



# The Hague Process on Refugees and Migration



ANNUAL REPORT 2012

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# Foreword by the Chairman of the Board

Migration has gathered increasing attention in recent years at the local, regional and international levels. As such, it is beginning to be perceived as an important condition for national economies and cities in the competition for talent. Cities and business are thus critical actors in the overall migration chain, but their voice is not yet adequately reflected in policy debates.

THP has continued to coordinate collaborations between stakeholders in the refugee and migration field - particularly between policymakers and the private sector - through seminars and expert consultations in Manila and Istanbul. These encounters have aided in identifying common interests between the stakeholders with the aim of managing migration effectively and maximising its benefits.

In 2012, the main focus of THP's work was on the Global Hearing on Refugees and Migration which took place in The Hague on June 4-5 at the Peace Palace. The discussions during the Hearing centered on five key thematic areas: the impact of future demographic changes related to labour migration and refugees; political and social changes; the impact of the global economy; the urbanisation of displaced people; and the impact of environmental and climate change on human

mobility. The outcomes and recommendations from the discussions have now formed the framework for THP's ongoing mandate.

A key development in THP's work in 2012 was the appointment of a Research Manager. This step is a significant move towards advancing an evidence based policy-making approach.

I would like to thank our partners and donors, the Club of The Hague and our network for their commitment to THP. With the new impetus and direction provided by the Global Hearing, I look forward to continuing our cooperation in 2013 and beyond.

**HRH Prince Constantijn of the Netherlands,  
Chairman of the Board**



GLOBAL HEARING, PEACE PALACE, 2012

# Account of the Directors

It is with pleasure that we present to you the Annual Report 2012 of The Hague Process on Refugees and Migration (THP). Herewith we bring you an overview of our efforts and activities in the course of 2012. THP brings together strategic partners that positively position people on the move. By highlighting some of our activities of last year, we hope to acquaint you with the spirit and reach of our work, made all the more challenging in light of recent economic and political changes around the world. We hope to garner your support for our work that seeks to answer a very real need.

2012 marked a watershed moment for THP with the convening of over 200 participants in the Global Hearing held in June at the Peace Palace in The Hague. The outcomes and recommendations from the event are further elaborated in this report and in the official Global Hearing report. Furthermore, the priorities and key themes identified by the participants have given THP a new impetus and a focused direction for its mandate, namely, the ever growing need to including the private sector and cities as key stakeholders in addressing refugee and migration challenges. THP is therefore focusing its efforts in engaging with these two stakeholders whilst trying to expand its network and get its message across to new actors.

Last year, we convened expert consultations in two key migration hubs – Manila and Istanbul – which added to the expertise gained in the previous expert consultations held in Johannesburg and Toronto in 2011. These gatherings have helped us to gather further insights into the needs of businesses and cities when dealing with refugee and migration issues.

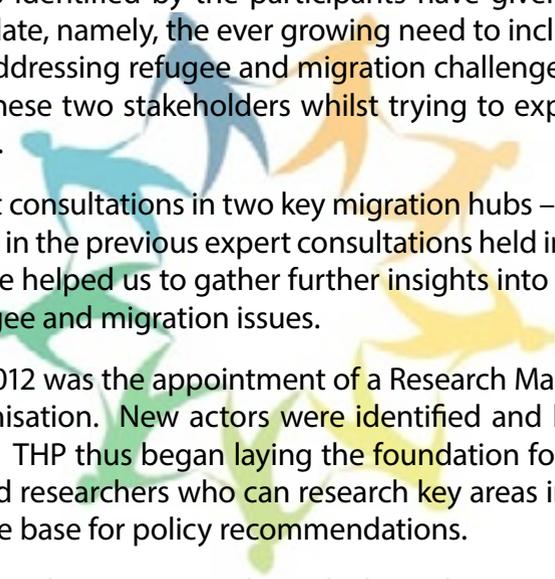
A significant step for THP in 2012 was the appointment of a Research Manager who could further the research agenda of the organisation. New actors were identified and key areas in need of further research have been explored. THP thus began laying the foundation for engaging in collaborations with academic institutions and researchers who can research key areas in the refugee and migration field and so create an evidence base for policy recommendations.

THP has made progress in its online presence through the redesign of its website and by actively expanding its use of social media tools. This has created the possibility of interacting not only with our traditional network but also opening up to a broader community.

We would like to take this opportunity to thank our donors, partners, volunteers and Club and Board Members for their valuable support and advice over the past year. THP remains largely dependent on their commitment, and we hope to intensify our cooperation in the years to come. Lastly, we would like to thank Mr Frank Ubachs who completed his term as Executive Director of THP at the end of 2012 and wish him every success in his future endeavours.

**NAVA HINRICHS**  
MANAGING  
DIRECTOR

**FRANS BOUWEN**  
DIRECTOR OF EXTERNAL  
RELATIONS



# 1. Key Areas of Focus

## The Business Sector:

The private sector is an important player in the refugee and migration field as it seeks to attract the best possible talent from national and international labour markets. THP is collaborating with its network to get businesses involved in the migration debate so as to maximise the benefits of labour migration.



## Cities:

Urbanisation and migration are interlinked phenomena. Increased urbanisation (due in part to migration) gives rise to new challenges and opportunities and it is in the interest of all stakeholders that migration challenges are addressed by cities so as to manage it effectively and maximise its benefits. THP is engaging more representatives of major migration cities to include the refugee and migration dimension in their decision making processes.



## Evidence Based Research:

THP is in the early stages of creating an evidence base of existing research in the field of refugee and migration policy. In doing so, THP helps to identify gaps in research and distil insights and recommendations for solutions and policy-making processes.



## Communication:

The use of social media tools functions to bring interested parties and stakeholders together to develop practical solutions in the fields of refugee and migration policy. THP is working on developing a virtual platform for communication and dissemination of materials relevant to the refugee and migration field.



## The THP Network:

In order to implement its vision and mission as outlined above, THP aims to incentivise its global and multi-disciplinary network of individuals, public and civil society organisations and institutions to seek policy solutions to migration challenges. In 2012, THP continued to deepen its network through inviting new contacts to join the network. Furthermore, THP collaborated with existing members in various capacities including providing migration policy expertise for The Boston Consulting Group's 2012 report 'Contouren van een nieuw Nederlands verdienmodel' (Contours of a new Dutch Revenue Model).

## 2. Communications & Events



GLOBAL HEARING 2012, PEACE PALACE

THP sees communication as a main priority as set out in the 2011-2015 THP Strategic Plan which plays a tactical role in all of THP's endeavours. Communication avenues are also the main tool for accomplishing THP's mission of globally coordinated collaboration in the field of refugees and migration. THP is creating a virtual platform for sharing best practices and knowledge on refugee and migration. The online tools provided by THP facilitate participation and encourage the development of ongoing processes in the field of refugees and migration.

In 2012, THP expanded its social media presence, particularly through Twitter and Facebook. As a result, THP has been able to engage with key players in the field of refugee and migrant issues, expand its network as well as contribute to changing negative perceptions of migrants and refugees through its social media avenues.

### GLOBAL HEARING ON REFUGEES AND MIGRATION - JUNE 4-5, 2012 THE HAGUE, THE NETHERLANDS

THP contributed to the preparations of the 2012 GFMD which took place in Mauritius. The roundtable discussions of the Forum were of particular interest to THP as the debates were in line with the outcomes of the Global Hearing. The roundtables also looked at how to best circulate and manage labour migration flows so as to support development, as well as how to change the public's negative perception of migrants.

THP was represented at the GFMD by its Chairman of the Board, HRH Prince Constantijn of the Netherlands, and was further able to contribute its expertise to the GFMD through various avenues:

**In collaboration with former THP staff member Wies Maas of ICMC, THP offered substantial input in preparation for the proceedings of the Civil Society Days of the GFMD 2012**

**THP consulted with the Dutch Ministry of Foreign Affairs in preparatory meetings leading up to the GFMD**

**The findings from the Global Hearing were communicated to the organisers of GFMD 2012 who forwarded the report to all participants**

### GLOBAL HEARING ON REFUGEES AND MIGRATION - JUNE 4-5, 2012 THE HAGUE, THE NETHERLANDS



GLOBAL HEARING 2012, PEACE PALACE



GLOBAL HEARING 2012, PEACE PALACE

The Global Hearing was truly a global event; over 200 participants came from over 60 different States and from all continents, representing the broad range of stakeholders in refugee and migrant issues. National, regional and local governments, businesses, the private sector, trade unions, cities, international organisations, NGOs, civil society, faith groups, academia and the media were all represented and participated in the proceedings of the Global Hearing.

The pinnacle event for THP in 2012 was the Global Hearing on Refugees and Migration, hosted by THP at the Peace Palace in The Hague, the Netherlands. The aim of the Global Hearing was to bring together traditional and new stakeholders to discuss pressing issues in refugee and migration policy and identify actions points that need to be taken by respective stakeholders in the field. After more than a decade since the inception of THP - during which time the organisation gathered expertise and knowledge in the field - the Global Hearing marked a significant milestone in steering THP into a new direction to address new challenges that have emerged in recent years.

The welcoming of the need for multidisciplinary participant engagement was echoed by former United Nations Secretary-General Kofi Annan in his message to the Global Hearing:

*'We need to find ways to step up our efforts to build understanding and alliances so we can find fair and sustainable solutions to the challenge and opportunities of migration and refugees... your work and The Hague Process continues to be central to our hopes of achieving this goal'*

GLOBAL HEARING ON REFUGEES AND MIGRATION - JUNE 4-5, 2012  
THE HAGUE, THE NETHERLANDS

THP facilitated the interaction of a broad range of stakeholders through numerous plenary sessions and working groups which discussed subjects that fell under the following five themes:

- 1 *The impact of future demographic changes related to labour migration and refugees*
- 2 *Political and social changes*
- 3 *The impact of the global economy*
- 4 *The urbanisation of displaced people*
- 5 *The impact of climate change on human mobility*

The discussions and recommendations made by participants were gathered and distilled into a matrix which identifies the priorities which need to be addressed by the relevant actors through necessary actions. The implementation of the matrix is the responsibility of all stakeholders. THP will use the matrix in the coming years as a framework for the projects that need to be undertaken either by THP or by other actors (for full report see: [www.thehagueprocess.org](http://www.thehagueprocess.org)).

## 3. Business Sector & Cities

### EXPERT CONSULTATIONS

*The Central Question: 'How can cities and businesses benefit from human mobility in reaching their professional objectives?'*



Following the Expert Consultations held in 2011, THP organised two further Expert Consultations in 2012 in cities that are known to be major migration hubs: Manila and Istanbul. The primary purpose of these meetings was to connect influential stakeholders in the migration and refugee fields; more specifically, representatives of the private sector and of cities. Through the Expert Consultations, THP was able to bring together city and business representatives to address the question: 'How can cities and businesses benefit from human mobility in reaching their professional objectives?' The Expert Consultations also discussed the challenges and opportunities migrants pose for cities and businesses, ways in which to strengthen ties and building new working-relations where possible, as well as providing practical insights into ways in which to improve the position of people on the move.

A full report of the findings and recommendations made at each Expert Consultation is available through the THP website (see [www.thehagueprocess.org](http://www.thehagueprocess.org)).

*"...The Global Hearing was truly a global event; over 200 participants came from over 60 different States and from all continents, representing the broad range of stakeholders in refugee and migrant issues"*



#### EXPERT CONSULTATIONS - MANILA, PHILIPPINES

*'A welcome and much needed initiative that brought together stakeholders who do not normally consult on migration issues'*

Participants of the Expert Consultation held in Manila, Philippines noted the unique nature of the event in that it was organised by a foreign non-governmental organisation. They also hailed the meeting as a welcome and much needed initiative that brought together stakeholders who do not normally consult on migration issues.

The Philippines traditionally experiences a significant portion of its population emigrating for work-related purposes. From the Expert Consultation in Manila it became clear that city, business and migrant groups are in need of further management and that socio-economic costs and gaps in the Philippines need to be bridged through capacity building programmes.

Participants in Manila also called for more research on the effects and social costs of emigration on Manila. The participants hope that increased attention to the city will strengthen the voice of Manila in international debates and influence on migrant movements to and from the city.



*‘...THP has deepened its global network and strengthened its ability to recognise the different phases that stakeholders go through in order to commit to better refugee and migration policies.’*



#### EXPERT CONSULTATIONS - TURKEY, ISTANBUL

The Istanbul Expert Consultation differed from previous consultations in that the subject of migration has traditionally been given little attention as an influencing factor at the municipal policy-making level. THP noted throughout the Istanbul Expert Consultation that there was a large gap between the use of existing research and policy-making bodies. The Expert Consultation sought therefore to bridge this gap and stimulate an ongoing dialogue between the two stakeholders.

Those present at the Expert Consultation agreed that currently, migrants in Istanbul are seen in a negative light and that the potentially positive effect of migrants on society are rarely highlighted within Turkish society. It was also noted that the management of skilled versus unskilled migration is not developed in Istanbul. Where skilled migrants are needed in Istanbul, there is currently no mechanism or policy to identify and match the skills with the jobs.

The conclusions drawn from the Expert Consultation included the need for increased transparency of migration policy, the need to develop a skill-matching mechanism and the need for greater involvement of promotion of migration by the Turkish government.

#### BUSINESSES AND CITIES: LOOKING FORWARD

Aside from the nexus between businesses and the cities of Manila and Istanbul, the Expert Consultations also allowed THP to gain further experience in identifying the specific role that both stakeholders play in their respective settings. Furthermore, THP has deepened its global network and strengthened its ability to recognise the different phases that stakeholders go through in order to commit to better refugee and migration policies.

Building on the lessons learnt from the Expert Consultations, THP plans to formalise an approach for establishing partnerships between businesses and cities through the use of a template with specific goals. Steps to this end are planned to be taken during the course of 2013.



#### VIETNAM PROJECT: TEMPORARY LABOUR MIGRATION PROJECT



The Caden Corporation and Manpower initiative on temporary labour migration between Vietnam and Western Europe is a business sector driven project on managing temporary migration forms. The project was initiated in 2011 by the Caden Corporation and Manpower and THP became involved in order to engage interest from business. Regrettably, the Vietnam Project could not be executed in full in the year 2012 due to complications arising from the crisis in Japan and Libya which required emergency relief work from the Vietnamese partners. Notwithstanding this unfortunate series of events, THP hopes that the initiative will be able to move forward in the course of 2013.

# 4. Evidence-Based Research

As a result of the outcomes and recommendations from the Global Hearing, THP began considering potential research collaborations with academic institutions and/or researchers. To this end, and with the support from the COFRA Foundation, THP welcomed the appointment of a Research Manager in 2012.

Since her appointment, the Research Manager worked on identifying the main knowledge gaps in research, as well as possible collaborators. In order to further this agenda, THP participated in the Asian Population Association Conference in Bangkok, Thailand as well as in the Pathways to Metropolis in the 21st Century: Immigration Issues and Futures in Auckland, New Zealand. Both conferences were related to thematic areas of research which were of interest to THP's evidence-based research programme. THP envisages that in the course of 2013, a number of research collaborations will be undertaken and further details will be refined.

Furthermore, THP participated in the World Bank's Knowledge and Migration and Development initiative (KNOMAD) which had its first meeting in Geneva in December 2012. This initiative is a platform through which THP contributes to the pooling of knowledge and expertise in the field of migration and refugees.

Lastly, The Global Migration Futures projects undertaken by the Oxford International Migration Institute in which THP collaborated in 2011, culminated in a report which is available through the THP website and has been disseminated to a wide audience.



*'..THP welcomed the appointment of a Research Manager in 2012.'*

# 5. Looking Forward

2012 was a pivotal year for THP; its mandate as a convener of stakeholders in the field of refugee and migration issues was reaffirmed at the Global Hearing and it was endowed with the task of identifying new areas and challenges that need to be addressed together with other stakeholders in the migration and refugee fields.

In 2013, THP will continue to work towards realizing the action points in the matrix which are the direct outcomes and recommendations from the Global Hearing. Some milestones for 2013 will include facilitating the formation of partnerships between businesses and cities, setting up research collaborations, convening roundtable discussions between businesses and cities, and the Club of The Hague meeting due to take place in early June.



# 6. Financial Overview

Over the past few years, the financial position of THP has been stable, enabling THP to secure its goals. With the support of the most important and loyal group of donors the Board has succeeded in reaching its ambitious policy, research and outreach objectives meanwhile realising a modest positive balance over the reporting year. Although the Board is acutely aware of the fragile financial basis of the Foundation, there is no cause for serious concern. Our main sponsors and partners have expressed their continuing support towards THP's ongoing activities and are funding its operations in 2013. The total income (€ 389,487) exceeded total expenditure (€ 383,294), which lead to a positive result of € 6,193 over the reporting year. This result leads to an equity of € 4.821 as of 31 December 2012.

## FUNDING

For its funding, THP is fully dependent on grants and donations. THP aims to develop sustainable ties with several committed funding partners with whom cooperation has grown strong over the past few years. We are very thankful to all our sponsors, and hope to continue our partnerships in the coming years.

## BREAKDOWN OF INCOME

Total income over 2012 was € 389,487. Income in 2012 has come from five principal donors (Municipality of The Hague, Dutch Ministry of the Interior, Dutch Ministry of Foreign Affairs, COFRA Foundation and Manpower Inc.). Roughly 32% of total income came from the public sector, 31% from the private sector and 37% from philanthropic donors. Operating costs consist of five main categories: personnel costs, office rental, travel and accommodation costs, website and communication costs, administrative and accountancy costs.

This financial report is a summary of the annual audit report for The Hague Process in 2012, audited by Deloitte in The Netherlands. The Dutch Tax Authority has approved THP Foundation as a non-profit organisation, meaning that gifts, grants and legacies are exempted from taxes. The full External Audit Report over 2012 can be obtained from the Secretariat.

## BALANCE SHEET & OVERVIEW

	December 31, 2012		December 31, 2011	
<b>Assets</b>				
<b>Fixed Assets</b>				
Tangible fixed assets		€ 4.703		€ 4.058
<b>Current Assets</b>				
Accounts receivable		€ 5.751		€ 8.728
Cash and Bank account		€ 107.296		€ 100.423
		€ 113.047		€ 109.151
<b>Total assets</b>		€ 117.750		€ 113.209
<b>Equity and Liabilities</b>				
<b>Equity</b>		€ 4.821		€ -1.372
<b>Current liabilities</b>				
Accounts payable	€ 7.615		€ 16.996	
Taxes and social security	€ 8.482		€ 5.593	
Pension payable	€ 96.832		€ 91.992	
Other accruals				
		€ 112.929		€ 114.581
<b>Total equity and liabilities</b>		€ 117.750		€ 113.209



**2012 Annual Report of the Foundation**

**'The Hague Process on Refugees and Migration' (THP)**

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