

***MORE THAN A “CLUB MED”?***  
**Action plan for a key sector for Barcelona’s future**

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Cities are key drivers of their country’s future. However, unlike the industrial hubs of the West that drove progress in past centuries, today the future belongs to those cities best able to transform themselves into knowledge centres. Conscious of being in direct competition with each other, more and more cities are choosing to develop and promote strong brands in order to distinguish and position themselves globally. Yet, rarely does one encounter city brands that promote something more than the prospect of a comfortable quality of life – a surprising oversight given that cities that can demonstrate a commitment to humanitarian values will undoubtedly be more alluring to today’s top global talent.

Consider New York and London. These global cities *par excellence* occupy a position of international leadership not only because they are centres of finance, science and culture, but also because they are centres of innovation and debate on the world’s biggest issues and challenges. Both cities host a critical mass of the world’s leading think tanks, universities and NGOs. In addition, both enjoy a legal and philanthropic architecture that favours the work of these actors and encourages them to locate there, just as occurs in other Western political centres like Washington DC, or diplomatic hubs like Geneva.

And what of Barcelona? Is it possible to imagine a future in which it too is globally renowned as a centre for international policy?

The answer has to be yes. While Barcelona does not currently host an international policy sector of the same relevance as New York or London (nor purport to be a political centre of equivalent global weight), it possesses remarkable geographic, financial, and cultural assets which, deployed properly, could help turn the city into a centre of reference for the international policy sector.

Today, the global strength of the Barcelona brand is indisputable. It should be leveraged to realise the city’s enormous potential for growth in the international policy sector. Just as [FC Barcelona](#) once took the historic decision to put the [UNICEF](#) logo on the front of its jersey – thereby transforming itself from an internationally-popular sports club into a global icon with universal values – we believe the city of Barcelona can beat other cities in the race to distinguish and enhance its global brand by converting itself into a global reference for international policy.

This Action Plan takes up this idea and comprises two sections: the first analytical, and the second strategic. Part I aims to (i) explain what is meant by the term “international policy sector”; (ii) describe the profile of the sector as it currently exists in Barcelona; and (iii) compare it with the profile of international policy sectors of various relevant cities. Part II (i) highlights which characteristics of the city of Barcelona could help lure some of the sector’s major international players; (ii) identifies some of Barcelona’s weaknesses in relation to that aim; and (iii) outlines which actions should be central to a future related strategy.

Cities like The Hague have converted themselves into international policy centres in very little time with strategies that targeted the international policy sector. Barcelona should do no less. It has everything to gain.

## **PART I**

### **What is meant by the term ‘international policy sector’?**

In any global city, the actors that typically make up the international policy sector consist of associations, foundations, think tanks, university centres, public consortia and intergovernmental organisations focused on the amelioration of a problem of global public interest such as extreme poverty, the environment, armed conflict, global health or human rights. These are normally not-for-profit entities, but they can also be for-profit provided their mission, methodology and activities are focused on the same goals. The international policy sector also includes philanthropic organisations whose mission is to fund and support the sector’s work, and thus they too form part of it.

### **What is the profile of Barcelona’s international policy sector?**

In September 2014, [Barcelona Global](#) and the [Institute for Integrated Transitions](#) organised a large-scale survey completed by 46 entities from Barcelona’s international policy sector. The survey sought information about their profile, areas of work, and relationship with the city (see [Annex 1](#) for a list of the organisations that participated). This exercise, which included two open meetings, offered the first snapshot of Barcelona’s international policy sector.

The survey showed that, although the sector has an evolving baseline of organisations, it neither constitutes a critical mass nor possesses a collective awareness of itself. Yet, the survey also revealed a shared conviction that, with a few modest actions, it would be possible to strengthen the sector rapidly and significantly, creating positive effects not only for existing actors, but also for the city as a whole.

In terms of the current profile of Barcelona’s international policy sector, it is worth noting some of the survey’s key findings:

- ✓ The majority of the sector’s organisations are headquarter offices. There are also departments, delegations and regional branches of organisations with their international headquarters located elsewhere.
- ✓ The majority of those surveyed have a global or at least regional remit.
- ✓ Most organisations work in the areas of human rights, peace and development cooperation.
- ✓ The majority are of a modest size. They have between four and eight employees and annual budgets of between 1 and 5 million euros (originating from public as well as private sources).
- ✓ In terms of their links with Barcelona, most organisations are in the city because their founders are from Barcelona, and not due to independent strategic determinations.
- ✓ 100% of the organisations surveyed enjoy being based in Barcelona and have no intention of leaving the city.

### **What is the profile of the sector in other global cities of relevance?**

In the document, [‘Barcelona y su futuro’](#), published in 2014 by Barcelona Global, a range of comparisons are made to other “global cities”. These are cities whose fame extends far beyond their territory, and whose brand attracts not only tourists, but also international investors and talent from a wide range of fields and all parts of the world. It is a term applied to cities such as New York, Paris, London, Shanghai, Hong Kong, and to some degree as well, places like Amsterdam, San Francisco and Sydney.

Given the strength of its international brand, Barcelona is comparable in various aspects with each of these global cities. Yet, Barcelona still lacks a visible, diverse and influential international policy sector in comparison to most of these (as well as in comparison to other cities with weaker brands). By way of illustration, below we provide a brief analysis of the existing sector in some of these cities, and highlight some examples of internationally influential organizations with their headquarters there.

New York and London: London and New York are world leaders not only in the commercial, scientific, media, and cultural spheres, but also in international policy. A disproportionately high percentage of the world's most important NGOs, think tanks, associations, university centres and intergovernmental organisations have their headquarters or an important delegation in these cities. Top-level international conferences typically take place in one of these capitals, where entrepreneurs, government officials, academics, journalists and activists cross paths and interact as a matter of course. It is far from unusual that the big ideas for solving the world's gravest problems emerge from the international policy sector of either city. London and New York also enjoy a strong philanthropic tradition and legal architecture to facilitate the presence of the entities making up the sector, as well as the competitive advantage of being anglophone. These are global cities *par excellence*.

Examples of relevant NGOs in New York include [Human Rights Watch](#) and the [International Peace Institute](#); in London, [Save the Children](#), [Amnesty International](#), [Oxfam](#), [CARE International](#), [World Vision](#) and [The Elders](#). As for think tanks, the headquarters (among others) of the [Council on Foreign Relations](#) and of [Carnegie Council](#) are in New York, and in London we find for example the [Overseas Development Institute](#), [Chatham House](#), the [International Institute for Strategic Studies](#), and the [Institute for Development Studies](#). [Columbia](#), [NYU](#), [Fordham](#), and the [New School](#), are world-class universities based in New York, and in London we find for example [LSE](#), [SOAS](#), [Oxford](#) (nearby) and [Cambridge](#) (also nearby). In terms of multilaterals, the [United Nations](#) is based in New York, and the [Commonwealth](#) in London. As for philanthropic foundations, in New York there are for example the [Carnegie Corporation of New York](#), [Open Society Foundations](#), and the [Clinton Global Initiative](#), while in London there are foundations such as [Sigrid Rausing Trust](#), [Wellcome Trust](#) and [Gates Foundation \(Europe\)](#).

Paris and Amsterdam: These are world-class cities for culture, but less so for trade and finance. As English is not their predominant language, their lure is proportionately lower than New York and London (although Amsterdam has taken important steps to 'anglo-saxonise' itself). In terms of their international policy sectors, each city's version has greater heft than its counterpart in Barcelona, yet notably less than London or New York. Paris and Amsterdam likewise have a philanthropic community and legal infrastructure that, while adequate, is comparatively limited. An anachronistic dependence on public subsidies remains prevalent in both cases, while frequent contact and depth of engagement with the private sector are the exception rather than the rule.

Examples of relevant NGOs based in Paris are the [International Federation for Human Rights](#), [Médecins Sans Frontières](#), and [MDM](#); and in Amsterdam, [Greenpeace](#). Paris-based think tanks include the [European Union Institute for Security Studies](#), [CEPII](#) and [IFRI](#), while Amsterdam-based ones include the [Transnational Institute](#) and the [Netherlands Society for Nature and Environment](#). [La Sorbonne](#) and [Sciences Po](#) are world-class universities based in Paris, while in Amsterdam there is the [Free University of Amsterdam](#). In Paris, we also find the headquarters of major intergovernmental organisations like [UNESCO](#) and the [OECD](#), and philanthropies like [Fondation de France](#).

Hong Kong and San Francisco: These cities are the inverse of Paris and Amsterdam: they are world-class cities for commerce, but considered second tier in terms of culture. Like New York and London, they have the advantage of English as the prevailing language, but in terms of their international policy sectors they are more comparable with Paris and Amsterdam. (In the case of Hong Kong, the influence of its sector is further limited by China's democratic deficit.) Of the two cities, San Francisco has the more favourable philanthropic tradition and legal infrastructure.

In terms of relevant San Francisco-based NGOs and think tanks, there is for example [Wikimedia Foundation](#), as well as the [Hoover Institution](#). World-class universities can be found in Hong Kong, such as [Hong Kong University](#) and [City University](#), while in San Francisco there are [UC Berkeley](#) and [Stanford](#). San Francisco also hosts major philanthropies such as [Skoll Foundation](#), [Humanity United](#), [Compton Foundation](#) and the [Hewlett Foundation](#).

## **PART II**

### **What are some of Barcelona's positives vis-à-vis actors in the international policy sector?**

In the era of the knowledge economy, entities operating at the transnational level have increasing autonomy of choice about the physical location of their headquarters since their professionals are permanently connected across the globe and continuously on the move. This circumstance allows organisations to more easily decentralise operations or change the location of their headquarters to provide a superior day-to-day environment and quality of life for their workers – an increasingly important factor in the decisions of human resources departments.

Within this context, Barcelona has a number of features that make it extremely attractive. These include its climate, safety, civic norms, rule of law, cost of living, private education options, infrastructure, and renowned artistic, culinary and recreational offerings. But beyond these more evident assets, Barcelona presents an additional set of advantages that constitutes a significant added value for leading international policy actors.

- ✓ **Neutral identity:** Barcelona is not overly identified with a predominant institution (as is Brussels vis-à-vis the EU) or a particular government (as is Washington DC vis-à-vis the United States, or Madrid vis-à-vis Spain). Instead, it is a place where an international organisation can enjoy an image of neutrality and can avoid repeatedly having to distinguish itself from actions of the adjacent national government or international institution.
- ✓ **Ease of travel:** Barcelona is a 1-hour flight north of the borders of Africa and the Arab world; a 1.5-hour flight south of London, Paris and Berlin; a 2.5-hour flight west of Asia's gateway (i.e., Istanbul); and a 7-hour flight to New York or Washington D.C. The ease of access of the city's airport (15 minutes by cab from downtown) and the quality of public transport are added advantages.
- ✓ **Benefits for foreigners:** Spanish national policies related to the recruitment of foreign staff are much more favourable than many presume. Today there exist 'fast track' procedures for highly skilled professionals to obtain work visas and residency. In addition, foreign professionals can benefit from a preferential tax rate under certain conditions when they move to Spain for work.
- ✓ **The support of local authorities:** The provincial and regional governments of Catalonia, as well as local municipal authorities, have traditionally supported the international policy sector at both technical and financial levels. Despite the

economic crisis, Barcelona City Council has maintained its contributions in the field of development cooperation without interruption.

- ✓ **Social activism:** The city is experiencing a boom in social movements that has generated a dynamic environment, with continuous debates on major topics of interest to any policy organisation. There are many new civic rights groups (e.g. *Plataforma de Afectados por la Hipoteca*, PAH) and democratic participation movements (e.g. *Movimiento de los indignados*). The city also has a well-known capacity for social mobilisation, as demonstrated by several historic demonstrations in recent years on issues of international peace.
- ✓ **A talent for creating successful hubs:** In the last decade, Barcelona has managed to attract and concentrate international talent and companies into successful clusters in domains such as design, internet start-ups, health, biotechnology, and nanotechnology. The city's *savoir-faire* in encouraging and building new hubs is only getting better.
- ✓ **The solidarity of the current sector:** Barcelona has a growing cohort of international policy organisations, including the signatories to this action plan, all of whom are interested in strengthening the sector.

### **What are some of Barcelona's negatives vis-à-vis actors in the international policy sector?**

While Barcelona presents many attractive characteristics for international policy actors, it has others likely to be viewed as unattractive. These must be addressed as part of any realistic plan to encourage leading international organisations to relocate all or part of their operations to Barcelona. Among these are:

- ✓ The current absence of a critical mass of globally renowned policy actors in the city.
- ✓ The dominance of a vision of Barcelona geared above all to international tourism.
- ✓ The lack of a centralised, organised landing service to assist incoming international policy organisations.
- ✓ The lack of coordination and collaboration within the city's existing international policy sector.
- ✓ An insufficient official commitment to the use of English and a limited level of English proficiency in the general population.
- ✓ The absence of a strong local philanthropic tradition vis-à-vis international policy issues and actors.
- ✓ The lack of legislation providing tax advantages to encourage greater private support for the sector.
- ✓ The scarcity of public funding to the sector (whether national or sub-national).

### **Taking account of the varied positives and negatives, what actions could help convert Barcelona into an important international policy hub in the short to medium term?**

Having in mind the overall potential of Barcelona and the extraordinary strength of its global brand, the following real-life examples offer answers to the question at hand.

Consider first the shift in the FC Barcelona ('Barça') brand: a city icon. Barça's slogan - '*més que un club*' ('more than a club') - has always had a particular significance for the citizens of Barcelona. Yet it was not until the club made the strategic and historic decision to sponsor [UNICEF](#) (and prominently display the logo on its jersey) that Barça became 'more than a club' for the rest of the world. That one decision transformed Barça into something greater than the sum of its parts: namely, a football club with values and an identity that

transcended the sport. The decision yielded very positive dividends not only for the image of Barça, but also for the city as a whole.

A second example comes from the experience of The Hague (Netherlands). In terms of image, The Hague has much less 'pull' than Barcelona; however, the city has a tradition as a centre of international law. Taking advantage of that, as well as the presence of institutions like the [International Criminal Court](#) and the [Organisation for the Prohibition of Chemical Weapons](#), the Mayor of The Hague – approximately 10 years ago, and in full collaboration with the local policy sector – decided to fashion the city into an unparalleled centre of reference in international law and peace-building. Within a few years, through a well-conceived and implemented campaign, the city managed to attract dozens of influential organisations using little more than an offer of complimentary office space and an organised landing service – thus transforming itself from a city of limited interest for the international policy sector to a place of great attraction.

These two examples show that, with a few simple and modest actions, the image of a city can be quickly and radically transformed for the better. The signatories of this document are certain that Barcelona can achieve the same using a creative and customised action plan aimed at top-level organisations in the international policy sector worldwide.

Currently, Barcelona Global and other civil society groups are working, along with government agencies, to improve many general features of the city needed to attract more international investment and talent. All that is missing from these efforts is 'the UNICEF factor': namely, a high profile gesture that is directly rooted in global values, and tied to an action plan that adds a humanitarian layer – which we consider essential – to the city's prevailing economic strategy.

In this context, the existence of previous government initiatives to strengthen Barcelona's international policy sector bear mention. The [Union for the Mediterranean](#), officially created at the Paris Summit for the Mediterranean in 2008, is an international organisation headquartered in the *Palacio Real* in Barcelona. The Union emerged from the so-called 'Barcelona Process', launched in the city in 1995 by the Foreign Affairs Ministers of the 15 EU member states and their 12 Mediterranean partners. Another example of an initiative to build up the city's international policy sector is the [Sant Pau Art Nouveau Site](#), which is converting these historic grounds into a seat for multilateral organisations specialised in areas such as sustainability, health and education. Today it hosts several such organisations, with plans to attract others.

Yet these examples aside, it is clear that the city of Barcelona – both the public and private sectors, as well as civil society – could be much more ambitious, better leverage the power of the Barcelona brand, and build upon these examples. Regarding the international policy sector in particular, there is no existing action plan to strengthen the sector, whether as a component of a larger citywide strategy, or as a strategy on its own. In the latest initiative of the municipality, the [white paper](#) on Barcelona as a future capital likewise makes no explicit reference to the sector.

Considering all this, below we set out a proposal that in our view will help dynamically reinforce the sector. Unlike previous initiatives, this proposal has a global focus (rather than a regional one), a broad institutional lens (and not merely a multilateral one), and an aspiration of public and private sector co-ownership.

1. **Our premise:** In order to attract leading international policy organisations to Barcelona, it is not enough to invite them to consider establishing their headquarters (or a delegation) in the city. Concrete incentives – but not necessarily expensive ones – are necessary. In their absence, no one is likely to move.

2. **Our pitch:** An offer of private and public premises, well located and free-of-charge (or at greatly reduced prices), is the most logical and minimal incentive needed. Yet, by itself, this too may be insufficient to inspire leading organisations to move all or part of their operations to the city. Consequently, we recommend the use of a 'call for applications' process, with a firm application deadline, that could be worded along these lines:

*The city of Barcelona is pleased to announce the Global Policy Invitation: a limited-time, open application process for international and regional policy organisations, think tanks, research centres, foundations, and multilateral organisations wishing to relocate all or part of their global operations to Barcelona.*

*The Invitation is a public-private partnership and will make available – free of charge for (x) years – up to (x) centrally located, high-quality office spaces as part of a new vision for the future of Barcelona.*

*The application form can be accessed here (xx) and the application period runs from xx June 2015 to xx September 2015. Details about Barcelona's overall vision of the sector and about selection guidelines can be found here: xx. Interested organisations can contact xx for further information.*

3. **The anchors:** We do not intend to formulate here the full details, criteria and procedures of the future call for proposals. However, below we note three elements that will be particularly vital to its success.
- a) First, it will be important to disseminate broadly the announcement of the call for proposals to those international policy organisations of greatest interest to the city. To ensure neutrality, the dissemination can be executed, in part, through the many international and regional networks in which these organisations participate, as well as through a marketing campaign coordinated by the action plan's implementing mechanism. It would also be worthwhile to profile the initiative through interviews, articles and press releases in local, regional and international media.
  - b) Second, it would be useful to task an independent and technically specialised entity with the management of the application process, the selection procedure, and follow-up. The entity would report to an advisory committee represented by members of the Invitation's public-private partnership. Ideally, the entity would also have the role, in the short and medium term, of ensuring – in coordination with the public and private sector – a 'landing' program for international policy organisations moving their operations to Barcelona. The aim would be to facilitate the incoming organisations' smooth integration into the city, as well as into the existing ecosystem of international policy actors.
  - c) Third, the call for proposals should include a list of questions and answers that address some of the foreseeable doubts and misconceptions that might arise in the minds of those who receive the call. (See the examples listed in Annex 2.)

As a package, we believe this scheme will quickly bear fruit. The mere launch of the call for applications will activate a subtle 'rebranding' process, transforming the city's identity much more quickly than most would imagine. From that moment, a new image of Barcelona will begin to take shape: a city of values that is, in every sense, more than a Club Med.

## **CONCLUSION**

Positioning Barcelona as proposed in this action plan will bring significant added value to the full range of city stakeholders: the citizens of Barcelona, the private sector, the public sector, and the organisations within the existing international policy sector. While the principal benefit of the initiative would be collective in nature, it is nevertheless worth highlighting the particular benefits that would arise for each stakeholder group.

Benefits for the citizens of Barcelona and the public sector:

- ✓ The image of Barcelona would go beyond that of a beautiful post card.
- ✓ The initiative would place the city in the spotlight of the international agenda.
- ✓ More international talent and high-level visitors would be attracted to the city.
- ✓ The city would gain an important new source of public revenue (see Appendix 3).
- ✓ There would be a new source of employment opportunities for international policy professionals, thereby contributing to retention of locally trained talent.

Benefits for the private sector:

- ✓ The initiative would help fulfil the corporate social responsibility goals of any participating Barcelona-based company. (This could take the form of free office space, direct funding, pro bono services, collaborative projects, etc.)
- ✓ International prestige would accrue to the brands of participating companies.
- ✓ The private sector would enjoy increased proximity to leading thinkers on issues of international policy.
- ✓ A important new client base would materialise (e.g., through servicing the consultancies, advisory groups and contractors that would come in greater numbers to Barcelona once an expanded international policy sector is installed).

Benefits for the current international policy sector in Barcelona:

- ✓ Opportunities to interact more frequently with many of the world's leading organisations in similar sectors of specialisation.
- ✓ Enhanced possibilities for carrying out institutional collaborations and organising high-level international conferences in Barcelona.
- ✓ Increased fundraising opportunities as philanthropists and aid agencies would begin to identify Barcelona as a hub of leading organisations.
- ✓ Improved international positioning and visibility.
- ✓ Increased local support for the sector.
- ✓ Greater internship and employment opportunities for young professionals completing their post-secondary studies at local universities.

The time has arrived for Barcelona to position itself with greater ambition in the world of international policy. We must capitalise on the enormous successes the city has achieved in so many areas, by adding the more altruistic and transnational dimension that Barcelona's branding currently lacks.

This aspiration represents a positive challenge for all of us – and it is something we can achieve together in a very short period. The commitment of the undersigned is already confirmed. Let us now begin to work as one – public and private sector alike – to bring this action plan to life for the benefit of all.

Barcelona / July  
2015

## Annex 1

### **Complete list of the organisations that completed the September 2014 survey**

1. Amnistía Internacional Catalunya
2. Asociación para las Naciones Unidas en España
3. Assembla de Cooperació per la Pau
4. Associació Internacional per la Pau
5. Campaña del Milenio de Naciones Unidas
6. Catalunya amb ACNUR
7. Centre d'Estudis Africans i Interculturals
8. Centre UNESCO de Catalunya
9. Cercle d'economia
10. Barcelona Centre for International Affairs (CIDOB)
11. Ciudades y Gobiernos Locales Unidos (CGLU)
12. Educación Sin Fronteras
13. ESADEgeo
14. Fundació Catalunya Europa
15. Fundació Ernest Lluch
16. Fundació Fòrum Universal de les Cultures
17. Fundació Jaume Bofill
18. Fundación Acción contra el Hambre
19. Fundación África Digna
20. Fundación Bancaria "la Caixa"
21. Fundación Barraquer
22. Fundació per la Pau (Fundipau)
23. Global Water Operators' Partnerships Alliance
24. Ideaborn
25. Imacity
26. Institut Barcelona d'Estudis Internacionals (IBEI)
27. Institut de Drets Humans de Catalunya
28. Institute for Integrated Transitions (IFIT)
29. Instituto Catalán Internacional para la Paz (ICIP)
30. Instituto Europeo del Mediterráneo (IEMed)
31. Instituto Forestal Europeo
32. Interarts
33. ISGlobal
34. Medcities/Medcités
35. Médicos Sin Fronteras España
36. Medicus Mundi Catalunya
37. NOVACT
38. Open Society Initiative for Europe (OSIFE)
39. Oxfam Intermón
40. Pau i Solidaritat
41. ScytI
42. Setem Catalunya
43. UN Habitat - CRPP
44. UNICEF
45. Union for the Mediterranean
46. World Health Organisation (WHO) Division of Health Systems and Public Health

## **Annex 2**

### **Examples of issues to be addressed in a future call for proposals**

*'But Barcelona is not a significant centre of power in which decisions get taken that influence the international agenda...'*

Today, the more globally oriented an organisation's work, the less necessary it is to be physically located in decision-making capitals. All that matters is that its locale is well connected to such capitals. In contrast, what continues to matter greatly is the image of the city in which an organisation is located. The more global its mission, and the greater the need for its having a global brand, the less sense it makes to be based in a place that is hyper-identified with a particular institution (e.g., Brussels vis-à-vis the European Union) or a specific national government (e.g., Washington DC vis-à-vis the USA).

*'But they only speak Catalan there...'*

In Barcelona, as in the rest of Catalonia, there are two official languages: Spanish and Catalan. Everyone speaks both languages and a person can direct herself to any resident or local institution in either language and expect to be understood and assisted. Although not an official language, English is also used extensively, in particular by the city's international policy and private sector actors, but also by international relations departments within the public sector. Awareness of the importance and need for English is constantly rising, and the options for international English-language schools are extensive.

*'But there is enormous legal uncertainty because of the prospect of Catalan independence ...'*

In Catalonia, there is an open debate about its political future and relationship with Spain. The process is unfolding peacefully and efforts are being made to project a tranquil atmosphere that neither frightens nor affects foreign investment or international entities already in place.

*'But there is a deep economic crisis there...'*

Spain has experienced a serious crisis since 2007. Nevertheless, it has exited recession and is entering into recovery. In addition, throughout the crisis, Barcelona's municipal government has remained solvent. It manages its own international aid budget and has chosen to maintain its commitments without interruption.

*'But people only visit Barcelona for tourism, to see FC Barcelona, and to eat...'*

Barcelona is a city with a time-honoured tradition and commitment to human rights, social justice and democracy that has always attracted people from around the world. In addition, the city consistently scores at or near the top of international rankings in a diverse range of areas, helping to attract evermore international talent to the city (see <http://www.barcelonaglobal.com/why-barcelona/city-rankings>). Today, Barcelona is carrying out some of the world's most important scientific research and regularly hosting major international events (e.g., [Mobile World Congress](#)).

### **Annex 3**

#### **Annual operating budgets of selected international policy actors (2013)**

Bill and Melinda Gates Foundation – US\$ 4.2 billion  
World Vision – US\$ 971 million  
Oxfam International – EUR 915 million  
Wellcome Trust – GBP 872 million  
Open Society Foundations – US\$ 873 million  
Save the Children – US\$ 675 million  
Ford Foundation – US\$ 658 million  
Care – US\$ 514 million  
International Rescue Committee – US\$ 453 million  
Habitat for Humanity International – US\$ 338 million  
Hewlett Foundation – US\$ 259 million  
World Economic Forum – CHF 185 million  
Friedrich Ebert Stiftung – EUR 152 million  
WWF – EUR 140 million  
Brookings Institution – US\$ 94 million  
Greenpeace – EUR 76 million  
Human Rights Watch – US\$ 65 million  
Council on Foreign Relations – US\$ 61 million  
Stockholm International Peace Research Institute – EUR 50 million  
Freedom House – US\$ 38 million  
Mercy Corps – GBP 31 million  
Carnegie Endowment for International Peace – US\$ 32 million  
Center for Strategic and International Studies – US\$ 32 million  
Transparency International – EUR 27 million  
International Crisis Group – US\$ 22 million  
Chatham House – GBP 10 million