



The Hague Process
on Refugees and Migration

Annual Report 2015



	Page
Foreword by the Chair of the Board	3
Account of the Director	4
Vision & Mission	6
Governance Structure & Membership	7
Key Areas of Focus	8
The Business Sector & Cities	13
Evidence-based Research	14
Looking Forward	16
Financial Overview	17

Foreword by the Chair of the Board

In the course of 2015 it became clearer than ever that we are living in a world of unprecedented change. One of the phenomena spreading rapidly all over the world is the challenge of large numbers of forced migrants crossing borders. Thousands are forced to leave their home countries due to persecution, violence, war, hunger, and poverty. Sustainable solutions are hard to come by and migrants as well as their host societies are faced with numerous and complex challenges.

In 2015, The Hague Process on Refugees and Migration (THP) took up the task to look for new responses which could pave the way for innovative and actionable solutions. With support from our partners, THP launched a first Business-City Partnership Programme as a way to deliver a pragmatic solution that answers to migrants' need for employment whilst also addressing business and local government concerns. The programme gathered momentum during the course of 2015 and is set to develop further in 2016.

As the newly appointed Chairperson of the THP Executive Board, I am also pleased to mention that in 2015 a new structure of governance was created for THP. After 10 years as Chairman of the THP Board, HRH Prince Constantijn of The Netherlands stepped down from his role and is now Honorary Chairman of THP. The newly appointed Board has since been working on continuing the work that THP has carried out over the years and we are committed to steering the organisation's mission within the new leadership.

We wholeheartedly thank our partners and supporters for their contributions in 2015 which have allowed THP to implement its agenda, and we look forward to sharing further developments with you in the coming year.

Nebahat Albayrak

Chair of the Board

Account of the Director

It is with great pleasure that we present to you the 2015 THP Annual Report. Over the course of the year, and with the support of the newly appointed Executive Board, we continued to take necessary steps in order to begin the gradual shift towards functioning as a social enterprise. This transition period has required a great deal of reflection on our areas of activity and a renewed focus on our added value in the field of migration. We continued to refine our Business-City Partnership programme and have worked in close collaboration with relevant partners to help shape and deliver our vision.

THP launched its first pilot programme in the city of Rotterdam for migrant training and placement. In 2015, we were able to gather a large amount of intellectual property regarding the labour market in the Rijmond region. This was complimented by research done on the migrant community living in and around the city of Rotterdam. Initial steps were also taken to replicate the programme in other cities..

2015 also saw the deepening of THP's ongoing collaboration with the Global Forum on Migration and Development (GFMD), chaired in 2015 by the Turkish government. To this end, THP carried out research in collaboration with various institutions on the Return on Investment on migration for businesses. This fascinating study was presented at the GFMD summit in Istanbul to hundreds of representatives from national governments, academia, civil society, business, and migrant community groups amongst others.

Finally, I would like to thank all our partners and supporters for their most valuable commitment and guidance over the past year; your diverse contributions have helped to further develop our work and allowed our team to continue implementing our mandate. I look forward to strengthening and intensifying our efforts in the years to come!

Nava Hinrichs

Managing Director





Vision & Mission

Vision

A world in which migration is considered to have a positive influence, contributing to cultural diversity and fostering economic and social development for the benefit of all.

Mission Statement

To continue developing and implementing actionable solutions that address migration related challenges through coordination of resources and expertise, tailored to key stakeholders like local city government and businesses.

To continue providing and improving access to good practises, thus stimulating the implementation of policy-to-practice solutions.

To expand the knowledge base of research and issues in the field of migration, specifically focussing on the key role played by cities and businesses.

To continue the expansion of a comprehensive and fully representative network of all stakeholders affected by and affecting migration in all its forms.

To improve the perception of migration by continuing to create more informed awareness and engagement in stakeholder settings and leveraging existing networks for positive change.

Governance Structure & Membership

The Hague Process on Refugees and Migration (THP) was created in the year 2000 to build a consensus on the main challenges and opportunities related to migration. A lot has been achieved since then. However, much still remains to be done and since 2012 THP has focussed its work on two important stakeholders in the migration field: cities and businesses. In 2015, the Board of THP decided to change its governance structure and membership, bringing fresh ideas and perspectives to the organisation. As such, a new Executive Board with fiduciary powers was appointed consisting of:

Ms. Nebahat Albayrak (Chairperson) – Vice President Communication, Upstream International, Shell

Mr. Behdad Shasavari (Treasurer) – Partner, Strategy&, PriceWaterhouseCoopers' business advisory division

HRH Princess Carolina de Bourbon de Parme – Representative for Partnerships in Switzerland, United Nations Relief and Work Agency

Dr. Melissa Siegel – Associate Professor and Head of Migration Studies, Maastricht University

Ms. Nava Hinrichs – Managing Director of THP

HRH Prince Constantijn of the Netherlands, THP Chairman since 2005, stepped down as Chairman and was appointed Honorary Chairman of the new Board. We will remain forever grateful for his continuing support and all the work he has done for THP over the years.

The outgoing THP Board also decided to form a new Advisory Council. Members of the Advisory Council will be appointed in the course of 2016 and will consist of experts in various fields providing advice to the THP Executive Board on an ad-hoc basis.

Key Focus Areas

Policy

Providing access to good practices and facilitating evidence-based policy development continues to be one of THP's key focus areas. It enables and accelerates policy-to-practice solutions, and by coordinating resources and expertise THP is able to develop actionable solutions to migration related challenges, tailored to the stakeholders and issues in question.

Active participation in a broad range of

forums and events on migration issues is essential to be able to do this. THP attended and contributed to many events and forums in 2015, which are outlined in more detail further on in this report.



Business & Cities

THP continues to be an industry leader in focussing on the private sector as an important stakeholder in the migration field. Businesses play a pivotal role in the field of migrant and refugee issues and THP continues to build its global network to include even more companies and individuals from the private sector.

Other important stakeholders in migration include cities and local governments. These play a critical role in the development and implementation of migration solutions.

The world is becoming increasingly urbanised, and cities and their respective local governments are now home to over half of the entire human population. Increased urbanisation has its benefits but also continues to increase pressure on cities as they are faced with greater numbers of migrants. THP's wide, high-level network allows it to bring together businesses and cities in order to tackle these issues.

In 2015, THP's Business-City Partnership Programme in Rotterdam was developed further, bringing together businesses and the municipality to find actionable solutions to migration issues. This initiative was showcased in the IOM World Migration Report 2015: Migrants and Cities, New Partnerships to Manage Mobility. THP plans to launch similar Business-City Partnerships in other cities in the course of 2016.

Research

The THP research team continually oversees collaborative research projects with renowned academic institutions, whilst also carrying out some in-house research. THP's research continues to fill knowledge gaps in the migration field, inform policy development, and accelerate policy-to-practice solutions. Examples of THP's research projects in 2015 include:

- Comprehensive labour market analysis of the city of Rotterdam as part of the Business-City Partnership Programme
- A uniquely innovative study on the Return on Investment (ROI) for businesses engaging with migration which was conducted in collaboration with the Turkish Chair of the Global Forum on Migration and Development (GFMD)



Communication

In 2015, THP expanded its network and reach significantly through social media. At the end of 2015 THP had over 2000 followers on Twitter, over 600 followers on Facebook and over 400 followers on LinkedIn. Through regular posts on social media channels THP has successfully positioned itself as an authority on a broad range of migration and refugee topics, and has become a respected source of relevant news for policymakers, businesses, academics, NGO's and other interested parties. From this position, THP has been able to circulate THP publications to a large and engaged online community.

In March 2015 the THP website was revamped to better reflect the focus of the organisation. The website content was renewed and the design was improved to enhance the user experience. A 'news' section was added to the homepage and the possibility to donate to THP was introduced. Active participation in conferences and fora related to migration and refugee issues continues to be essential. Not only to keep in touch with practitioners in the migration field, but also for sharing THP's work with others. Over the course of 2015, THP has attended and at times presented at the following events:

Ministry Migration Conference

22 January 2015, The Hague, The Netherlands

The Dutch Ministry of Security and Justice convened this conference to bring together researchers, civil servants, and civil society representatives to discuss the influence of science and policy on the perceptions of immigration. The outcome of this conference was the publication of an overview of migration and integration research in which two THP publications were included.

1st European Migration Forum,

26-27 January 2015, Brussels, Belgium

THP attended the 1st meeting of the European Migration Forum (EMF) convened by the European Commission together with the European Economic and Social Committee. THP shared details of its Business-City Partnership Programme in several of the workshops. The outcome of the event was a set of policy recommendations regarding access to the asylum procedure at the borders of the EU, integration of beneficiaries of international protection, countering migrant smuggling, and providing adequate information in countries of origin and transit.

Working Conference and launch of the Migration and Integration Yearbook

15 April 2015, The Hague, The Netherlands

The event, organised by the Social and Economic Council of The Netherlands (Sociaal Economische Raad, SER), was aimed at discussing current EU labour law and the launch of the Yearbook on Migration and Integration. The theme of the Yearbook is labour migration from Central and Eastern Europe.

Reinhard Mohn Symposium on Just Migration Governance

5-6 May 2015, Berlin, Germany

The Bertelsman Stiftung convened this symposium to foster international learning and increase political and public support for fair migration governance. A select, multidisciplinary group of senior experts was invited to attend. The UN special representative for migration, Mr. Peter Sutherland, was also in attendance. THP shared its progress on the Business-City Partnership Programme in Rotterdam.

Global Forum on Migration and Development (GFMD) Roundtable on Private Sector Engagement

14-16 May, Istanbul, Turkey

The Turkish Chair of the 2015 GFMD, in collaboration with the Swiss government, convened a roundtable on the active involvement of the private sector. THP was among a select number of business leaders and high-level officials that were invited to participate. THP presented its work on private sector engagement and Business-City Partnerships, as well as the progress being made on the study entitled "The Return on Investment (ROI) on migration: What is in it for business?". The outcome of the roundtable was a proposal for the GFMD to make private sector engagement an integral part of the GFMD process.

Conference on intra-European mobility

27 May 2015, The Hague, The Netherlands

Leading demographers, sociologists and lawyers presented findings and dilemmas regarding borderless migration. The conference was organised by the Netherlands Interdisciplinary Demographic Institute (NIDI) and Groningen University. The main focus of the meeting was intra-European mobility and the opportunities and challenges this entails. Key policy questions for the future were also addressed in a plenary discussion. Attendees consisted mostly of representatives of several Dutch Ministries and researchers from a variety of universities.

Diversity in the Economy and Local Integration (DELI) project and Communication for Integration (C4I) project final conference, 23 June 2015, Brussels, Belgium

Organised by the Council of Europe, this conference highlighted the combined outcomes of the DELI and C4I projects, building on the collaborative experience involving 21 European cities in total. The goal of this final conference was to promote intercultural integration and enhance democratic governance and security in the context of rapid societal change. Participants included policy-makers and practitioners in the fields of democracy, diversity and integration from the Council of Europe, the European Commission and the European Parliament. The event showcased approaches to the economic integration and contribution of migrants, and the fight against negative diversity-related perceptions and attitudes.

Dialogue about Global Migration Trends – challenges for local politics

2 October 2015, Aichach, Germany

The Munich Chapter of the Society of International Development (SID) organised this event to discuss the global trends in migration. The focus was specifically on the effects these trends have on Bavaria, and how to tackle the related challenges. THP was invited as one of two keynote speakers and discussed Business-City Partnerships and the importance of engaging the private sector. The purpose of the event was to discuss sustainable solutions for the political and social integration of migrants and refugees in Bavaria.

Global Forum on Migration & Development (GFMD) Roundtable on Private Sector Engagement 15 October 2015, Istanbul, Turkey

This roundtable discussion focused on migrant/diaspora entrepreneurship and job creation in both countries of origin and destination, with a focus on small and medium-sized enterprises. The participants included a select company of experts and various representatives of the private sector. The Forum was meant to identify a range of promising policy and programme options for a strengthened business-enabling, migrant-centred framework in countries of origin and destination for migrant/diaspora entrepreneurs. THP presented the research results of the study entitled “The Return on Investment (ROI) on migration: What is in it for business?” For more on the ROI study, please see section 6 of this report.

The Business Sector & Cities

Business - City Partnership Programme

Businesses, cities and migrants tend to address their respective challenges in silos resulting in disjointed solutions that are less effective. Given the complementary needs of these three important stakeholders it is crucial for them to work on these issues in partnership to create results that can be mutually beneficial.

The Business-City Partnership Programme is aimed at bringing together the private sector and municipal government in order to improve labour market outcomes. Through the Business-City Partnership, businesses can address skills gaps in the local labour market while unemployed migrants can find employment. This benefits both the migrants and the private sector, while also benefiting the municipality due to lower costs related to unemployment benefits. In 2015 THP concluded extensive labour market research in the city of Rotterdam to address business skills/labour needs as well as migrant labour access modalities and skills levels.

THP will continue working closely together with the municipality and businesses to capitalise on migration and further improve labour market outcomes in the future.



Evidence-based Research

Labour Market Analysis

Extensive labour market research was conducted within the context of the Business-City Partnership Programme in Rotterdam. The THP research team compiled a detailed overview of existing literature and also collected primary data in order to understand and analyse current and future labour and skill demands, as well as potential shortages. Furthermore, THP wanted to provide evidence of how migrants and those with a migrant background experience the labour market in the Rotterdam Rijnmond region, and in the Netherlands as a whole.

Return on Investment (ROI) for Businesses on Migration

Within the framework of the Global Forum on Migration and Development (GFMD) 2013-2014, chaired by Sweden, a mapping-study was undertaken to ascertain current business practices, perspectives, and values with respect to global mobility. The private sector's position on the concept of engagement with governments in migration policy-making was also mapped.

In 2015 a new study was conducted in collaboration with the Turkish Chair of the GFMD. The main aim of this innovative study was to determine the return on investment (ROI) for businesses on migration, including specific effects on different areas of business activity. This calculation was done by capturing the perceived benefits and costs for businesses related to migration. Interviews were conducted with small, medium, and large businesses from a wide range of sectors and geographical scope to determine ROI on migration issues.

The findings of this study suggest that businesses understand the value of migrants in the workforce. However, the use of the migrant workforce as a strategic lever is still a missed opportunity for most organisations. The study demonstrates clear benefits to businesses which embrace migration, although there is no one ROI for all such businesses. The ROI outcome is unique to each individual company and dependent on the characteristics of the company, the contextual factors and the mechanisms in place.

The findings of the study have implications for three stakeholders:

- **Small to medium enterprises** can benefit from the global migration opportunity to the same extent as large corporations. They are often better able to measure and capitalise on opportunities offered by engaging with migration.
- **Migrant entrepreneurs** play a key role in capitalising on migrants for better outcomes, both for the business itself, as well as for the economy as a whole.
- **Governments** have an important role to play in enhancing the potential benefits for companies from engaging with migration. To do so, governments need to:
a) improve the communication of positive benefits to businesses; b) provide programmes to better leverage migrants for business outcomes; and c) facilitate



Financial Overview

	December 31, 2015	December 31, 2014
ASSETS		
FIXED ASSETS		
Tangible fixed assets	6 023	1 888
CURRENT ASSETS		
Receivables and prepayments	15 893	31 157
Cash and cash equivalents	268 762	250 519
	284 655	281 676
TOTAL ASSETS	290678	283564
EQUITY & LIABILITIES		
EQUITY		
	55 239	7 949
CURRENT LIABILITIES		
Accounts payable	14 381	12 739
Taxes and social security charges	6 448	5 653
Other accruals and liabilities	214 610	257 223
	235 439	275 615
TOTAL EQUITY AND LIABILITIES	290 678	283 564

The Hague Process on Refugees and Migration

Visiting address:

Laan van Meerdervoort 70

2517AN The Hague

The Netherlands

Postal Address:

P.O Box 13074

2501 EB, The Hague

The Netherlands

Tel: +31 (0) 70 711 8984

E-mail: info@thehagueprocess.org



The Hague Process
on Refugees and Migration

www.thehagueprocess.org