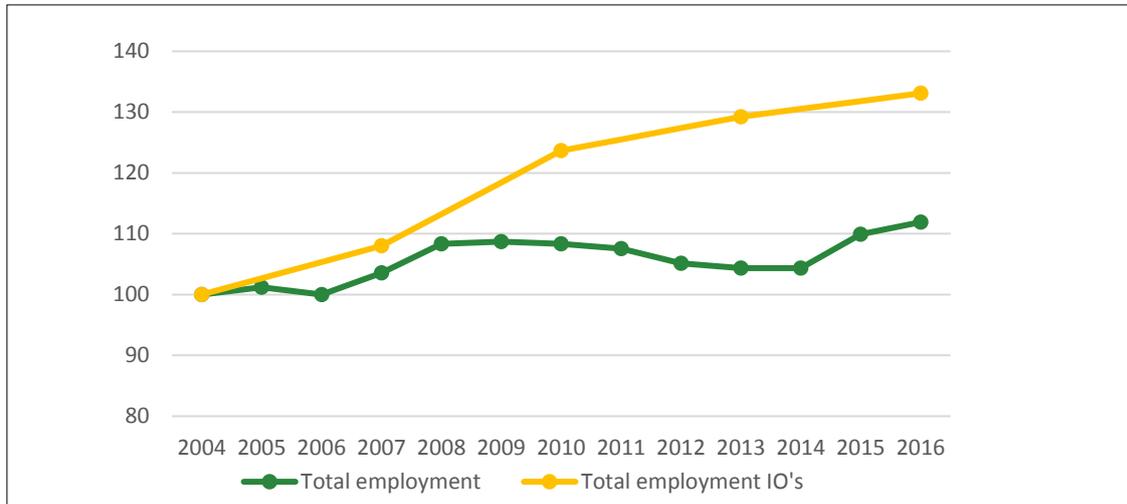
Another factor relevant here is the 'City Deal Warm Welkom Talent' initiative, which the City of The Hague has signed with a number of ministries and other local councils. The objective of this initiative is to increase the appeal of the city to international talent interested in establishing or developing businesses in the area. This will hopefully also improve the outlook for the international organisations.

5.2 Relatively high historical job growth rates

The graph below shows the growth in number of jobs with international organisations¹⁶ in the Greater The Hague Area versus growth of total employment in The Hague (2004 = 100). It clearly shows that job growth at international organisations is consistently higher than growth in overall employment. Based on this data, international organisations would also appear to be less sensitive to economic trends than the overall The Hague economy, although the time frame may be too short to reach that conclusion.

¹⁶ The graph shows only the growth at existing organisations; jobs with new organisations are not included.

Figure 5.2 Total employment versus employment at international organisations



Appendix 1 International organisations

The table below shows all international organisations contacted for the purpose of this study. For each organisation, it is specified whether they participated in the organisation and in what category (if any) they were included.

Appendix 1.1 Intergovernmental and UN organisations

Intergovernmental and UN organisations	Scope of operations and activities	Category
Civil Military Cooperation Centre of Excellence (CIMIC COE)	Advisory body for military operations in public environments	Security
International Commission on Missing Persons (ICMP)	International organisation dedicated to finding missing persons	Legal
International Court of Justice (ICJ)	Principal legal body of the UN. The ICJ rules on disputes between EU Member States and provides opinions and advice.	Legal
International Criminal Court (ICC)	Permanent tribunal for war crimes.	Legal
International Criminal Tribunal for the Former Yugoslavia (ICTY)	UN tribunal that tries cases involving individuals accused of having committed war crimes during the wars in the former Yugoslavia during the 1990s.	Legal
International Development Law Organization (IDLO)	Organisation dedicated to reinforcing the rule of law worldwide.	Legal
International Institute for Democracy and Electoral Assistance (IIDEA)	Intergovernmental organisation dedicated to supporting global democracy	
International Organization for Migration (IOM)	Organisation dedicated to global migration issues.	
Iran-United States Claims Tribunal (IUSCT)	Jurisdiction on mutual public and private claims brought by Iran and the United States of America.	Legal
Kosovo Specialist Chambers and Specialist Prosecutor's Office (KSCSPO)	The division of the Kosovo legal system that rules on crimes against humanity	Legal
NATO Communications and Information Agency (NCI Agency)	Development and supply of communications, information, surveillance and command technology for NATO Member States.	Security
Nederlandse Taalunie/Dutch Language Union (NTU)	Policymaking organisation in which the Netherlands, Belgium and Suriname collaborate in the field of Dutch language, language education, and literature.	

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Intergovernmental and UN organisations	Scope of operations and activities	Category
Netherlands National Commission for UNESCO	Domestic division of UNESCO; uses the fields of education, science, culture and communication to achieve the objectives of the United Nations.	
Organisation for the Prohibition of Chemical Weapons (OPCW)	Compliance with treaties and agreements regarding the use of chemical weapons.	
Permanent Court of Arbitration (PCA)	Simplifies the resolution of international disputes through arbitration and other measures, and conducts research in this area.	Legal
Residual Special Court for Sierra Leone	Supervision of legal obligations such as witness protection	Legal
Special Tribunal for Lebanon (STL)	International tribunal to prosecute those guilty of the murder of Prime Minister Rafiq Hairiri	Legal
The Hague Conference on Private International Law (HCCH)	Global unification of private international law by means of international conventions.	Legal
UN Mechanism for International Criminal Tribunals (UNMICT)	Dedicated to preventing impunity (formerly operating under the names ICTR and ICTY)	Legal
United Nations High Commissioner for Refugees (UNHCR)	Leader in, and co-organiser of, the global protection of refugees and solutions to refugee issues.	Security

Appendix 1.2 European organisations

EU - IGO	Scope of operations and activities	Category
Benelux Bureau Intellectueel Eigendom (BBIE) / Benelux Intellectual Property Agency	Official body for the three Benelux countries for the legal protection of drawings or models and the registration of trademarks.	
Eurocris	Organisation dedicated to bringing together experts and sharing knowledge within communities	
Eurojust	International alliance of public prosecutors (public prosecution offices).	Legal
European Lawyers Foundations (ELF)	Dedicated to projects related to the implementation and development of the law	Legal
European Parliament, Information Office in the Netherlands	Information provision regarding the European Parliament.	
European Patent Office (EPO)	Assessing patent applications and recording patents.	

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EU - IGO	Scope of operations and activities	Category
European Space Research and Technology Centre (ESA/ESTEC)	Development of aerospace technologies for the European Space Agency.	
Europol/European Cybercrime Centre (ECC)	Organisation dedicated to European law enforcement and fighting and preventing international organised crime.	Legal
EuroPris Offices	Monitors public safety by improving standards in prisons	
High Commissioner on National Minorities of the OSCE (HCNM/OSCE)	Identification and early resolution of ethnic tensions that jeopardise peace, stability and amicable relations between OSCE and participating nations.	Peace
European Commission representatives	Information about the EU for the Dutch public	
EU - NGO	Scope of operations and activities	Category
Euroclio	European Association of History Educators.	
Europa Direct Information Centre (EDIC)	Organisation dedicated to providing general EU information and organisation of debates and gatherings to increase European awareness, promote the debate on the EU, and promote active European citizenship.	
European & Developing Countries Clinical Trials Programme (EDCTP)	Development of new resources to fight HIV/AIDS, malaria and tuberculosis in developing nations.	Development Cooperation
European Judicial Network (EJN)	Improving cooperation between judicial bodies in the European Union Member States, particularly in fighting serious crime.	Legal
Europa Nostra	Pan-European federation of more than 200 non-governmental heritage organisations.	
European Bureau of Library, Information and Documentation (EBLIDA)	Independent coordinating organisation of national library, information, documentation and archiving associations/institutions across Europe.	
European Climate Foundation (ECF)	Association dedicated to reducing greenhouse gas emissions and facilitating leadership in climate change.	
European Urban Knowledge Network (EUKN)	Information network for urban policy, research and practice.	
Europeana	Association dedicated to promoting people's historical involvement in their culture	

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EU - NGO	Scope of operations and activities	Category
Europese Beweging Nederland (European Movement in the Netherlands)	Independent association that aims to provide a forum for debate on European cooperation and integration.	
Kenniscentrum Europa Decentraal (Decentralised Europe Expertise Centre)	Improving knowhow and expertise regarding European law and policies and the correct application thereof and promoting awareness of Europe.	
Model European Parliament (MEP)	Simulation of the European Parliament by young people in order to promote the EU.	
Montesquieu Institute (MI)	Devoted to the study of European comparative parliamentary history and European constitutional developments	
The European Library (TEL)	Providing access to (digital and other) sources of national libraries, archives, museums and other cultural institutions.	

Appendix 1.3 International research and educational institutions

Research and educational institutions	Scope of operations and activities	Category
Access Facility	Independent platform dedicated to settling disputes between businesses, governments and the general public	
Office for Policy Advocacy in Development Cooperation/Buro Beleidsbeïnvloeding Ontwikkelingssamenwerking (BBO) Clingendael, Netherlands Institute of International Relations	Concerned with advice, lobbying and training for international cooperation. Developing knowledge about international relations in relation to European integration, transatlantic relations, international conflicts, and security through research, publications, courses and training programmes.	
Deltares	Development and application of expertise related to water, and infrastructure for humans, the planet and prosperity.	
European Network for Cyber Security (ENCS)	Organisation dedicated to integrating the internet and necessary infrastructure for welfare, security and the economy.	Security
Netherlands Organisation for Scientific Research (NWO)	Promotes and funds scientific research at Dutch universities and institutions.	
Netherlands School of Public Administration	Think tank and research organisation focusing on public administration/governance	
New World Campus (NWC)	Facilitates a platform to collectively find solutions to local and international challenges	

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Research and educational institutions	Scope of operations and activities	Category
NUFFIC – Netherlands Organization for International Cooperation in Higher Education	Provides scholarships for international students.	
Peace and Justice.net	Network for legal professionals	
Peace Palace Library (PPL)	Has been collecting books and other materials relating to international law since 1913.	
Prime Finance Foundation	Advice on financial markets and products	Legal
Rathenau Instituut	Research institute	
Stichting Cyber Security Academy The Hague (CSA)	Scientists and teachers work with experts from the public and private sectors on using their knowledge to create a variety of multidisciplinary programmes for educated professionals.	
TMC Asser Instituut	Platform for international Law faculties/departments and international legal organisations (research, education and training conferences, along with publications)	Legal
The Hague Justice Portal (HJP)	Portal for legal professionals	Legal
The Hague Security Delta (HSD)	Security cluster in which businesses, governments and research institutions work together on promoting innovations and information regarding cyber security, national and urban security and protection of vital infrastructure in order to promote a safe world and economic growth.	Security
Delft University of Technology – Engineering and Policy Analysis (EPA)	Master’s programme in Policy Consulting or Strategic Consulting for students with an architectural background.	
UNESCO Institute for Water Education (IHE)	Improving and mobilising knowledge and education for water and resource management and contributing to the development of water facilities in developing countries.	Water

Appendix 1.4 Non-governmental organisations

NGOs	Scope of operations and activities	Category
ADFU/Cercle Diplomatique	Networking organisation for diplomats.	
Africa Legal Aid (AFLA)	Pan-African entity devoted to promoting human rights and international criminal justice.	Development Cooperation
African Diaspora Policy Centre (ADPC)	Independent policy research centre committed to contributing to better development in Africa by mobilising the African Diaspora in Europe.	Development Cooperation
African Foundation for International Law (AFIL)	Organisation dedicated to improving the quality of legislation, processes, and a debate focusing on Africa	Legal
Al Haq	Palestine-based non-governmental human-rights organisation	Legal
Amade Nederland	Organisation specialising in the support of aid programmes (humanitarian, healthcare, education, etc.)	Legal
Amnesty International	Human-rights organisation	
Amnesty International (Zuid Holland/Zeeland regional office)	Human-rights organisation	
AMREF Flying Doctors	Organisation dedicated to promoting healthcare for young women in Africa.	
Aqua for All (AfA)	Association committed to improving the water supply for the most economically deprived.	Water
Association of Defence Counsel (ADC/ICTY)	Association for the defence during the Yugoslavia Tribunal.	Legal
Association of National Committees of the Blue Shield (ANCBS)	Organisation to protect cultural institutions in times of war and conflict.	
Atlantic Commission	Forum for public debate on transatlantic security issues	Security
Bangladesh Support Group (BASUG)	Organisation dedicated to the support of those spread across the world as a result of the Bangladeshi Diaspora. Promotion of the rights of this group.	Development Cooperation
Bernhard van Leer Foundation	Foundation providing funding/grants to programmes for disadvantaged young children.	

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NGOs	Scope of operations and activities	Category
Bridging the Gulf (BTG)	Organisation dedicated to accelerating positive change processes in the Gulf Region.	
Care Netherlands	Dedicated to supporting people in life-threatening situations as a result of emergencies.	Development Cooperation
Carnegie Foundation	Management of the Peace Palace and the legacy of Andrew Carnegie.	
Centre for International Legal Cooperation (CILC)	Organisation to promote due process in fragile states.	Development Cooperation
Chinese Initiative on International Law (CIIL)	Promotion of international law in China	Legal
CMC Mensen met een Missie	Catholic organisation dedicated to improving faith-based organisations	
Coalition for the International Criminal Court (CICC)	Network of more than 2,000 NGOs advocating a fair, effective and independent International Criminal Court.	Legal
Coastal & Marine Union (EUCC International)	Promotes cooperation between scientists, policymakers and other stakeholders in order to facilitate coastal protection.	
Commission for International Justice and Accountability (CIJA)	Human-rights organisation	Legal
Confucius Institute (CI)	Promoting Chinese language and culture. Providing Chinese-language courses	
Co-operative Programme on Water and Climate (CPWC)	Promotes activities in the water sector which contribute to reducing climate change.	Water
Cordaid	Alliance of aid organisations dedicated to promoting entrepreneurship, co-determination and healthcare.	Development Cooperation
Creative Court	Developing and evaluating projects related to peace and justice	
Defence for Children	Defends children's rights	Legal
Diaspora Forum on Development (DFD)	Organisation dedicated to the development and empowerment of diaspora migrants.	Development Cooperation

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NGOs	Scope of operations and activities	Category
Doughty Street International (DSI)	Organisation specialising in international law	Legal
Elva	Platform for communities and decision makers	Security
Femmes for Freedom (FFF)	Organisation representing women's rights	Legal
Foreign Press Association of the Netherlands	Represents the rights of foreign journalists.	
Foundation Arctic People Alert (APA)	Information provision to Arctic peoples	Development Cooperation
Gender Concerns International (GCI)	Organisation dedicated to improving the position of women in developing countries	Legal
Global Counter Terrorism Forum (GCTF)	Dedicated to reducing human vulnerability	Legal
Global Forum on Cyber Expertise (GFCE)	Organisation dedicated to improving cybersecurity	Security
Global Human Rights Defence	Human-rights organisation	Legal
Global March Against Child Labour	Dedicated to fighting child labour	Legal
Global Network of Women's Shelters (GNWS)	Dedicated to fighting violence against women	Legal
Global Partnership for the Prevention of Armed Conflict (GPPAC)	Promoting the global prevention of armed conflicts instead of simply reacting to conflict.	
Haëlla	Wealth management fund for the support of solidarity projects	
Hivos	Provides support through knowledge exchange, lobbying, and the funding of development projects.	Development Cooperation
Human Security Collective (HSC)	Foundation dedicated to development, conflict transformation and security.	Security
ICCO	Creating opportunities for people living in poverty	Development Cooperation
Initiatives of Change (IofC)	Religious organisation to change people's thinking processes.	
Institute for Environmental Security (IES)	Improving environmental safety worldwide through the retention of the regenerative capacity of ecosystems.	Security

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NGOs	Scope of operations and activities	Category
Institute for International Criminal Investigations (IICI)	Human-rights organisation	Legal
Instituto IberoAmericano de la Haya (IIH)	Organisation dedicated to peace, human rights and international law	Legal
International Association of Prosecutors (IAP)	International cooperation between public prosecution services.	Legal
International Bar Association Human Rights Institute	Legal support in human-rights cases.	Legal
International Center for Transnational Justice (ICTJ)	Human-rights organisation	Legal
International Centre for Counter-Terrorism (ICCT/The Hague)	Expertise centre for the dissemination and acquisition of counterterrorism intelligence	Security
International Child Development Initiatives (ICDI)	Providing training and funding for projects concerning children.	Development Cooperation
International Confederation of Midwives (ICM)	Training of midwives and improvement of maternity care worldwide.	
International Council for Commercial Arbitration (ICCA)	Organisation dedicated to promoting the use of, and improvement of, arbitration, mediation rules, laws, procedures and standards.	Legal
International Criminal Court Bar Association (ICCBA)	Human-rights organisation	Legal
International Federation for Housing and Planning (IFHP)	Global network of professionals representing the broad field of housing and urban planning.	
International Federation for Human Rights (FIDH)	Human-rights organisation	Legal
International Federation of Library Associations (IFLA)	International representation of the interests of library and information services providers and their users.	
International Fund for Animal Welfare (IFAW)	Animal welfare organisation.	
International Dialogue on Underwater Munitions (IDUM)	Maritime environmental organisation	Development Cooperation
International Independent Cadastre (IIC)	Data registration system to promote peace and food safety	Legal

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NGOs	Scope of operations and activities	Category
Institute for International Criminal Investigations (IICI)	International organisation dedicated to training investigators involved in tracking down war criminals and other criminals.	Legal
Internationaal Juridisch Instituut (International Legal Institute) (IJI)	Disseminates information about Dutch and foreign private international law and foreign law.	Legal
International Justice Mission Nederland (IJMN)	Human-rights organisation providing legal services to victims of slavery, sexual exploitation and other forms of violent oppression.	Legal
International Mediation Institute (IMI)	Organisation to improve negotiations in the public sector.	Legal
International Network of Museums for Peace (INMP)	Coordinating organisation of peace museums worldwide	Peace
International Pharmaceutical Federation (FIP)	Represents and serves pharmaceutical organisations and pharmaceutical science worldwide.	
International Society of City and Regional Planners (ISOCARP)	Global network of urban and regional city planners.	
International Statistical Institute (ISI)	Develops and improves statistical methods and the application of these methods by promoting international activities and cooperation.	
International Step by Step Association (ISSA)	Children's rights organisation	Legal
International Water and Sanitation Centre (IRC)	Knowledge exchange for, and support of, local water provision organisations in developing countries.	Water
International Water Association (IWA)	Dedicated to research, practical experience and a combination of the two for water professionals.	Water
IVN Natuur en Milieueducatie (IVN Zuid-Holland)	Local nature and environmental education to create awareness.	
Jacob Soetendorp Institute for Human Values (SI)	Human-rights organisation	Legal
Justice Leadership Group (JLG)	Improving leadership skills in the legal field	Legal

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NGOs	Scope of operations and activities	Category
Justice Rapid Response (JRR), c/o IICI	Human-rights organisation	Legal
Justice and Peace	Organisation dedicated to peace and justice	Legal
KNCV Tuberculosefonds	Information provision on, and funding of, TB research.	
Kofi Annan Business School	International education on entrepreneurship.	Legal
Kreddha, International Peace Council	Conflict management, prevention and peace implementation.	Peace
Lexchange	International network development, training, consultancy and policymaking.	Legal
Liber	Main network for research libraries in Europe.	
Liliane Fonds	Dedicated to empowering children with disabilities and making the environment more accessible	
Linkspot Vidicium	-	Security
Lutfia Rabbani Foundation (LRF)	Promotes European-Arab dialogue in order to foster mutual understanding.	
Melania Ontwikkelingssamenwerking/Melania Development Cooperation	Development aid to the most economically deprived women in developing countries.	Development Cooperation
Microjustice for All (MJFA)	Develops awareness and lobbies for fundraising.	Legal
Microjustice Initiative (MJl)	Small-scale legal support in developing countries.	Legal
Modèle Francophone Nations Unies (MFNU)	United Nations simulation to promote the UN (francophone organisation).	
Mukwege Foundation	Human-rights organisation dedicated to ending sexual violence in conflict areas	Legal
Nederlandse Vrouwenraad (Netherlands Women's Council) (NVR)	Organisation dedicated to giving Dutch women a voice in policy development and evaluation.	
Nederlands-Vlaamse Accreditatieorganisatie/Accreditation Organisation of the Netherlands and Flanders (NVAO)	Organisation dedicated to safeguarding and promoting the quality of higher education in the Netherlands and Flanders.	

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NGOs	Scope of operations and activities	Category
Netherlands Helsinki Committee (NHC)	Support for, and research into, legal and human-rights projects.	Security
Netherlands Institute for Multiparty Democracy (NIMD)	Organisation dedicated to providing support to young democracies in democratic processes.	
Netherlands Red Cross (NRC)	Medical and humanitarian aid organisation (global presence)	
Netherlands Society for International Affairs (NGIZ)	Organises lectures and meetings on the international relations of the Netherlands.	
Open Society Justice Initiative (OSJI)	Promotes the development of legal capacity to support human rights	
Oxfam Novib	Development aid	Development Cooperation
Palestine's Children Relief Fund (PCRF)	Dedicated to restoring war-torn areas in the Middle East	Development Cooperation
Paris Memorandum on Port State Control (Paris MOU)	Coordinating organisation for uniform maritime control.	Security
Parliamentarians for Global Action (PGA)	Promotion of peace, human rights, justice and sustainability through elected representatives of national parliaments.	
Partners voor Water (PvW)	Programme for organisations operating in the Dutch water sector, with the goal of international expansion.	Water
Pax Ludens Foundation (PxL)	Training and research into governance, sustainability and international relations.	Peace
Peace, Justice and Security Foundation	Foundation dedicated to educating, promoting and creating awareness about ideas related to peace, justice and security	Peace
Perspectivity	Provides international support.	
Platform Spartak (PS)	Improving ties between Eastern and Western Europe in a variety of areas.	
Promena	Promoting culture and rich diversity in the Middle East and North Africa	
REDRESS	Human-rights organisation	Legal
Right to Play	Using sports and games to promote children's development in deprived areas.	

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NGOs	Scope of operations and activities	Category
Save the Children	Independent organisation dedicated to protecting children's rights.	Development Cooperation
Seva Network Foundation	Dedicated to fighting poverty in developing countries	
SNV Netherlands Development Organisation	Dedicated to fighting poverty worldwide by strengthening the economy and private sector.	Development Cooperation
Society for International Development (SID)	Lobbying organisation dedicated to creating support in the Netherlands for social justice in developing countries.	Development Cooperation
Spanda Foundation	Concerned with culture, education, healthcare and the environment, and research into sustainable improvement of peace, knowledge and consultation between countries.	
Stepping Stones for Africa	Organisations dedicated to supporting individuals or organisations in developing countries that are individually or professionally committed to causes related to fighting poverty (and all related areas) and who are faced with a lack of resources to achieve these objectives.	Development Cooperation
Stichting Africa Life	Promoting African cultures and sharing them with other cultures in order to allow African artists to perform so as to prevent female genital mutilation (FGM).	
Stichting No Wildlife Crime	Provides financial support to projects devoted to ending wildlife-related crime	
Stichting Vluchteling	Provides practical aid in conflict situations and reconstruction projects in the aftermath of these situations.	
Sustainable Society Foundation (SSF)	Non-profit organisation dedicated to supporting societies in their sustainable development.	
Terre des Hommes Nederland (TDH)	Preventing child exploitation through improvements in education and healthcare and by providing microcredit.	Development Cooperation
The Hague Academy for Local Governance (THALG)	Organises training courses with a practical focus for professionals in local governments.	Legal
The Hague Center for Global Governance, Innovation and Emergence (THD)	Networking organisation dedicated to international relations, governance, etc.	

DECISIO

NGOs	Scope of operations and activities	Category
The Hague Center for Strategic Studies (HCSS)	Think tank involved in strategic research into, and analysis of, international security and defence.	Security
The Hague Institute for Global Justice (THIGJ)	Independent organisation dedicated to interdisciplinary policy-relevant research to prevent and resolve global conflict and promote peace.	Legal
The Hague Institute for the Internationalisation of Law (HiIL)	Research into the impact of globalisation on international law.	Legal
The Hague International Model United Nations (THIMUN)	Dedicated to educating young people on how the UN operates and organising various conferences/conventions simulating UN meetings. Affiliated to the UN.	
The Hague Peace Project	Peacekeeping organisation	Peace
The Hague Process on Refugees and Migration (THP)	Dedicated to promoting awareness of the added value of refugees and migrants to society.	
The Hague United for Peace and Justice	Peace and justice	Peace
The Netherlands Waterworks Association (NWWA)	Dedicated to facilitating transitions and changes in urban water management.	Water
UN Global Compact Netherlands (UNGC)	Initiative by the Dutch business community to promote the contribution of businesses to sustainable development.	
UN Women Nederland	Dedicated to a more gender-equal world	Legal
UNICEF Nederland	Children's rights organisation (aid in the form of food, emergency support, education and sanitation)	Legal
United Network of Young Peacebuilders (UNOY Peacebuilders)	Global network for and by young people and youth organisations dedicated to promoting peace. The network operates mainly in conflict areas and former conflict areas.	
Unrepresented Nations and Peoples Organization	Organisation dedicated to defending the rights of the human and cultural rights of indigenous peoples, minorities, and unrecognised or occupied areas.	Development Cooperation
Upeace	Dedicated to providing education on, and research into, peace.	Peace

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NGOs	Scope of operations and activities	Category
Vluchtelingenwerk Den Haag	Interest group for asylum seekers and refugees in the Netherlands.	
Walk of Truth (WOT)	Connects people and facilitates dialogue between people living in conflict areas.	
WASTE	Sustainable waste management in Africa	Development Cooperation
Water Footprint Network (WFN)	Dedicated to improving smart and fair water consumption	Water
Waterwatch Cooperative (WWC)	Facilitates sustainable and efficient food production methods for a growing global population	Water
Wereld Federalisten Beweging Nederland (Netherlands Global Federalist Movement) (WFBN)	Peace movement	Legal
Wereldkinderen	Association dedicated to programme support and aid related to adoption.	
Wildlife Justice Commission (WJC)	Dedicated to fighting crime against animals and the environment	Legal
Wo=men	Dutch platform for global gender issues.	
Women for Water Partnership (WfWP)	Fights poverty by providing water facilities worldwide, focusing on women.	Water
Women Peacemakers Program (WPP)	Promoting long-term peace.	Peace
Women's Initiatives for Gender Justice (WIGJ)	Promoting the International Court of Justice (ICJ) in The Hague, with a special focus on women's rights in developing nations.	Legal
Women's International League for Peace and Freedom (WILPF)	Women's rights organisation	Legal
World Animal Protection (WAP)	Animal protection	
World Federalist Movement-Institute for Global Policy (WFM-IGP)	Dedicated to building a global federal government with the objective of promoting the rule of law worldwide.	
World Peace Flame	Dedicated to fostering awareness of peace by supporting education and peace initiatives	Peace

NGOs	Scope of operations and activities	Category
World Resources Institute (WRI)	Independent, non-governmental global research organisation which seeks to create equity and prosperity through sustainable natural resource management	
World Sustainability Fund (WSF)	People, Planet, Profit organisation	
Yi Jun Peace Museum and Academy Foundation	Foundation to promote the Yi Jun Peace Museum	Peace
Young Atlantic Treaty Association	Concerned with international security policy. This includes values such as democracy, peace and strengthening the Transatlantic link.	Security

Appendix 1.5 International educational institutions

International education	Scope of operations and activities	Category
Deutsche Internationale Schule in The Hague	School providing primary and secondary education for children of German expats.	
European School of The Hague - Rijnlands Lyceum	School providing primary and secondary education.	
Hotelschool The Hague	Hotel management school with an international focus.	
INHolland University of Applied Sciences	University of applied sciences	
International Baccalaureate IB Global The Hague	Foundation dedicated to international education in a rapidly globalising world.	
International Institute of Social Studies- Erasmus University (ISS)	University-level education on economic and social development for students from developing countries (research, consultancy and projects).	
International School of The Hague, Primary and Secondary School - Rijnlands Lyceum	International school providing primary and secondary education.	
Leiden University, The Hague Campus	University	Legal
Lighthouse Special Education (LSE)	School for special education, serving the expat community.	
Lycée Français Vincent van Gogh	School providing primary and secondary education for children of French expats.	
Open University	Adult education	

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International education	Scope of operations and activities	Category
Royal Academy of Art/Koninklijke Academie van Beeldende Kunsten	Art college	
Royal Conservatoire/Koninklijk Conservatorium	Conservatory of music	
Stichting Haagsche Schoolvereniging The Hague, Dutch and int. primary education	Primary school serving the expat community.	
The American School of The Hague	International school providing primary and secondary education to children of US nationals, along with other nationalities.	
The British School in the Netherlands (foundation, junior, senior, int. education)	International school providing primary and secondary education to children of British nationals, along with other nationalities.	
The Hague Academic Coalition (HAC)	Partnership of academic institutions related to international relations, international law and international development.	Legal
The Hague Academy of International Law (HAIL/summer courses/450 students)	Haagse academie voor de rechten (The Hague Academy of Law)	Legal
The Hague University of Applied Sciences (HHS)	College of higher education.	
The Hague Executive Campus	International business school	
The Indonesian Embassy School in The Netherlands	Private school serving the Indonesian expat community.	
The Polish School in The Hague	Private school serving the Polish expat community.	
The Ukrainian School	Provision of education to children of expats looking for additional education in the Ukrainian language.	

Appendix 1.6

Cultural institutions

Cultural institutions	Scope of operations and activities
Anglo-American Theatre Group (AATG)	Amateur theatre company for English speakers.
Cecilia International Choir	International choir.
International Association of Schools of Jazz	Coordinating organisation for music schools and societies devoted to jazz.
Nederlands Dans Theater (nine expat dancers)	Theater
Residentie Orkest	Orchestra.

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Cultural institutions	Scope of operations and activities
STET The English Theatre	English-language theatre
Stroom	Centre for art and architecture

Appendix 1.7 Expat service organisations

Expat service organisations	Scope of operations and activities
ACCESS Foundation	Provides information to English-speaking expats on living in the Netherlands (including housing) (courses and publications).
Accueil des Francophones de la Haye	Independent organisation dedicated to promoting the integration of French speakers in The Hague.
Alliance Française de la Haye	Organisation providing French-language courses and promoting French language, culture and cultural diversity.
American Women's Club of The Hague	Association to support American women living and working in the Netherlands.
Australian & New-Zealand Women's Club	Association to support Australian and New Zealand women living and working in the Netherlands.
British Club of The Hague	Association to support British women living and working in the Netherlands.
Centro Español La Haya (Sociedad de Trabajadores Españoles)	Organisation dedicated to promoting interaction between Spanish and Dutch nationals and promoting social, cultural and educational development.
Connecting Women	Women's network
Deutscher Klub in den Niederlanden	Association for German nationals living in the Netherlands
Diplomat Magazine	Magazine devoted to diplomatic issues and events
Dutchbuzz (radio) (DH FM 92.00)	Radio station for international and expat communities
Expat Events The Hague	Expat organisation
Expatriate Archive Centre	Collecting the life stories of expats for future research
Hispanic Society of The Hague (ASOHA)	Society serving the Hispanic community.
Holland Books and Xpat Journal (Xpat Media)	Magazine serving the expat community in the Netherlands
I Am Expat	Expat organisation
International Community Platform (ICP)	Expat organisation

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Expat service organisations	Scope of operations and activities
International Women's Contact (IWC)	Bringing together expat women living in the Netherlands and Dutch women with an international focus.
Internations The Hague	Expat organisation
Outpost The Hague	Provides services to Shell employees and their families.
Petroleum Wives Club (PWC)	Women's society in the Netherlands which organises social activities for this group
Rotary Club The Hague Metropolitan	International association to promote humanitarian aid
Stichting Expats in The Hague	Expat organisation
The Hague Bridge/Haagse Brug	Expat organisation
The Hague Department of International Affairs	Promotion of The Hague as the International City of Peace and Justice
The Hague International Centre (THIC)	Expat desk serving expats and their families
The Hague International Network (THIN)	Networking organisation serving the expat community in The Hague.
The Hague On Line	Information provision for expats.
The Hague Talks	Achieving peace and justice
The Hungry Mind	Connecting local and international communities
The Local Expat/JetSet Advertising	Expat organisation
Toastmasters of The Hague	Association for expats and locals dedicated to improving various competences (leadership, public speaking, etc.)
To10	-
Volunteer The Hague	Volunteer organisation
Women's Business Initiative International (WBII)	Association for enterprising women
World Class The Hague	Provides special master classes for students in international relations and other areas
Young Diplomats Club The Hague	Informal platform for diplomats, employees of international organisations, and other members of The Hague's diplomatic community.
Young The Hague	Organisation for young professionals in The Hague

Appendix 1.8 Organisations Affiliated to Embassies

Organisations Affiliated organisations	Scope of operations and activities
Advantage Austria	Promotion of Austrian export and import companies
Afvaardiging Wallonie-Brussel (Wallonia-Brussels Delegation)	Representative organisation
Aruban Tourist Board	Tourism organisation
Awex Handelsvertegenwoordiging Wallonie (Awex Wallonian trade representation)	Representative organisation
BLS International Services BV (India)	Administrative, logistical and technical work related to visa and identification services
Bruxelles Invest and Export	International trade and investment department. Supporting Brussels-based companies in their international expansion
Chinese Cultural Centre (CCC)	Dedicated to providing educational programmes and activities dedicated to strengthening cultural ties between China and the Netherlands
Chinese Visa Application Service Centre in the Hague	Processing visa applications on behalf of the Chinese Embassy in The Hague.
Cultural Mission Saudi Arabia (department of Education and Culture of the Saudi Arabian Embassy)	Educational institution
Curaçao toeristen Bureau Europa (Curacao European Tourist Board)	Tourism organisation
Dutch-Chinese Chamber of Commerce	Promoting trade relations between the Netherlands and China
Egyptian Commercial Office	Trade division of the Egyptian Embassy
Gandhi Centre Den Haag	Cultural centre
Guangdong Chamber of Commerce (CCPIT/WTC)	Chamber of Commerce
Hungarian Business Network	Serving the Hungarian business community in the Netherlands
Hungarian Tourist Board	Tourism organisation
Luxembourg Tourist Board	Tourism organisation
Nederlands-Duitse handelskamer (Dutch-German Chamber of Commerce)	Enterprise network that provides advice on conducting business with Germany

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Organisations Affiliated to embassies	Scope of operations and activities
Netherlands British Chamber of Commerce (NBCC)	Dedicated to improving commercial and investment relations between the Netherlands and the United Kingdom and representing the interests of its members.
Netherlands Indian Chamber of Commerce and Trade (NICCT)	Dedicated to improving commercial and investment relations between the Netherlands and India and representing the interests of its members.
Netherlands-African Business Council	Promotes commerce in Africa by providing Dutch businesses with the knowhow and information they require to be able to operate successfully in various regions and markets.
Netherlands-Iranian Business Association	Association dedicated to promoting cooperation between Persian and Dutch businesses. The association manages communication between businesses, organises meetings and serves as a bridge between Persian and Dutch scholars involved in business, science, culture, commerce and entertainment.
Netherlands-Latin American Business Council	Promotes commerce in South America by providing Dutch businesses with the knowhow and information they require to be able to operate successfully in various regions and markets.
Netherlands-Middle East Business Council	Promotes commerce in the Middle East by providing Dutch businesses with the knowhow and information they require to be able to operate successfully in various regions and markets.
Officina economica y comercial (Spain)	Spanish trade association in the Netherlands
Ondernemers Platform Nederland Roemenie (Netherlands-Romania enterprise platform)	Enterprise platform for Dutch businesses maintaining commercial ties with Romania
Palestinian Delegation	Visa and identity management
Poland Trade and Investment Promotion Section	Promotional agency dedicated to attracting Polish investments
Portuguese Tourist Board	Promotes Portugal as a tourist destination
Russian Visa Centre (visa handling services VHS Russia)	Simplifying the application process for entry visas for the Russian Federation

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Organisations Affiliated to embassies	Scope of operations and activities
SANEC: South African – Netherlands Chamber of Commerce	Facilitating business relations between South Africa and the Netherlands
Spanish Tourist Board	Promoting Spain as a tourist destination
Taipei Representative Office	Representing Taiwanese diplomatic interests in the Netherlands
Tourism Malaysia	Promoting Malaysia as a tourist destination
Tunisian Tourist Board	Promoting Tunisia as a tourist destination.
Turkish National Tourism Board	Promoting Turkey as a tourist destination.
UK Trade and Investment	Promotional agency dedicated to attracting UK investments
VFS Global Center for India	Visa and identity management
VFS Tasheel International – Visa Services Center for Saudi Arabia	Visa and identity management
Flanders Investment and Trade	Promotion agency dedicated to attracting Flemish investments
Vlaamse Vertegenwoordiging (Toerisme Vlaanderen)	Promoting Flanders as a tourist destination.
Waalse Economische Handelsvertegenwoordiging	Trade representation of the Wallonian economy
Xinhua News Agency	Chinese press agency operating under the auspices of the Chinese government

Appendix 2: Embassies and Consulates

Embassies and Consulates		
Afghanistan	Ghana	Nigeria
Albania	Greece	Norway
Algeria	Guatemala	Ukraine
Angola	Holy See (Apostolic Nunciature)*	Oman
Argentina	Honduras	Austria
Armenia	Hungary	Pakistan
Aruba*	Ireland	Palestine
Australia	India	Panama
Azerbaijan	Indonesia	Peru
Bangladesh	Iraq	Poland
Barbados (Consulate)	Iran	Portugal
Belgium	Israel	Qatar
Benin*	Italy	Romania
Bhutan (Consulate)	Ivory Coast	Russian Federation
Bolivia	Japan	Rwanda
Bosnia-Herzegovina	Yemen	Saudi Arabia
Brazil	Jordan	Senegal
Bulgaria	Cameroon	Serbia
Burundi	Kazakhstan	Sint Maarten*
Canada	Kenya	Slovenia
Chile	Kuwait	Slovakia
China	Korea	Sudan
Colombia	Kosovo	Spain
Congo*	Croatia	Sri Lanka
Costa Rica	Latvia	Suriname
Cuba	Lebanon	Tanzania
Curacao*	Libya	Czech Republic
Cyprus	Lithuania	Tunisia
Denmark	Luxembourg	Turkey
Dominican Republic	Macedonia	Uruguay
Germany	Malawi	Venezuela
Ecuador	Malaysia	United Kingdom
Egypt	Malta	United Arab Emirates
El Salvador	Morocco	United States of America
Eritrea	Mexico	Vietnam
Estonia	Moldavia	Belarus
Philippines	Monaco (Consulate-General)	South Africa
Finland	Nicaragua	Sweden
France	New Zealand	Switzerland
Georgia		

* Embassies and consulates not included in previous surveys

Appendix 3: Services provided by the City of The Hague

The City of The Hague opened The Hague International Centre (THIC) in 2010. THIC provides services to expats and highly skilled migrants, who can apply for their residency permit, register in the municipal records database and apply for a Dutch Citizen Service Number as part of a single procedure. They can handle all their affairs in one go, as the Immigration Office and the Netherlands Immigration and Naturalisation Service are both located in the THIC building. The THIC expat desk (which fields questions about local-council affairs) and ACCESS (an organisation run by and for expats that provides information about living and working in the Greater The Hague Area) are also located in the centre.

The survey includes several questions designed to check the familiarity among employees of international organisations (in 2017) with THIC and to investigate to what extent their expat employees use the services provided by THIC.

Familiarity with THIC among this group has not increased since the previous survey. A total of 71 percent of the organisations that answered the question (N=103) stated they were familiar with THIC, versus 78 percent in 2012. Of the respondents, 38 percent stated that their expat employees used THIC's services. While this percentage is smaller than in 2012 (43 percent), this does not reveal anything about the use of these services in absolute numbers.

Table 0.1 shows a list of the services provided by THIC and the percentage of organisations that have stated that their expat employees use the service in question.

Table 0.1 Extent to which the services provided by THIC are used by expat employees (percentage of organisations which have answered the question)

Service	%
THIC/ACCESS Expat Desk (welcome package, relocation, assistance in getting established in The Hague)	40.7
Welcome to The Hague Program	28.3
www.thehague.com (residents)	42.6

More than 42 percent of the international organisations familiar with THIC stated that their expat employees used the website www.thehague.com. At nearly 41 percent of the international organisations familiar with THIC, the expat employees use the THIC expat desk and the ACCESS services.

The survey results reveal a decline in the use of services provided by the City of The Hague. Note that these results depend strongly on the individual respondent. For example, a person's familiarity with the services provided by the City might depend on the department where this person is employed (e.g. in Human Resources or Finance), their position, and whether they are actually an expat.

Appendix 4: Survey

Survey of International Organisations in The Hague

The Hague is privileged to host a large number of international organisations. In addition, many countries have embassies or consulates located here, and The Hague is home to several high-quality knowledge-based institutions, international schools, cultural facilities, and so on.

As host city, The Hague wants to facilitate the above-mentioned organisations' performance to the best of its ability. Therefore, the City of The Hague commissioned Decisio, a highly reputed research firm, to conduct a survey on the characteristics and development of those international organisations already present in The Hague and its environs. This information will be used in an assessment addressing the impact of these organisations for the local and regional economy.

We would sincerely appreciate your kind cooperation in this survey. We would like to emphasize that the survey is short and simple (especially compared to previous editions). *It will only take five minutes of your time and will be of great value to the City of The Hague to improve the international climate in general.*

The questionnaire can be filled out digitally via the following link.

<http://www.enqueteviainternet.nl/Decisio17>

It is also possible to fill out the questionnaire attached in this mailing and return it to the address stated above. If you prefer a telephone interview, please provide us with your contact details and one of our consultants will call you in the following weeks. During a telephone interview the interviewer will help you to go through the questions and will explain all the details.

There may be some questions which you are unable to answer precisely, but in most cases, an 'educated guess' will do. It is also possible to skip questions if you do not know the answer at all.

All information obtained will be processed with the greatest care and the strictest confidence. If you have any further questions, please do not hesitate to contact me by email (L.Tilburgs@Decisio.nl) or telephone (020 670 05 62).

Thank you in advance for your time, attention and cooperation.

With kind regards,

Ms. Lilian Tilburgs
Decisio BV

Survey of international organisations The Hague – 2017

A. Organisation, general information

Name of the organisation

Main Activity / purpose

- Non-Governmental Organisation (NGO)
- Intergovernmental Organisation (IGO)
- Embassies
- Embassy-related organisations
- Education/Culture/Knowledge organisation
- Expat- & Service organisation
- Other:

Location (municipality)

- The Hague
- Leiden
- Delft
- Other:

Located in The Hague region since:

B. Employees

Please give an estimate of the total number of employees in full-time equivalent (FTE) in 2016:

What are your expectations of the growth in employees up to 2020?

- Decrease of more than 25 %
- Decrease of 10-25 %
- Decrease of 5-10 %
- Decrease of 0-5 %
- No change
- Increase of 0-5 %
- Increase of 5-10 %
- Increase of 10-25 %
- Increase of more than 25 %
- I don't know

B1. Foreign Employees

Please give an estimate of the following:

- The number of foreign employees (in FTE):
- The percentage of foreign employees that is highly qualified (Bachelor or Master degree):
- The average gross income (in €) of these foreign employees:
- The share of income these foreign employees spend in the Netherlands:
- The percentage of these foreign employees that is working here on a long-term basis (longer than one year):

Do foreign employees pay income taxes in the Netherlands?

- Yes, just like Dutch employees
- No
- With special arrangement

If with special arrangement: Can you give an estimate of the income tax they pay in the Netherlands?

B2. Dutch Employees

Please give an estimate of the following:

- Average gross income of Dutch employees:
- The percentage of Dutch employees that is highly qualified (Bachelor or Master degree)

C. Expenditures

Please give an estimate of the following:

- Total expenditures of your organisation in 2016 (in €) (In case of an NGO which is financially supporting projects abroad: please fill in the expenses your organisation makes on operation costs in the Netherlands such as salaries, office rent, office supplies et cetera)
- The percentage of total expenditures that is spend on employees:

DECISIO

D. Congresses, seminars and other events

If your institution organises congresses, seminars or other similar events. How many events did your organisation organise in 2016?

Can you give an estimate of the total number of visitors who attended these events in 2016?

What was (approximately) the share of foreign visitors who attended these events in 2016?

D1. Visitors from abroad

Please give an estimate of the number of foreign visitors your organisation received for other occasions in 2016:

How long did these visitors stay? Please give an estimate of the average time (nights) they spent in The Hague region:

E. Other influences

Can you think of other ways in which your organisation benefits The Hague's regional economy?

F. Recommendations for the Hague municipality

Do you have any special recommendations for The Hague municipality?

G. Expat Services

Are you familiar with The Hague International Centre (THIC) in the "Atrium" of City Hall; the former Hospitality Centre/Expatdesk?

- Yes
- No

Do the foreign employees in your organisation make use of the services of THIC?

- Yes
- No
- Don't know

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Which services of THIC are commonly used by foreign employees in your organisation?

1) Expatdesk/ACCESS (welcome package, relocation, settling)

- Yes
- No
- Don't know

2) Welcome to The Hague Program

- Yes
- No
- Don't know

3) www.thehague.com (residents)

- Yes
- No
- Don't know

H Personal information

Contact person

- Name

- Position (department)

- Telephone number

- E-mail

Would you be willing to give a personal interview?

- Yes
- No

Appendix 5: Expenditure by business and private visitors, by sector/industry

Expenditure by business visitors by sector/industry

Sector/industry	Business visitors
Commerce	11 %
Transport and storage	27 %
Food service and accommodation	51 %
Culture, sport and recreation	8 %
Other services	3 %
Total	100 %

Expenditure by private visitors by sector/industry

Sector/industry	Private visitors
Commerce	25 %
Transport and storage	20 %
Food service and accommodation	40 %
Culture, sport and recreation	10 %
Other services	5 %
Total	100 %

Appendix 6: Jobs by education level, broken down by sector/industry

Share of jobs for employees with lower and higher levels of education, broken down by sector/industry (2010)

Sector/industry	Low	Higher¹⁷
Agriculture, Forestry and Fisheries	92 %	8 %
Minerals	43 %	40 %
Industry	80 %	20 %
Energy Supply	64 %	35 %
Water Companies and Waste Management	74 %	26 %
Construction	89 %	11 %
Commerce	87 %	13 %
Transport and storage	85 %	15 %
Food Service	92 %	8 %
Information and Communications	46 %	54 %
Financial Services	51 %	49 %
Property rental and trade	64 %	36 %
Specialist Professional Services	50 %	50 %
Leasing/Rental and other Professional/Business Services	83 %	17 %
Public Administration and Government Services	57 %	43 %
Education	26 %	74 %
Healthcare and Welfare Services	68 %	32 %
Culture, sport and recreation	71 %	29 %
Other services	65 %	35 %
Total	29 %	71 %

Source: CBS Statline: Jobs, Wages and Education Level (2014).

¹⁷ This category consists of jobs for employees with an undergraduate or postgraduate/advanced degree.



The Hague

Colophon

This report was published by
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July 2017