



Annual Report THP 2009

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Foreword by the Chairman of the Board

At its meeting in November 2008 The Club of The Hague decided that THP should focus its efforts to develop a new vision addressing the migration and refugee challenges of the next decade. For this purpose THP embarked on an ambitious path to develop a new vision on migration and refugee policy in tune with general development trends affecting the nature and volume of human mobility. It will continue and scale up its efforts to generate innovative, fact based, forward-looking and rational responses to migration and refugee issues in the next decade, connecting discourse, policies and practice.

The Annual Report 2009 presents the steps taken over the last year to enable THP to deliver on these ambitions, together with the THP network of global stakeholders. In addition the Report covers THP's ongoing work on:

- **Building a multi-disciplinary global network of experts and stakeholders**
- **Engaging municipal governments: developing an integrated citizen-based approach to migrants and refugees in large cities**
- **Mobilising business: identifying ways of integrating migration into corporate strategies**
- **Developing regional initiatives: ensuring that the voice of regional actors is heard and that specific regional situations are taken into account**
- **Supporting global dialogue: stimulating global initiatives to address the global migration challenge, thus strengthening the link between migration and development.**
- **Developing scenarios for future migration challenges together with the Oxford Migration Institute of the James Martin School for the 21st Century at Oxford**

Developments in the world underline the continued need for a forum like THP now that funding sources are becoming more scarce. The global financial crisis particularly affected employment and conditions of migrant workers, whilst host communities are looking inwards for solutions to the economic challenges. Climate change will lead to new categories of displaced people due to nature related crises. Corporate business fight for attracting top global talent, which is increasingly becoming a key strategic competitive asset. Demographic trends continue to point at the need for migration to enable host countries to retain current levels of economic wellbeing. At the same time the relative legal void in which global migration takes place allows for growing abuse and organized criminal activity.

The ambition level in 2009 was high, driven by the positive momentum at THP, the response it is getting in its working strands, and the developments in the world around us. Given the limited financial and human resources, THP therefore decided to consolidate and focus its efforts in 2010, which will be marked as a transitional year for THP.

I would like to thank our partners and donors, the Club of the Hague and the Secretariat for having committed themselves to The Hague Process, and for working in such a constructive and supportive way in 2009. I look forward to continuing our cooperation in the next period to come.

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

Director's Account

It is with pleasure that I present to you this Annual Report of The Hague Process on Refugees and Migration (THP). I hope you will find it a useful overview of our activities and achievements over the course of 2009. In the year 2009, apart from its ongoing activities and in order to remain complementary and of added value as catalyst and bridge-builder, THP particularly focused its forward looking approach on the following question:

What should be the role of The Hague Process on Refugees and Migration (THP) as from 2009?

Since 2000 The Hague Process on Refugees and Migration (THP) is a network organization focused on developing new visions and insights, drawing on a wide range of global resources. It turns visions into useful concepts and instruments for its partners and others to use. Its active network of over 3000 individuals, organizations and institutions enables this approach. THP identifies barriers to effective refugee and migration policies and develops ideas and tools to overcome these.

Since the publication of the 'Declaration of The Hague on the Future of Refugee and Migration Policies' (2002), THP has done pioneering work with regards to involving Businesses and Local Authorities in the Refugee and Migration arena, as well as on bridging the gap between migration & development and migration & human rights, and making sure the voice of various regions in the world is being heard. As from 2005 THP developed itself to be a catalyst and facilitator for the development of innovative refugee and migration policies. It seeks to connect and give a voice to various stakeholders that have an interest in the field. In its projects THP explicitly places refugees and migration in the context of development with respect for human rights.

In 2009 THP followed the advice from its donors and its Advisory Council, called 'Club of The Hague', to update its priorities due to a rapidly changing world, particularly in the field of mobility, refugees, migration and development. This led to an intensive process of updating and repositioning THPs focus and aims in different stages and in consultation with its key stakeholders:

- ➔ THP was being asked to react to new developments as they presented themselves in the field of refugees and migration;
- ➔ THP discussed internally the new logic to be followed and choose a stepping up of its working strands 'Business Initiative' and 'Big Cities Initiative' and by developing a new working strand 'Global Dialogues on Migration and Development'
- ➔ Together with its partner the James Martin 20th Century School of the University of Oxford THP continued the Project entitled Future Migration Scenarios

This developed into an envisaged short- to middle-term agenda for THP which is two-fold: first, THP will develop an "evidence base" through original research and "meta research". This includes running projects like the Global Migration Futures and the State of the Art projects, but is likely to include a "State of Play" inventory of existing research in order to build a repository of reference to the field, distill gaps, overlaps, priorities and recommendations. Based on this comprehensive evidence base, THP will host practical, focused policy dialogues with multiple stakeholders. Maintaining and further developing a network, with particular focus on local government and business representatives and which will be active between and beyond meetings, is considered important. Facilitating communication among members of this network will be one of our core responsibilities.

As you will be able to read in this report, also 2009 was also a year in which we actively looked forward to the coming period. Upon advice from the Club of The Hague, our high-level advisory body, an updated strategy has been devised to prepare THP's next step to take.

Lastly, I would like to take this opportunity to thank our donors, partners, volunteers, Club of The Hague and Board members, for their valuable support and advice over the past year. THP remains largely dependent on the commitment of these people, and we hope to continue and intensify our cooperation with regard to 'the next step' to take!

*On behalf of the Secretariat and Staff of THP,
Frans Bouwen, Director*

1. Vision and Mission

'Our starting point is to re-think the long term interests of states and societies as well as the aspirations and needs of people on the move (...) With good international cooperation, managed migration offers great potential, while one of the international community's major goals for the future should be to make the right and the option of remaining in one's own country viable for all. International refugee protection is a vital human rights achievement, but the coming decades require renewed effort to advance internationally agreed human rights norms, to tackle conflict prevention and the resolution of protracted conflicts.'

Extract from the Preamble,
Declaration of The Hague on the Future of Refugee and Migration Policy, 2002

Migration in all its forms is on the top of the international agenda, and will be one of the defining issues of the 21st century. Refugee challenges, in particular, have a long history of preoccupying policy makers and public concern, with the UNHCR leading international protection efforts since 1951. Processes of labor migration and other instances of forced or voluntary movement are also increasingly being discussed internationally. The Hague Process on Refugees and Migration (THP) recognizes the complexity of both refugee and migration processes, and seeks to address them as opportunities for cooperation and development.

THP, since its inception, tries to bridge the gaps in discourse on refugees and migration in line with the vision encapsulated in the 21 Principles of the 2002 *Declaration of The Hague on the Future of Refugee and Migration Policy*. The Hague Process on Refugees and Migration has established itself as an independent and non-political international forum for dialogue concerning refugees and migration within a human rights and development perspective, acting as a catalyst and a bridge-builder.

Vision

The 2002 Declaration of The Hague on the Future of Refugee and Migration Policy is based on the vision of a just world where refugees and migrants contribute to economic and social development, cultural richness and diversity without suffering discrimination and human rights violations.

Mission

The Hague Process on Refugees and Migration Foundation (THP) has as its mission to support the implementation of this Declaration. To this end THP:

- *Brings together a global network of stakeholders from a wide range of backgrounds*
- *Generates innovative concepts and approaches in the field of refugee and migration policy within a development and human rights perspective*
- *Functions as an independent catalyst for policy dialogue and initiatives*
- *Provides a high-level discussion forum on pertinent refugee and migration issues, made up of independent and prominent personalities united in the Club of The Hague*
- *Promotes its mission through a limited number of key projects and cooperation efforts*

THP seeks to build awareness of the multiple ways in which refugees, migrants and other displaced persons add value to societies. It contributes to policy making based on factual evidence; it welcomes input from experts of all kinds; it respects the many different interests of its stakeholders so as to address more comprehensively changing migration patterns, societal challenges and opportunities; it focuses on innovative approaches and concrete solutions.

2. Priorities

General priorities for THP were defined during the Annual Meeting of the Club of The Hague, the high-level advisory body of THP, in 2005 and reviewed at its annual meetings since then. These have evolved into four working strands:

The Business Initiative explores the relationship between business and migration. Migration touches on many of business's core practices as well as their responsibilities as corporate citizens. This makes them a logical ally to contribute to humane and effective migration policies. Yet the Business sector has, to a large extent, been absent from the refugee and migration debate. Therefore, THP organizes working sessions with business representatives to identify areas of interest and potential engagement of the business community. // *For more information, see p. 7*

The Big Cities Initiative addresses the issue of refugees, migration, mobility and inclusion in major urban areas across the globe. For most cities, the mutually reinforcing processes of migration and urbanization raise challenges of urban inclusion and diversity management. In order to take up the challenge of fostering greater social inclusion of refugees and migrants, the Big Cities Initiative explores with all concerned actors innovative approaches to citizenship. // *For more information, see p. 9*

The Global Dialogue on Migration and Development has gained new momentum since the 2005 Global Commission on International Migration and the resultant 2006 UN High-Level Dialogue on International Migration and Development. THP actively supports the efforts of the United Nations and others to highlight the case for just and orderly migration exploring the migration-development nexus. A central focus of THP efforts in this domain is the intergovernmental Global Forum on Migration and Development, the third meeting of which was held in November 2009 in Athens. // *For more information, see p. 11*

Regional Initiatives: While THP advocates a global approach to refugee and migration issues, there is great value in regional dialogues and initiatives which promote partnerships and a shared analysis of best practices between neighboring countries. THP organizes regional meetings to leverage solutions at the regional and local levels and to disseminate good practices through its global network. In 2009, no specific regional initiatives were developed, and it has thus not been included as a separate chapter in this Annual Report.

In communication with these four working strands, THP sees it as its inherent task to maintain the THP network, and to support the Club of The Hague as a think tank of global leaders on refugee and migration matters. // *For more information, see p. 21*

Business Initiative – Projects and Accomplishments in 2009

Migration touches on many of business's core practices as well as their responsibilities as corporate citizens. This makes them a logical ally to contribute to humane and effective migration policies. Yet the Business sector has, to a large extent, been absent from the refugee and migration debate. Therefore, THP organizes working sessions and research projects with business representatives to identify areas of interest and potential engagement of the business community.

WHAT WE HAVE DONE:

- **Business and Migration – Perceptions from Denmark** // Publication, January -
A series of interviews with the private sector and organized industry was conducted in December 2008 and January 2009, and published in January 2009. The compilation explores the dynamics of international labor migration and how these relate to business practice of Danish companies.
- **Migrant Workers in Global Supply Chains** // Conference Copenhagen, January -
Upon the initiative of the Danish Institute for Ethical Trade (DIEH), THP organized with DIEH a one-day conference in Copenhagen on "Migrant Workers in Global Supply Chains".
- **Business, Migration and Mobility** // Roundtable The Hague, April -
A roundtable was organized in cooperation with the European Commission and the Confederation of Netherlands Industry and Employers (VNO-NCW). It meant to bring together business leaders and representatives from local governments in The Netherlands, including those with a migrant and 'diaspora' background, to discuss challenges and ways forward related to migration and mobility and explore means of cooperation between these two important stakeholders.
- **Labor Migration, Business and Human Rights in India** // Meetings New Delhi, October -
Several meetings, for further elaboration, were organized with the Federation of Indian Chambers of Commerce and Industry, UNHCR India and member of the Club of The Hague Virendra Dayal.
- **The Private Sector and International Migration Policy** // Conference Athens, August -
THP provided input to the organization of this conference, which was intended as a preparatory meeting for the Global Forum on Migration and Development. The meeting, attended by THP Chairman HRH Prince Constantijn of The Netherlands, centred on three major themes: migration and the global economic crisis, why migration is good for business, and designing business-friendly migration policies.
- **World Economic Forum, Global Agenda Council on Migration** -
THP Director Frans Bouwen was invited by the WEF to join the Global Agenda Council on Migration and participated in its Migration Council Meeting in Dubai in November.

WHAT WE HAVE LEARNED:

- The economic crisis partially erodes the labor shortages that exist in many industrialized countries and leads companies to reorient towards the national market in their recruitment policies. However, there is a broad consensus that in the middle and long term these companies will return to looking for foreign labor to fill their vacancies. The WEF Global Agenda Council on Migration concluded that the crisis presents a window of opportunity to reform migration policies.
- SMEs often plan less strategically for labor market concerns, like recruitment of migrants. Industry associations can play an important role in involving SMEs in this process.
- There is much potential in partnerships between business and municipalities on the reception and integration of migrants.
- There seems to be a consensus among companies that recruitment of migrants should be simplified, also for lower-skilled occupations.

- Most companies have codes of conduct and accompanying auditing protocols, but these usually do not explicitly refer to issues related to migrant workers within the company or within the supply chain of the company.
- Ensuring the basic rights of migrants workers within the supply chain is a specific challenge. One general positive approach is to maintain stable contracts with a small number of suppliers, in order to build relationships of mutual trust within the supply chain.
- It remains a challenge to better mobilize the talents of asylum seekers, refugees and migrants already present in the country. This includes efforts to improve credential recognition.
- The crucial importance of addressing rural to urban migration was raised at the meetings with business representatives in New Delhi, India.

REPORTS / PUBLICATIONS:

Business and Migration – Perceptions from Denmark, THP, January 2009

Migrant Labour in Global Supply Chains, THP & DIEH, Copenhagen 30 January 2009

Business, Migration and Mobility, THP, April 2009

The Private Sector and International Migration Policy, Migration Policy Institute and Hellenic

Migration Policy Institute, August 2009

World Economic Forum, Global Agenda Council Report on Migration,

<http://www.weforum.org/pdf/globalagenda2010.pdf> p. 252-255.

KEY REFERENCES:

BSR, International Labor Migration: A Responsible Role for Business, October 2008,

http://www.bsr.org/reports/BSR_LaborMigrationRoleforBusiness.pdf.

International Business Leader's Forum, Business and Migration: From Risk to Opportunity, March

2010, <http://www.iblf.org/~media/Files/Resources/Publications/BusinessAndMigration.ashx>.

Big Cities Initiative – Projects and Accomplishments in 2009

Cities authorities like to portray their cities as a diverse, global city. Migration and diversity are considered to bring a valuable dynamic to a city. Indeed, it may be considered as the primary function of the city: people move there in search of better lives, trying to cling on to the sports of the social ladder that the city offer. However, the interconnected processes of refugee protection, migration and urbanization also raise challenges of urban inclusion and diversity management. In order to take up the challenge of fostering greater social inclusion of refugees and migrants, the Big Cities Initiative explores with stakeholders innovative approaches to citizenship. With workshops held in 2008 an initial cycle focusing on access to education, employment, health, housing and political participation was concluded. Activities in 2009 were aimed at disseminating the results among a wider audience, and institutionalize cooperation with partners.

WHAT WE HAVE DONE:

- **Business, Migration and Mobility** // Roundtable The Hague, April -
A roundtable was organized in cooperation with the European Commission and the Confederation of Netherlands Industry and Employers (VNO-NCW). It meant to bring together business leaders and representatives from local governments in The Netherlands, including those with a migrant background, to discuss challenges and ways forward related to migration and mobility and explore means of cooperation between these two important stakeholders.
- **Refugees and IDPs in the Urban Setting** // Mayor's Roundtable Geneva, December -
Upon request of the UN High Commissioner for Refugees, Mr. António Guterres (also member of the Club of The Hague), THP organized in cooperation with UNHCR and the Mayor of Geneva a roundtable for Mayors in the frame of the UNHCR Annual Dialogue on Protection Challenges to discuss humanitarian challenges in their cities. The meeting was intended to facilitate an exchange of experiences and inform the subsequent High Commissioner's Dialogue on Protection Challenges, which carried the theme of: "Challenges for Refugees, Internally Displaced Persons and Stateless Persons in Urban Settings". The Mayor's Roundtable united approximately 25 mayors, with several also participating in the remainder of the Dialogue. Mayor of The Hague Jozias van Aartsen, also Secretary of the Board of THP, acted as co-chair of the meeting next to UN High Commissioner for Refugees, Mr. António Guterres, and the Mayor of Geneva, Mr. Rémy Pagani.
- **UNESCO / UN-HABITAT Project "Creating Better Cities for Migrants"** // Membership, ongoing -
THP was requested to take seat in the Expert Committee that advises a project run by UNESCO and UN-HABITAT on "creating better cities for migrants". The project is intended to result in the publication of a brochure and toolkit for local governments, to be launched at a THP global event in 2011.
- **Coherent Policies for Social Inclusion** // Research, ongoing -
Desk research was commenced in 2009 on the cooperation across levels of government concerning the inclusion of refugees and migrants. This issue was raised repetitively during Big Cities workshops in previous years, and was considered to be a largely unexplored agenda internationally. Desk research was therefore started by THP, with the aim of informing future meetings and possible publications.

WHAT WE HAVE LEARNED:

- Whereas cities are at the forefront of migration management, their connectedness with other stakeholders remains essential. Local governments look at the business sector as an important ally for the inclusion of refugees and migrants in the local labor market, although constructive and sustainable partnerships are not always easy to sustain. Where connections to national

governments are concerned, these are sometimes better characterized by confrontation rather than cooperation, impacting on the effectiveness of inclusion policies at the local level.

- There is a continued demand for international networks of cities to exchange experiences and good practices. This was raised for instance at the Mayor’s Roundtable prior to the UNHCR Annual Dialogue and at other events where THP was represented. “Twinning” of municipalities was raised as an option that could help municipalities deal with specific humanitarian challenges. The involvement of and partnership with municipalities by established international organizations, such as the current strategy of UNHCR, is very important.

REPORTS / PUBLICATIONS:

“Executive Summary, Third High Commissioner’s Dialogue on Protection Challenges”, UNHCR, December 2009, <http://www.unhcr.org/pages/4a12a4a26.html>

“People on the Move and Inclusive Cities – A Global Framework of Reference” in: Borders, Boundaries, Bridges: The Faces of Migration in the Big Cities”, published by IDEALS, Philippines.

KEY REFERENCES:

UNHCR Policy on Refugee Protection and Solutions in Urban Areas, September 2009,

[http://www.unhcr.org/cgi-](http://www.unhcr.org/cgi-bin/texis/vtx/search?page=search&docid=4ab356ab6&query=urban%20settings%20policy)

[bin/texis/vtx/search?page=search&docid=4ab356ab6&query=urban%20settings%20policy](http://www.unhcr.org/cgi-bin/texis/vtx/search?page=search&docid=4ab356ab6&query=urban%20settings%20policy)

“Cities of Migration, Good Ideas in Integration”, Maytree Foundation, <http://citiesofmigration.ca>.

Global Dialogue on Migration and Development – Projects and Accomplishments in 2009

The links between migration and development are receiving much attention in recent years, as evidenced and catalyzed through the establishment of the state-led Global Forum on Migration and Development (GFMD) in 2007. GFMD III was held in Athens, Greece, in November 2009. THP informed and complemented the GFMD process by stimulating and providing input to a pre-conference for the private sector, held in August 2009.

WHAT WE HAVE DONE:

- **Global Forum on Migration and Development (GFMD)** // Conferences, August and November - THP consulted closely with the Onassis Foundation, which was responsible for the organization of the Civil Society Days of the GFMD, on the design and content of the meeting. THP advocated for a separate meeting for business leaders, which was organized by the Onassis Foundation and the Migration Policy Institute with considerable input by THP. THP was represented by its Chairman, HRH Prince Constantijn of The Netherlands, and by Board member Mrs. Kathleen Newland. THP also attended a civil society preparatory meeting organized by the Netherlands Ministry of Foreign Affairs in The Hague.
- **Global Governance of International Migration – A State of the Art Review** // Research, ongoing - The aim of this research project is to assess what progress has been made in achieving the overarching goal of enhanced international cooperation and global governance on migration identified as a priority in these various high-level fora, to identify obstacles to progress, and to recommend next steps in developing international cooperation that fully takes into account both a human rights and development dimension. The project is led by Khalid Koser and Wies Maas, and is run in cooperation with the Netherlands Institute for International Relations Clingendael. It was initiated in 2009 and an initial version is scheduled to be finalized by mid 2010.
- **Global Migration Futures Scenarios** // Research, ongoing - The research project in cooperation with the James Martin 21st Century School at the University of Oxford into migration scenarios has started on 1 May 2009 with the development of a conceptual framework, interviews and the planning of a workshop to be held in June 2010. The project will develop perspectives on the changing dimensions and dynamics of population movements over the next 10-20 years. It aims to inform policy makers, initiate a debate and fill gaps with the provision of a comprehensive, evidence-based conceptual framework on the forces driving migration.
- **Compendium of Rights Related to Migration, Volume II: Soft Law** // Research, November - While Compendium Vol. I focused on the hard law of the nine core human rights treaties, Volume II has collected the rights laid down in various soft law instruments. The aim is to make accessible for a broad public the wide variety of “soft” rights that are applicable to those on the move.
- **Arab-European Human Rights Dialogue** // Conference, April - THP played a facilitative role for the organization of a large conference for National Human Rights Institutions of the European and Arab regions. The Dialogue was centered around the topic of migrant’s rights, and THP delivered a Keynote address.
- **World Migration Report 2010** // workshop, December - THP provided input into IOM’s World Migration Report 2010 by participating in a workshop on “Future Migration Scenarios: Building Capacity for Change”, Cairo, Egypt, 1 and 2 December
- **Fundamental Rights Agency** // Conference, December - THP provided input into the annual conference of the Fundamental Rights Agency (FRA), 10 and 11 December. The Conference was the EU’s key event on International Human Rights day bringing together more than 200 leading figures from EU Member State governments, EU institutions,

intergovernmental organizations, local authorities, civil society and specialized bodies on human rights. In 2009 the main focus was on 'making rights a reality for all'. The invitation was sent to THP by FRA director Morten Kjaerum (also member of THP's Board) and the Swedish Minister of Integration and Gender Equality N. Sabuni.

WHAT WE HAVE LEARNED:

- Discussions at the GFMD witness a steady evolution into more focused debate with tangible outcomes. However, private sector presence remains very limited. Their participation, as well as the involvement of local governments, would significantly increase the likeliness of meaningful impact of the Forum.
- The Civil Society Days continue to have the same problems as before. The agenda for the conference mirrors the governmental sessions, which means that civil society representatives are forced to discuss issues not always pertinent to their organizations and field of work. Differences among Civil Society organizations remain large, making interface sessions with governments less productive. The involvement of migrant and diaspora organizations in this process is of added value, and THP has aimed at increasing their impact.

KEY REFERENCES:

UNDP Human Development Report, Overcoming Barriers: Human Mobility and Development, 2009, http://hdr.undp.org/en/media/HDR_2009_EN_Complete.pdf.
Final Report of the GFMD 2009, http://www.gfmdathens2009.org/fileadmin/material/docs/reports/gfmd_final_report.pdf

The Road Ahead: Strategy and Club of The Hague

CLUB OF THE HAGUE MEETING:

The Club of The Hague, as THP's high-level advisory and founding body, convenes every year in November in The Hague. It consists of many distinguished international leaders in policy, academia, civil society and business.

In 2009, the Club of The Hague discussed five major challenges related to refugees and migration, and formulated advice for THP and the broader community of stakeholders. This advice will be included in the development of THP's strategy.

Challenge 1: Changing the Perception and Terminology

Migration and migration terminology sometimes carry negative connotations. A new terminology should therefore be considered to enable a more neutral approach of the phenomenon. One option would be to think in terms of 'mobility' and 'movement' and create an alternative narrative of movement and belonging.

Challenge 2: Protection

The protection of environmentally induced refugees and migrants is an international responsibility. Efforts aimed at designing a proper international protection framework, such as the current UN Inter-agency Standing Committee, should therefore be supported.

The protection of migrants' rights is essential for their successful integration. Circular migration programs that do not respect some of these basic rights, such as the right to family reunification and some labor rights, should therefore be approached critically.

Challenge 3: Managing Urbanization

Urbanization is one of the most important mega-trends affecting and affected by refugee and migration flows. Building urban capacity to manage this development is critical. THP should therefore continue to facilitate cooperation among local governments to share experiences and to make a stronger stance to national governments and the international arena. At the same time, the importance of rural development should be kept in mind.

Challenge 4: Building a Business Case for Migration

In order to engage the business sector with refugee and migration issues it was advised to highlight the "business case for migration". THP should consider showcasing success stories of business involvement in migration, aiming at mainstreaming migration into existing standards setting and CSR initiatives, and organizing interface meetings with business representatives and government officials.

Challenge 5: Global Governance and Migration Management

In spite of the emergence of the GFMD process there is still a void in the global governance of migration. Efforts to mobilize a heterogeneous group of like-minded states in order to create common visions and strategies should be continued and supported.

The Club of The Hague welcomed several new guests, all participating in their individual capacity:

- Ms. Nebahat Albayrak, State Secretary for Justice, The Netherlands
- Mrs. Hélène Bourgade, Head of Unit EuropAid/E3, European Commission (EC)
- Mr. Robin Cohen, Director, International Migration Institute, James Martin 21st Century School at the University of Oxford
- Mr. Paul de Guchteneire, Chief of Section, International Migrations and Multicultural Policies, UNESCO

- Mr. Sergio Marchi, Senior Fellow at the International Centre for Trade and Sustainable Development Geneva, Former Minister of Citizenship and Immigration, Canada, and former Member of the Global Commission on International Migration (GCIM)
- Mrs. Anne McCarthy, Executive Vice-President, Corporate Affairs, Western Union
- Mr. Jan-Pieter Six, formerly responsible for CSR at Eureka/Achmea
- Lex Takkenberg, UN Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)
- Bjarte Vandvik, General Secretary, European Council on Refugees and Exiles (ECRE)

See annex 3 on p. 21 for the full list of Club of The Hague Members.

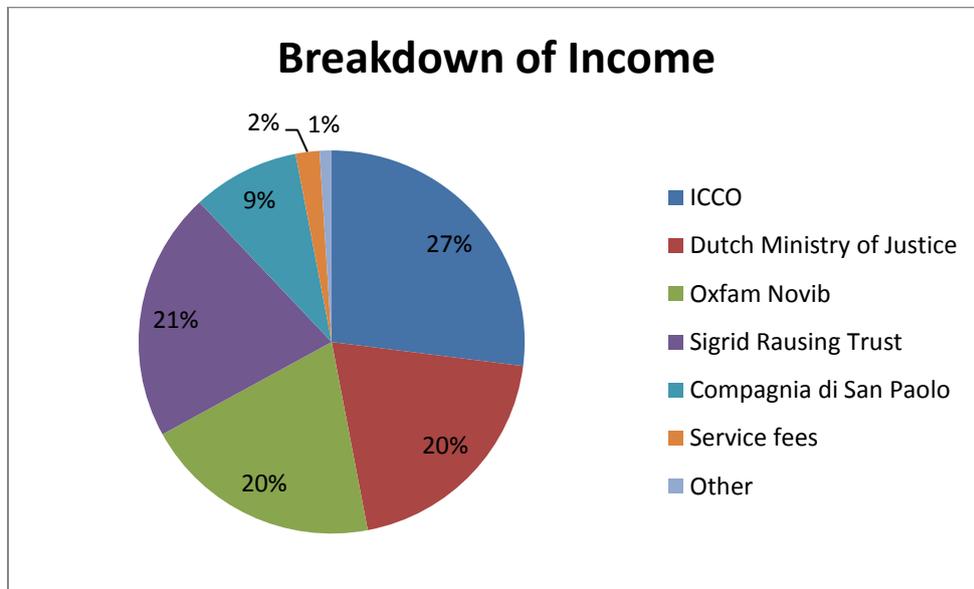
Financial Overview

Although THP witnessed a slight decrease in income over 2009, adjustments on the expenditure side resulted in a healthy financial position at the end of the year.

The graphs below show a total income (€ 254.490) exceeding total expenditure (€ 238.228) by € 16.262, which accounts for the small net surplus over 2009. This surplus adds to the small positive equity that was built up over 2008.

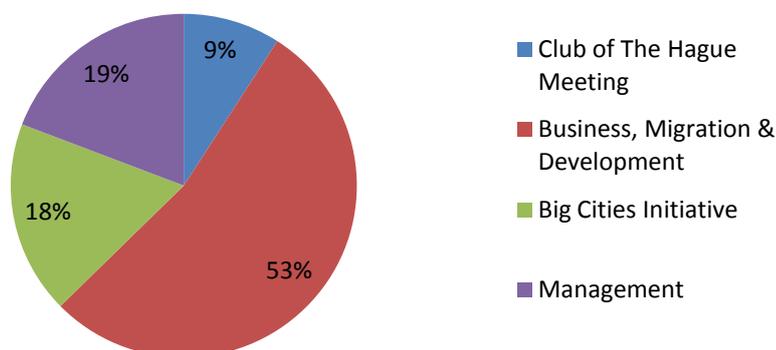
For its funding, THP remains dependent on grants mostly from private foundations and governments. It seeks to establish strong partnerships with these sponsors and values their engagement in THP activities and strategy. THP is very thankful to all its sponsors and hopes to continue the partnerships in the coming years.

This financial report is a summary of the annual audit report for The Hague Process on Refugees and Migration in 2008, audited by Deloitte in The Netherlands. The Dutch Tax Authority has approved THP Foundation as a non-profit organization, meaning that gifts, grants and legacies are exempted from taxes. The full External Audit Report over 2009 can be obtained from the Secretariat.



Graph 1 - Total income: € 254.490

Breakdown of Expenditure



Graph 2 - Total expenditure: € 238.228

Note: in the accounting of the Foundation, the “Business Initiative” and the “Global Dialogue on Migration and Development” have been taken together and are represented as a single working strand. This is due to the fact that it was uncertain at the beginning of 2009 whether the two working strands would continue separately. Costs for the working strands includes meeting and publication costs and salaries of project officers and external experts. Management costs include salaries, office rent and general overhead.

Balance sheet and overview

All amounts in Euros

	31.12.09	31.12.09	31.12.08	31.12.08
Assets				
Fixed assets				
Tangible fixed assets		3.645		502
Current assets				
Accounts receivable		7.111		6.630
Cash and bank account		113.030		90.170
Total assets		123.786		97.302
Equity and Liabilities				
Equity		32.699		16.437
Current Liabilities				
Accounts Payable	11.298		18.138	
Taxes and Social Security	4.786		3.724	
Other Accruals	75.003		59.003	
Total Equity and Liabilities		123.786		97.302

Annex 1: History of THP

In 2000, a three-year project on the Future of Asylum and Migration was sponsored by the Netherlands Chapter of the Society for International Development. A series of four working seminars was organized in The Hague to map the key policy issues and form as wide a consensus as possible. These workshops particularly explored numerous connections to some of the major global socio-economic challenges of our present time, notably human security, sustainable development, 'migration management', and refugee protection. Of particular concern were also the challenges that refugee movements and migration pose to policies of multiculturalism and social cohesion in increasingly diverse and urbanized societies throughout the world.

The first phase of the work led the participants to draft *The Declaration of The Hague on the Future of Refugee and Migration Policy* (2002). The preamble of this founding document succinctly expresses the approach: "*We believe that now is the time for a major change of focus. The patterns of migration are changing; the potential for international cooperation is increasing; demographic realities in the world are shifting; globalization offers possibilities to manage migration more productively; the advance of human rights and democratic governance open up new perspectives.*" This Declaration itself identified 21 key Principles constituting a comprehensive approach to the issues and some ideas for innovative ways forward. To give as wide a sense of 'ownership' as possible the document was widely consulted by over 500 global experts from governments, migrant and refugee organizations, NGOs, international organizations, faith groups, academia and business. These are all now affiliated to a global *THP network* of about 3000 members.

To build upon this solid consensus around an agenda for action and debate defined by The Declaration, *The Club of The Hague* was established in 2003 as a high-level forum and advisory body. In 2005, a growing public profile and the receipt of funds from supporting agencies and foundations encouraged THP to look for a stronger institutional and legal footing. This requirement was met by the formal establishment under Dutch law of the *Foundation 'The Hague Process on Refugees and Migration'*. THP set for itself the mission to follow up and, where possible, implement with its participating partners the 21 Principles of the Declaration focusing on new approaches while avoiding duplication with other valuable initiatives.

Annex 2: The Organizational Structure

THP started out as a project of a few energetic and committed individuals working in the refugee and migration field. They attempted to draw up a progressive agenda for the future of refugee and migration policy. Since then, it has institutionalized as a Foundation, and grown into a network of over 3000 members and a group of diverse, senior level advisors.

Organizational Overview

THP is a multi-layered organization which is small at its core and large in its reach. The THP Network is a wide collection of diverse stakeholders involved in refugee and migration issues, who have showed an active interest in THP's activities and goals. It currently consists of around 3000 members. Included in the Network is the Club of The Hague, a select group of international leaders on refugee and migration issues. It bundles the views of partners in the Network and meets annually in The Hague. The input from the Club of The Hague serves as the roadmap for the actual THP Foundation. The Foundation, consisting of Board and Secretariat, translates the ideas of The Club into concrete activities, research and communication. The Board meets twice a year to discuss broad policy directives and operational management. A Management Board, consisting of three Board Members, is involved on a more frequent basis to provide guidance to the Secretariat.



The Network

THP has established a unique multidisciplinary network of more than 3000 individuals and organizations with expertise in refugee and migration issues. Members originate from almost all countries, on all continents. The level and intensity of the contacts with individual members of the network varies widely, from policy contributions to mere information exchange.

The network was initially built to act upon the principles reached by consensus in *the Declaration of The Hague on the Future of Refugee and Migration Policy*. Along the way it further developed itself as

a place where the ideas and knowledge about developing innovative migration policies are shared. The network functions as:

- *A pool of expertise* from which THP draws for participants for seminars, workshops and conferences;
- *A source of direct partners* to conduct and follow-up on the Foundation's projects.
- *A sounding board and testing ground* for new ideas and THP outputs;
- *A reactive means* for dissemination of THP work, acquired knowledge and identified good practices.

The Club of The Hague

The Club of The Hague was officially established by the Mayor of the City of The Hague in 2003 and since then has come together every year on November 22nd (anniversary date of the launching of the Declaration). The Club includes many prominent and distinguished international leaders from the North and South, particularly from Africa, Asia and the Middle East, who all participate in THP in their individual capacity. As a high-level advisory body, it provides policy directions for the elaboration of the four working strands. It discusses key topics on the refugee and migration agenda within a development and human rights perspective. Due to the increase in the size of the Club, it has been divided in Active and Associate Members. // *A full list of members of the Club of The Hague can be found in Annex 3.*

The Board

The Board formally represents the Foundation THP. Its composition ensures that legal, economic, financial, administrative, and communication expertise are present besides knowledge of refugee, migration, and development issues and international networks. Board meetings are held at least once a year. In 2007 the Board met on 8 May and 21 November in The Hague, The Netherlands. A smaller operational management board (MB) was installed by the Board. Chaired by HRH Prince Constantijn of the Netherlands, it holds meetings on a monthly basis to review and discuss practical matters and latest developments.

Name	Profession
HRH Prince Constantijn of the Netherlands, Chairman	Member of Cabinet, European Commissioner for the Digital Agenda, Brussels
Mr. Jozias van Aartsen, Secretary	Mayor of The Hague
Mr. Jan-Hendrik Schretlen, Treasurer	Partner PricewaterhouseCoopers Netherlands
Mr. Ian Goldin	Director of James Martin 21st Century School at the University of Oxford
Mr. Morten Kjaerum	Director of the EU Agency for Fundamental Rights, Vienna
Mrs. Doris Magsaysay	CEO Magsaysay Shipping Philippines
Mrs. Kathleen Newland	Director Migration Policy Institute, Washington DC
Mr. Walter Schmid	Dean of the Lucerne University of Applied Sciences and Arts, Vice-President of the Swiss Federal Commission on Migration

The Secretariat

Permanent Staff in Office	
Frans Bouwen	Director
Wies Maas	Project Coordinator
Auke Witkamp	Project Coordinator
Doris Borchardt	Project Coordinator (on a voluntary basis)
Juan Salazar	Project Coordinator (on a voluntary basis)

Volunteers	
Olga Ferguson-Sidorenko	Compendium of Rights Related to Migration
Sander Lugtenburg	Compendium of Rights Related to Migration
Frank Ubachs	Middle East, North Africa and South East Asia Regional Initiatives
Coen van Vulpen	Compendium of Rights Related to Migration
International Consultants	
Khalid Koser	Migration & Development
Chris Parkin	Conference Methodology & Facilitation; Photography
Philip Rudge	International Asylum & Refugee Affairs
Photographers	
Gerhard van Roon	
Chris Parkin	

Annex 3: Club of The Hague 2009

Name	Position(s)	Membership type
HRH Prince El Hassan bin Talal of Jordan	President of the Arab Thought Forum; Former President of the Club of Rome	
Abdellatif, Ben Hadj	African Union	
Abdelmoumene, Mohamed-Larbi	Vice President of the International Centre for Migration, Health and Development; Former Deputy Director General of WHO and UNRWA; Former Minister of Health of Algeria	
Adepoju, Aderanti	Director of the Human Resources Development Centre of Nigeria; Consultant for several missions, including UNFPA, OAU, ECA, The World Bank, UNDP, FAO, IOM, UNESCO and UNHCR	
Arkless, David	President of Manpower Inc.'s Corporate and Government Affairs	
Awad, Ibrahim	Director of the International Migration Programme, ILO	Ex officio – representing ILO
Badran, Ibrahim	Advisor to the President for International Relations and Scientific Centers, Philadelphia University, Amman, Jordan	Representing HRH Prince Hassan
Bundegaard, Anita	Journalist for Politiken; Former Advisor to the United Nations High Commissioner for Refugees; Former Minister of Development Cooperation of Denmark	
Bosch, Peter	EU-DG Justice, Freedom and Security	Representing De Brouwer - EC
Carballo, Manuel	Executive Director of the International Centre for Migration, Health and Development; Professor of Clinical Public Health at the Columbia School of Public Health	
Coillie, Antoon van	CEO Finance Service Provider 'Blue Dolphin'	

Dankwa, Victor	Member of the Governing Council of African Legal Aid; Professor of Law at the University of Ghana	
Dayal, Virendra	Former UNSG Chef de Cabinet; Member of the National Human Rights Commission of India	
De Brouwer, Jean-Louis	Deputy Director-General, Justice, Freedom and Security, European Commission	Ex Officio – representing EC DG Justice, Freedom and Security, sometimes represented by Peter Bosch
Deetman, Wim	Member Council of State; former Mayor of the City of The Hague	
Delors, Jacques	President of Notre Europe; President of the Conseil Emploi Revenu Cohésion Sociale; Former Chairman of the European Commission	
Demmink, Joris	Secretary General at the Ministry of Justice of The Netherlands; Former Member of the Global Commission on International Migration	
Doyle, Michael	Professor of Politics and International Affairs at Columbia University – School of International and Public Affairs & Law school; Former Advisor to the UNSG Kofi Annan	
Duncan, Howard	Executive Head of the Metropolis Conference on Citizenship and Immigration	
Evans, Gareth	President and CEO of the International Crisis Group; Former Minister of Foreign Affairs of Australia	
Flinterman, Cees	Director of The Netherlands Institute of Human Rights at the University of Utrecht; Member of the Committee on the Elimination of Discrimination Against Women	
Gabriel-Van Dongen, Lara	Former Director of the UN Political Affairs Department for Europe and the Americas	

Gennip, Jos van	President of the Netherlands and European Chapters of the Society for International Development; President of the SOCIRES Foundation	
Ghidei-Biidu, Domenica	Judge; Representative for Refugee Women in the Netherlands	
Ghosh, Bimal	International Consultant on Migration, Trade and Development; Former Senior Director of the UN Development System	
Guterres, António	United Nations High Commissioner for Refugees	Ex Officio – Representing UNHCR and sometimes represented by José Riera
Hays, Gary	Shell International	
Iglesias, Enrique V.	Former President of the Inter-American Development Bank; Former President of the Society for International Development	
Jenny, Rolph	Special Advisor to the Chair in Office of the Global Forum on Migration and Development; Former Executive Director of the Global Commission on International Migration; Director of the International Migration Policy Program;	
Kobia, Sam	Formerly General Secretary of the World Council of Churches	
Ligon, Egad	Executive Director of Initiative for Dialogue and Empowerment through Alternative Legal Services (IDEALS)	
Loon, Frans van	Former Member of the Advisory Council on International Affairs of the Netherlands Ministry for Foreign Affairs; former Director of the ING Bank	
Loon, Hans van	Secretary General of The Hague Conference on Private International Law	

Lubbers, Ruud	Minister of State of The Netherlands; Former Prime Minister of the Netherlands; Former United Nations High Commissioner for Refugees (UNHCR)	
Majodina, Zonke	Deputy Chairperson of the South African Human Rights Commission; Senior lecturer at the Graduate School for the Humanities and Social Sciences, University of the Witwatersrand	
Meyer-Eschenbach, Matthias	Lawyer and Swiss Private Banker; Former Vice President of Citibank	
Morrison, John	Director of the Business Leaders Initiative for Human Rights	
Muntarbhorn, Vitit	Professor of Law at Chulalongkorn University; UN Special Rapporteur on the Situation of Human Rights in the People's Democratic Republic of Korea	
Newman, David	Professor of Political Geography and Chairperson of the Department of Politics and Government at Ben Gurion University	
Nordby, Trygve	Secretary General of the Norwegian European Agency; former SG of the IFRC and the Norwegian Red Cross	
Orozco, Manuel	Director of the Department 'Remittances in Latin America and the Caribbean' at the Inter-American Dialogue	
Pronk, Jan	President of the Society for International Development; Professor in Theory and Practice of International Development at the Institute of Social Studies; Former UN Special Representative for Sudan (Darfur); Former Dutch Minister for Development Aid	
Ramcharan, Bertie	Former Deputy UN High Commissioner for Human Rights	
Rinnooij Kan, Alexander	Chair of the Social and Economic Council of The Netherlands	

Riera, José	UNHCR	Ex officio – representing UNHCR / Guterres
Rivera Salgado, Gaspar	Project Director for the Center for Labor Research and Education at the University of California	
Robinson, Mary	Honorary President of Oxfam International; Member of the Board of the Ethical Globalization Initiative (EGI), Former President of Ireland, Former member of the Global Commission on International Migration	
Rudge, Philip	International Consultant on Refugees and Migration; International consultant to THP; Former Secretary General of the European Council on Refugees and Exiles	
Schwab, Klaus	Founder and Executive Chairman of the World Economic Forum	
Shamir, Shimon	Head of the Institute for Diplomacy and Regional Co-operation of the Tel Aviv University; Member of the World Economic Forum; Former Diplomat	
Süssmuth, Rita	Former Chair of the German Commission on Immigration; Former Commissioner of the Global Commission on International Migration; Former President of the German Federal Parliament (Bundestag); Former Minister of Youth, Family, Health and Women's Issues of Germany	
Sutherland, Peter	UN Special Representative for International Migration and Development; Chairman of British Petroleum plc. and of Goldman Sachs International	Ex officio, as UN Special Representative
Swing, William Lacey	Director General, International Organization for Migration	Ex Officio as DG IOM
Turabaz, Ehsan	Honorary Consul of Afghanistan in The Hague; Senior Sales Manager at Inter IKEA Systems B.V.	
Bjarte Vandvik	General Secretary, European Council on Refugees and Exiles (ECRE)	

Vitorino, Antonio	Member of Parliament of Portugal; Former European Commissioner for Justice and Home Affairs; Former Defense Minister of Portugal	
Wieruszewski, Roman	Director of the Poznan Human Rights Centre; Member of the Polish Refugee Board	
Williams, Abiodun	Vice President the Centre for Conflict Analysis and Prevention at the US Institute for Peace; Former Director of the Strategic Planning Office of the UN Secretary-General in New York	
Wijffels, Herman	Former Chairman Socio-Economic Council Netherlands; Former Executive Director of the World Bank	
Zolberg, Aristide	Professor of Political Science and Director of the International Centre for Migration, Ethnicity, and Citizenship at New School University in New York	

GUESTS

Name	Position	Attended when?
Balta, Kleijia	UNDP; UN-HABITAT	Guest 2008
Barakat, Sultan	University of York	Has represented HRH Prince Hassan
Conejos, Esteban	Undersecretary at the Ministry of Foreign Affairs of the Philippines	Guest 2008
Luz, William	Ayala Foundation – GFMD Civil Society Days, 2008	Guest 2008
Marchi, Sergio	Former Minister of Immigration, Canada. Special Consultant ICMC on Global Governance of Migration	Guest 2009
Six, Jan Pieter	Achmea Eureko	Guest 2009

Anne McCarthy	Executive Vice-President, Corporate Affairs, Western Union	Guest 2009
Hélène Bourgade	Head of Unit EuropAid/E3, European Commission (EC)	Guest 2009
Nebahat Albayrak	Former State Secretary for Justice, The Netherlands	Guest 2009
Robin Cohen	Director, International Migration Institute, James Martin 21 st Century School at the University of Oxford	Guest 2009
Paul de Guchteneire	Chief of Section, International Migrations and Multicultural Policies, UNESCO	Guest 2009
Lex Takkenberg	UN Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)	Guest 2009
Joost van der Aalst	Chief of Mission, IOM Netherlands	Guest 2008
Hans Metzmakers	Policy Officer, City of The Hague	Guest 2008