



Centraal Orgaan opvang asielzoekers



Our organisation in images and words



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Foreword

In this annual report, we will not only look back with you at 2009, but also at the entire period from the beginning to now. Because on 1 July 2009, our organisation celebrated its 15 year anniversary. And I dare to claim that what we have gone through in those 15 years is the equivalent of what a 'regular' organisation goes through in 50 years. The turbulence that is part and parcel of our special organisation has ensured that we have witnessed a lot of commotion in 15 years.

The distinctive quality of 2009 is that we mainly prepared for the year 2010, as a harbinger of things to come. Examples are the cuts in the chain - the reconsiderations of the government - of which we are a partner. And other examples are the preparations for implementing the new asylum procedure. This comes down to a great number of changes and we would not be COA if we did not strive for a smooth transition.

Besides the preparatory work we did, we also delivered tailor-made solutions in 2009. That is what COA stands for: made to measure solutions. We accomplish this by offering our residents a home away from home. We also provide tailor-made solutions to our clients, to the government and to society at large.

Due to our professionalism, we feel it is obvious to provide tailor-made solutions. That is COA in the year 2009, the company with 15 years of experience. We are veterans and we know how to give shape to the business of reception. Our daily work has become normal for us. But let's not forget, there is no other organisation that does the same thing as us. That is what makes us the specialists. We noticed that in the Netherlands, as well as internationally, where we have added value to organisations in other European countries with less experience in the reception of asylum seekers.

In 15 years, we have grown from a pioneering organisation into a professional company. We add meaning and significance to our work with our mission, vision and ambition to be the reception organisation of the Netherlands. In this way, we also provided tailor-made solutions in 2009.

Nurten Albayrak-Temur
Chairperson Board of Directors in formation/General Director



Our organisation provides tailored solutions to the governments and society at large



Attractive
development of
sustainability

Foreword

Important subjects were considered in 2009. The finishing stage of the General Amnesty, the preparations for policy amendments made by the State Secretary of Justice (the Asylum Letter) halfway through 2010, the changes in the health services for asylum seekers, a tight housing capacity and the reconsiderations - the propositions for cuts - from the government. I greatly appreciate COA employees for keeping delivering high quality work, despite 'the renovations'. All the changes are constantly faced with. A massive achievement, also in 2009!

It is our duty, while conforming to the wishes of the State Secretary, to do an efficient and high-quality job without causing too much commotion. Considering the sensitivity of the asylum issue, preventing commotion is not always possible. For instance, using the pavilions in 2009 was a decision made by COA that I completely support. It was an emergency solution to the tight housing capacity, and a fine solution at that. COA's decisive conduct makes these issues blow over quickly. The State Secretary may rest assured that COA can handle these matters.

In 15 years time, COA has absorbed and gathered a lot of expertise. As an expert, COA shows the government and the society at large what the possibilities are and also maps out the impossibilities for the minister of Justice. It is my experience that COA is well aware of what it can and cannot do. The same happens in the meetings about reconsiderations of the government that started in 2009. Across the alien chain, COA shows what the alternatives are, what the best option is on an economic and financial level and in implementation.

COA can deal with continuous turbulence, because they thoroughly consider sustainable solutions and processes that enable change. We made great strides in that respect in 2009. We strive for efficiency and maintaining or improving quality. One example is our vision on sustainable property, which brings advantages in efficiency and quality of the property for COA, the residents and local councils.

The great developments in the company's sustainability and its employees' strengths to work more efficiently and deliver constant quality despite the turbulence, are in my opinion the greatest yields of 2009.

Loek Hermans

Chairperson Supervisory Board in formation/Board



We offer asylum seekers tailor-made guidance. In 2009, COA offered permit holders in the centres special training programmes in preparation of social integration. Our employees give all training programmes during the phase-specific guidance themselves.

Added value due to tailored talks and expert made-to-measure service

The reception of asylum seekers goes beyond offering a bed, bread and a bath. COA provides a liveable, safe and controllable living environment where residents can manage by themselves. To asylum seekers who have entered the asylum procedure, but who have not yet received a decision regarding their asylum application, we offer an orientation training. The goal is that they can orientate themselves on both their current situation and on their future. Participants of the training receive information about, among other things, schooling and education, partnerships and the position of women in the Netherlands.

To residents in the reception locations we offer lesson programmes aimed at their future. Permit holders can prepare themselves for social integration into the Netherlands. That is why we adapted the programme 'Preparation for social integration' in 2009.

With the help of training and additional Dutch language lessons, our residents prepare for the compulsory social integration at the local councils. Our employees paint a picture of participating in society in the training 'Knowledge of Dutch Society (KNS)'. The asylum seekers are free to choose a programme that best fits their future. The training is focused on the sections 'education, health care, upbringing' and 'employment'.



Certain questions are answered, such as how to get a job, or what to do if you want to receive an education. In group sessions participants are familiarised with the subjects. The trainers leave enough room in the lessons for exchanging practical tips, problems and possible solutions. Additionally, residents can take Dutch language classes.

After the training, we offer additional language lessons to permit holders who still reside in the reception centres, until the moment they move to a municipality. With the help of social themes, such as codes of conduct and travelling by public transport, they pick up the Dutch language. The trainers are employees with teaching qualifications or NT2 qualifications.

We stimulate permit holders in different ways to search for suitable housing. COA transfers files to the local councils with a profile of the new citizens and an overview of their knowledge. This enables social integration civil servants to offer the new citizens of the municipality a suitable social integration programme.

We guide rejected asylum seekers in coming to terms with the fact that they cannot stay in the Netherlands. Furthermore, we give information to aliens and have exit talks together with the Repatriation & Departure Service of the Ministry of Justice.

In all stages of the asylum procedure our employees have conversations with the asylum seekers, ranging from individual support to informative talks about important issues about the asylum seekers' centre.

*Expert
made-to-measure
service*



In two years time, we have prepared approximately 13,000 asylum seekers qualified for the General Amnesty for their future in the Netherlands. We have also guided this group in finding suitable housing. The General Amnesty has been completed and all of those who have been granted amnesty, except for a few, received keys to their new homes. An accomplishment of which we are very proud. We apply the knowledge and experience our employees have gained during all of this in our daily work.

Provide suitable guidance to those who have been granted amnesty

A new future means more than just a roof over one's head. Those who have been granted amnesty are in need of education or a job, in addition to a house. To this end, we closely cooperate with our chain partners. Together with, for example, the public employment service (UWV Werkbedrijf) and the Dutch Refugee Council (VluchtelingenWerk Nederland) we help to find those who have been granted amnesty a job or a work placement within two years, despite the recession. The knowledge we have gained by cooperating so closely is valuable. The essential key to success is to keep delivering tailor-made solutions.

On our website COA.nl permit holders can look for suitable houses that are available by themselves. The General Amnesty has contributed to the accelerated development of this search function in 2009. We have given local councils room to give extensive information about the available houses. This way, permit holders can get necessary information about the neighbourhood, but also about the municipality, its services or public transport.

The local councils are bound by law to offer permit holders, who have been granted amnesty, accommodation. Since we connected the available houses to our data system IBIS, which contains all data about our residents, the accommodation mediation runs smoothly. The registration of permit holders is easier and clearer. With the click of a mouse, local councils have access to the registered permit holders and the status of their registrations. It simplifies the tasks of the local councils and the regulators, which enables an optimal outflow of permit holders.

Before the Settlement of the 'old' Aliens Act's estate scheme (or General Amnesty) came into force, these residents had been prepared for return to their country of origin or somewhere else. Many of those who had been granted amnesty and had been staying in one of our reception centres, had to be prepared by our employees for permanent residence in the Netherlands. Our case managers guide those who have been granted amnesty in dealing with the change in mind-set that comes with it. They guide the permit holders with talks and coaches them towards being self-reliant and independent.

The case managers have conversations with the permit holders and pay attention to their needs. Our employees keep a close eye on the progress in preparation for the social integration and the language development. They process the state of affairs in the files that will be transferred to the local councils by COA. This ensures a reconciliation with the social integration into the municipality, because the file contributes greatly to a good and fast integration of the new citizen.

The knowledge we have gained in completing the General Amnesty has been incorporated into various training modules for all regular permit holders as a preparation for the social integration into municipalities.

The General Amnesty successfully concluded

Permit holders occupancy

Decision	On 1 January 2009	On 1 January 2010
Temporary asylum residence permit	3,724	4,919
Temporary regular residence permit	138	215
Indefinite residence permit	75	32
General Amnesty scheme 2007	1,232	70
Total	5,169	5,236

Total permit holders who have been granted amnesty in reception centres according to age

Decision	Age	On 1 January 2009
Residence permit General Amnesty scheme 2007	<18 years old	391
Residence permit General Amnesty scheme 2007	18 - 65 years old	821
Residence permit General Amnesty scheme 2007	>65 years old	20
Total		1,232

Decision	Age	On 1 January 2010
Residence permit General Amnesty scheme 2007	<18 years old	20
Residence permit General Amnesty scheme 2007	18 - 65 years old	46
Residence permit General Amnesty scheme 2007	>65 years old	4
Total		70



Children receive our special attention. This group deserves a liveable and safe environment, in which they can grow up well. We offer such a safe reception.

In 2009, we mapped out the situation of young asylum seekers enabling us to further develop the reception of children.

Safe reception for children

In 2008 and 2009, COA conducted a number of studies into the reception of children in asylum seekers' centres, including one in collaboration with Unicef the Netherlands and the Kinderpostzegels foundation. We think it is important to offer children a happy and safe reception. COA recognises children as a specific and vulnerable group of asylum seekers and endorses the Convention on the Rights of the Child and the EU guidelines on the reception of asylum seekers. Regarding the position of the child in asylum seekers' centres, we apply the basic principle of parents or guardians being first and foremost responsible for them.

The reception is very good in many ways, but there are also points for improvement. The situation of a family of asylum seekers, waiting for a decision about their asylum procedure, often leads to tensions. Children in asylum seekers' centres often do not have

their own rooms where they can go and be by themselves. They are in need of, for example, a separate homework area. They would also like to have their own youth centre where they can meet people their own age, a place where they can escape the troubles at home for a while. Such a place will have to be realised in the existing centres. Making creative use of the available space is the key. In some centres, children have been allowed to use the computers in the open learning centres, which previously were not accessible to children under the age of 16. In decorating the new (still to be realised) sustainable locations we will take the needs of these children into account.

We have developed the recommendations resulting from the studies into four programmes: 'Family, upbringing and health',

'Development, sports, games and school', 'Safety, quality of life and material services' and 'Measures for external coalition partners'. We will continue to evaluate and develop the reception of children. Obviously, we will also actively look for points for improvement. Together with our partners, we will make sure that children get the reception they deserve.

Extra attention for children in reception centres





Unaccompanied minor asylum seekers (UMAs) have the right to special reception and we give them just that. It is a vulnerable group that enters the Netherlands unaccompanied by adults. We rebenchmarked the methodology for guiding UMAs in 2009. This way, our employees have new tools to guide these young people in their daily work.

Suitable reception with a focus on the future

With the help of the methodology for guiding unaccompanied minor asylum seekers (UMAs), which we rebenchmarked in 2009, we are able to gain insight into the competences of these young people much quicker. What are they good at? In what area do the minors need (extra) education? The methodological approach enables young people to expand their knowledge and skills so they will be able to manage well in the Netherlands, in their country of origin or anywhere else. This approach promotes safety and quality of life; being part of a group is very important for the sense of safety and identity of young people.

Group work therefore is a vital part of the methodology. This is established by, for instance, group sessions, sports, music or house meetings. We developed the methodology in collaboration with training institute Pro Education. We will implement the new working method in 2010.

After an initial decline, the inflow of UMAs increased in 2009. Due to the increase, we opened two new campuses: in Almelo and in Oude Pekela. We expect to set up three more campuses in 2010.



For unaccompanied minor asylum seekers under the age of 18 we have set up different kinds of reception.

The age and development of the young people determine the kind of reception they will get, but all kinds are always focused on acquiring skills. The guidance from our employees is focused on the future of the young people, on the return to their country of origin or on the integration of minor asylum seekers into the Netherlands.

On 31 December 2009, 1,088 UMAs were present in COA's asylum seekers' centres.

We immediately place UMAs under the age of 13 in a foster family. We place young people between the ages of 13 and 15 in small-scale living communities for children (KWGs).

The groups are never larger than 12 UMAs, who we guide 24 hours a day. The young people go to a school in the vicinity of the reception centre. UMAs over the age of 15 reside either in a small-scale living unit (KWE) or on a campus, depending on their level of independence.

The KWE is a form of assisted living. Groups of three or four young people are guided by a mentor on a daily basis. If they are ready, in terms of self-help and emotional defensibility, they are placed on a campus until they are 18 years old. In the KWEs and the KWGs we work together with our partners Zuidwester, Jade Zorggroep, Xonar and Kompaan. Nidos guardians guide the UMAs in every kind of reception.

A special kind of reception of young people is protective custody. We place vulnerable minors who are victims of (or run the risk of becoming victims of) human trafficking in a very protective environment. The Ministry of Justice will take a decision regarding the future of this kind of reception in 2010.

*Reception
special target
group*

Occupancy central reception from 2000 up to and including 2009

2000	78,246
2001	83,801
2002	69,752
2003	52,714
2004	40,761
2005	28,730
2006	23,232
2007	21,698
2008	20,122
2009 on 31 December 2009	21,749



Top 5 nationalities occupancy central reception on 31 December 2009

		Percentage
Somalia	6,788	31%
Iraq	4,223	19%
Afghanistan	2,145	10%
Iran	825	4%
Soviet Union	677	3%
Other	7,091	33%
Total	21,749	100%

The new asylum procedure will come into force on 1 July 2010. The adjusted legislation and regulation will then come into effect. The Ministry of Justice ordered COA to implement the entire reception during the new procedure. For us, this entails adjustments for the reception of asylum seekers.

The year under review was one of anticipating and preparing for the new asylum procedure. Because in 2010, we will also stand for a good reception of asylum seekers.



Preparatory work for the new asylum procedure

We take care of the reception of asylum seekers during the entire asylum procedure. This means that, as of July 2010, COA will take care of housing from the moment the asylum seeker enters the Netherlands until the moment that his or her entitlement to reception has expired. We anticipate changes and will make sure that the reception of asylum seekers will run smoothly in 2010. Our job description will not change, but we will adjust the way we organise our job. Taking our reception model and our expertise as a starting point, we think about the consequences of the new asylum procedure for, among other things, our locations and our communication.

The registration of aliens that have not yet started a procedure will take place, following the new asylum procedure, at arrival in the Netherlands in the central reception centre (col). They are accommodated in that location, a task that is currently the responsibility of the Immigration and Naturalisation Department (IND).



The Aliens Police conducts an identity research, checks the alien's documents and takes fingerprints. For the asylum seekers, this is the time at which the rest and preparation period (rvt) begins, which will take at least six days. During this period, they prepare for their asylum procedure. Furthermore, an obligatory TB screening takes place and asylum seekers receive medical advice. After the rest and preparation period the general asylum procedure begins, during which the asylum seeker will receive a first answer to his asylum application: granting of asylum application, rejection of asylum application or no decision.

During the general asylum procedure, the asylum seeker remains in a COA process reception location (pol), close to the IND offices. Despite of the decision by the IND regarding the general asylum procedure, we offer the asylum seeker accommodation in our asylum seekers' centres. In the new situation, we will continue to provide reception and a safe living environment for asylum seekers.

The year 2009 was one of preparing for the new asylum procedure. We took part in the chain-wide consultation that took place at the initiative of the Ministry of Justice. COA mapped out the consequences of the asylum procedure in detail. We took into consideration a number of things, such as the consequences for the housing of asylum seekers and what local councils will notice about the changes in a local asylum seekers' centre due to the implementation of the new procedure. In 2010, this process will continue, and we will keep the local councils informed.

*Anticipating
fluctuating
asylum flows*

The organisation of health services for asylum seekers was changed from 1 January 2009. Curative care duties are the responsibility of health insurer Menzis. Public health care, focused on prevention, information and screening, has been set up by GGD Netherlands. COA employees have been given the important task of educating asylum seekers in how health care in the Netherlands is organised.

Guides to the world of health care

We have laid the foundation for the new working method in health services for asylum seekers together with our coalition partners Menzis and Municipal Health Services Netherlands (GGD). Menzis has set up a virtual primary Health Centre for Asylum Seekers (GC A). It includes the entire organisation of GP care and referring patients to regular health care. Furthermore, an Access Central phone line has been set up, a medical call centre where asylum seekers can turn to with questions regarding, among other things, contracted health care providers, declarations or medical issues.

We have taken important steps towards incorporating GP services for asylum seekers into the regular health care. Ideally, our resident will go straight to a GP practice if he needs health care. For the present, the GC A facilitates this to minimize the time spent at the GP's office, which can be caused by dealing with language or culture problems.

COA informs and supports asylum seekers to make health care accessible for them. Our employees act as guides to the world of health care and offer a helping hand, if the resident has any questions about the organisation of health care. If a situation arises where a resident does not know how the Access Central phone line works, our employees can explain this to him. Our employees also detect social-medical problems due to the great deal of contact they have with the residents. These issues are passed on during the meetings on location with, among other organisations, the GC A.



At our reception centres around the country, GC A's primary care assistant practitioners have consulting hours. Besides these consulting hours asylum seekers can use the Access Central phone line.

The primary care assistant practitioners (nurses) give self-care advice to patients. If, for example, the GP has diagnosed the resident with diabetes, the primary care assistant practitioner will explain what the right food pattern is.

Or the nurse explains how the patient can inject himself with insulin or how to measure his blood sugar level. The primary care assistant practitioner also performs care duties, such as wound check-ups, or refers the patient to the GP.

Public health care has been integrated entirely into the local GGD from 1 January 2010. The temporary foundations Public Health Care Asylum Seekers have been disbanded. This means that, regarding public health care, the goal of having the care for asylum seekers correspond as much as possible with the regular health care has been met.

*'Social integration'
into the Dutch
health care
system*

inflow central
reception 2000-2009

2000	33,634
2001	25,273
2002	12,916
2003	8,529
2004	5,324
2005	5,394
2006	7,772
2007	8,977
2008	14,623
2009	15,343

inflow 2009
Top 5 countries of origin

Country of origin	Number inflow
Somalia	6,033
Iraq	2,169
Afghanistan	1,377
Iran	552
Soviet Union	447
Other	4,765
Total	15,343

Outflow central
reception 2000-2009

2000	19,940
2001	19,625
2002	26,936
2003	25,329
2004	16,955
2005	17,177
2006	13,190
2007	10,308
2008	16,148
2009	13,726

Outflow 2009
Top 5 countries of origin

Country of origin	Number outflow
Iraq	3,683
Somalia	3,638
Afghanistan	753
Iran	420
Guinea	293
Other	4,939
Total	13,726





COA offers shelter to asylum seekers who are entitled to reception in the Netherlands. In 2009, we determined a new vision on property. COA has effectively developed a blueprint for future reception centres. A central idea of the new vision is that we strive for a fixed formation of permanent asylum seekers' centres. These locations are characterised by sustainability, flexibility, quality and affordability.



Providing sustainable reception with a stable property formation

The permanent reception centres are sustainable and located near or within municipalities with which we have made long-term administrative agreements. Our employees, like our residents, have the opportunity to make contact with neighbours and local service providers. After all, the building will be used by COA for a long time. The establishment of a sustainable asylum seekers' centre will give local retail business an impulse. Employment may increase, for example because the children of asylum seekers will attend schools in the neighbourhood. Class sizes will grow so that new teachers can be hired. Furthermore, permanent locations offer municipalities and neighbours security; they know what the long-term function of the building is.

After a possible departure of COA, the location should be easily and quickly adaptable to suit other purposes, such as housing, health care facilities or recreation. This way, vacancy can be prevented.

*Stability
and
sustainability*



We, as a public organisation, obviously make use of energy efficient, environmentally friendly and sustainable materials in setting up permanent locations. The purchase price of these materials might be higher, but in the long term the costs are easily recovered because of low utility and maintenance costs. We also pay close attention to fire safety in building and maintaining the locations. Our residents also receive information about fire prevention. Additionally, we are very aware of other safety hazards. Recreation and play rooms help to prevent social tensions. Conveniently arranged locations, where composition of the family and corresponding living units have been taken into

account, also improve the quality of life of an asylum seekers' centre.

For the long term, we aim to have a stable property formation of sustainable asylum seekers' centres (azc) spread out all over the country.

In 2009, we made a start with renovating azc Zweeklo and developing it into a sustainable reception centre. In 2010, it will open its doors to the first 150 residents. Temporary locations remain important to us. The permanent formation (and consequently, the permanent number of beds) together with the temporary

locations ensure the necessary flexibility in reception and will neutralise fluctuations in asylum flows. After all, there always has to be a bed available for every asylum seeker.

Due to the expiry of administrative agreements with local councils, a number of locations closed its doors in 2009. At the same time, we witnessed a slight increase in the number of new asylum seekers and a slight decrease in the number of residents who leave our locations.

We will provide enough reception centres that will fit the demand for reception. COA searches for good ways of temporarily

accommodating asylum seekers. In 2009, we offered temporary accommodation in, among other things, bungalow parks, pavilions and hotels.

*Stable
property
formation*

Reception Locations 2009

Aalten	Eindhoven (Beatrix)	Oude Pekela
Alkmaar	Emmen	Rotterdam
Almelo	Geeuwenbrug	Sambeek
Almere	Geeuwenbrug (AMOG)	Schalkhaar
Amersfoort	Gilze en Rijen	Schalkhaar (BO)
Apeldoorn-NoordWest	Grave	Serooskerke
Appelscha	Heerlen	’s-Gravendeel
Arnhem-Vreedenburgh (Zuid)	Heijen	St. Annaparochie
Azelo	Hoeven ‘De Olmen’	Sweikhuizen
Baexem	Hunzepark	Ter Apel
Bellingwolde ‘De Grenshof’	Katwijk	Utrecht
Burgum	Leersum	Venlo
Crailo	Leiden	Vught
Cranendonck	Leukermeer	Wageningen
Delfzijl	Leusden	Well
Den Helder	Luttelgeest	Winterswijk
De Wolfskuylen	Markelo	Zweeloo
Dokkum	Middelburg	
Dongen	Mookerheide	
Drachten	Musselkanaal	
Dronten	Nijmegen	
Duinrell	Oisterwijk	
Echt	Oldebroek	

Centres opened in 2009

De Wolfskuylen
Adelhof
Cranendonck
Hoeven ‘De Olmen’
Oldebroek
Duinrell
Heijen
Well
Leukermeer
Almere
Hunzepark

Centres closed in 2009

Leukermeer
Serooskerke
Hunzepark
Adelhof
Leiden
Dongen
Dokkum



As an autonomous administrative authority COA operates with public funds. Therefore, it is important for COA to work commercially. It is an ongoing point of interest, which concerns both processes as well as checks and balances.

COA in control

The structure of our organisation is now set up in such a way that we can handle adversity. Our organisation is robust and at the same time flexible enough to handle the fluctuating asylum flows. In 2009, we made great strides in developing business operations. The year is all about optimising our ancillary processes. We implemented several improvements - mainly focused on working legitimately and rationally - in the areas of financial, employee- and resident-related administrative processes. We know how we spent our public funds and we can account for it.

Digitalisation

The digitalisation of processes is part of working rationally. In 2009, COA started working with an innovative system for processing invoices. Upon receipt of an invoice, it is digitally archived. It is quickly processed and the new system enables us to keep track of the current status of the invoice. Consequently, questions from suppliers can be answered better. The digitalisation of invoice flows has made forwarding paper invoices redundant.

Audit

A good audit service accompanies sound business operations. In 2009, activities in the field of financial control were further developed. The audit service draws up an annual action plan. In 2009, audits were performed into the financial management

of the Management Team Reception and the Management Team Services, which provided insight into the extent to which improvements had been made. In a separate audit, the audit service looked into the management measures regarding European tenders. In 2009, the audit service also performed a check-up to see if recommendations regarding SAP had been adhered to.

COAcademy

You can only learn our job in practice, not in school. The job is so specific that we set up a COAcademy in 2008, our in-company training centre where employees can share knowledge with each other under the principle of 'for and by employees'.

The development in internal trainings was speeded up in 2009. In that year, 2,151 trainings were offered. A staggering 1,078 employees made use of the possibility of doing one or more trainings, which involved individual as well as group trainings. This way, our employees keep developing themselves and share their knowledge with colleagues.

Sorted!

15 years of COA

In 2009, we celebrated our 15 year anniversary, a period in which we have acquired a wealth of experience. These experiences have also affected our reception of asylum seekers. We offer asylum seekers more than just shelter: we prepare them for a new future.

COA has been developing itself into becoming the reception organisation of the Netherlands. The timeline highlights a number of defining moments in the 15 years of our existence.

We started with the highest number of asylum applications ever: 52,000. The majority of people came from the former Yugoslavia. Guest houses, hotels and bungalow parks were used as reception centres.

The Dutch House of Representatives agreed with the proposition of the State Secretary of Justice to place asylum seekers without valid travel documents in application centre Ter Apel. This ruling made it more difficult to deport asylum seekers to their country of origin. Because of this, residents could stay in our locations longer. COA provided more reception centres.

The inflow of asylum seekers decreased dramatically. Due to fluctuations in asylum flows we opted for semi-permanent asylum seekers' centres more often. COA, in cooperation with experts, developed a learning programme for language lessons and orientation on society. We did more than just provide reception for asylum seekers.

While we were still working on phasing out the reception capacity, in July, the inflow of asylum seekers, predominantly from Iraq and Afghanistan, suddenly increased. This led up to the fact that asylum seekers were allowed to live outside the reception centres with family or friends, or in one of the COA houses. We ultimately remained responsible for them and for facilitating services, such as medical help, money for food and insurance.

The violent war in the former Yugoslavia gave rise to new flows of asylum seekers. We gave shelter to 4,224 Kosovarians. At the same time, we expanded our reception capacity.

It was a peak year in occupancy with more than 80,000 asylum seekers in 94 asylum seekers' centres. COA had more than 4,000 employees and as many volunteers. The Aliens Act 2000 was implemented, which is focused on improving the quality of the decisions whether or not to allow an alien residency in the Netherlands, on simplifying the residence permit system and reducing the number of procedures. This also caused asylum flows to drop. The number of reception centres was on the decrease, just like the number of staff employed by COA.

1994

1995

1996

1997

1999

2001

15 years

A sharp decline of the number of asylum seekers, which decreased the number of asylum seekers' centres and downsized our organisation.

That summer, the war between Israel and the Hezbollah Movement flared up. Within 24 hours we arranged for the repatriation of Dutch citizens from Lebanon. A good cooperation with various chain partners, the Ministries of Social Affairs and Employment and local councils make it into a success.

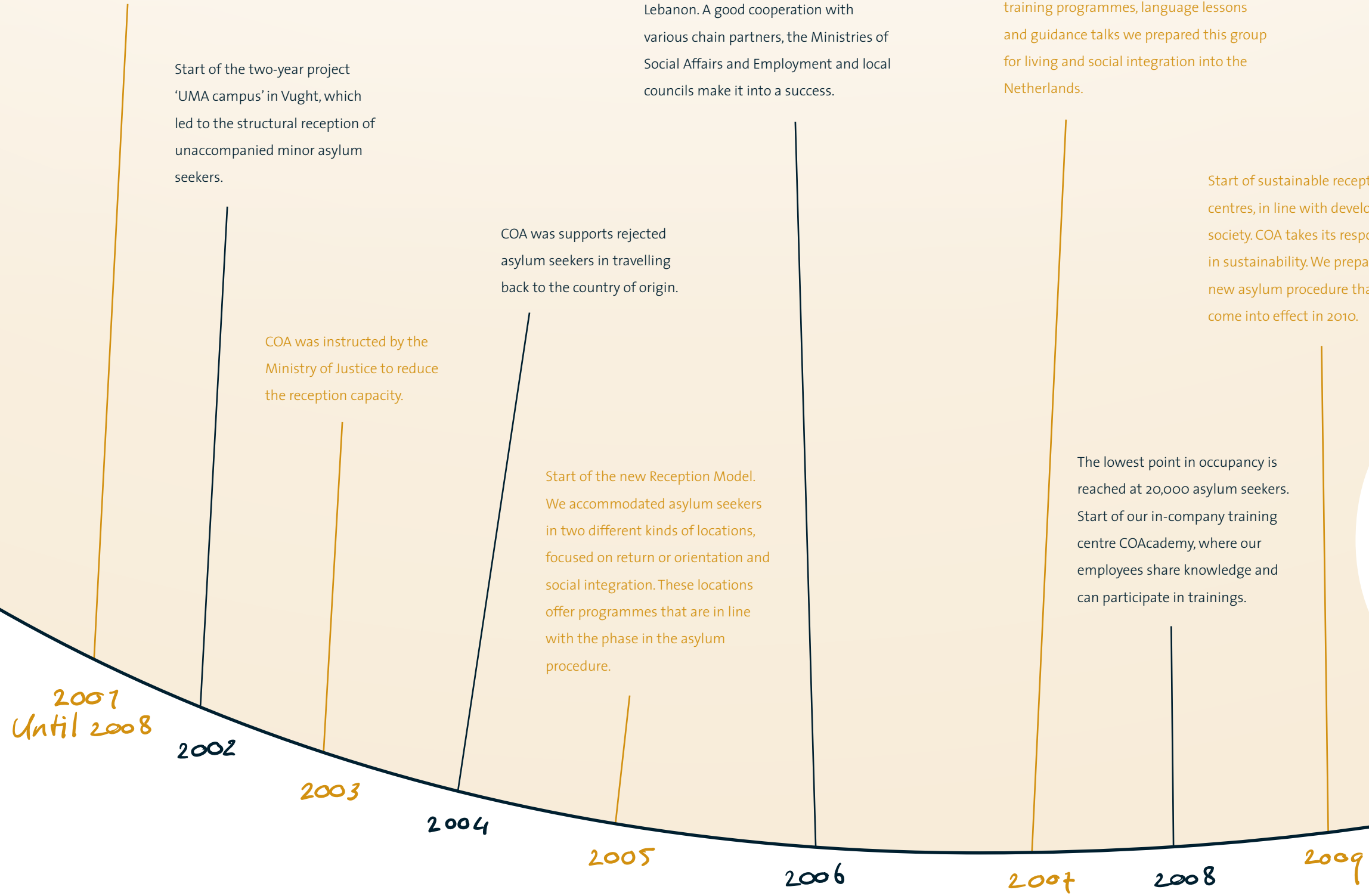
More than 13,000 residents who were prepared for returning to their country of origin receive a residence permit under the Settlement of the 'old' Aliens Act's estate scheme, or General Amnesty. With training programmes, language lessons and guidance talks we prepared this group for living and social integration into the Netherlands.

Start of sustainable reception centres, in line with developments in society. COA takes its responsibility in sustainability. We prepare for the new asylum procedure that will come into effect in 2010.

The lowest point in occupancy is reached at 20,000 asylum seekers. Start of our in-company training centre COAcademy, where our employees share knowledge and can participate in trainings.

2001

This year we present our new logo with the image of Aeneas from Greek mythology. He fled with his father and son from Troy to Italy and built a new future there. The story visualises our new direction and identity. COA is at the heart of society.



With the input of COA employees, the new HRM vision was developed in 2009. Personal and professional development are at the forefront. Our job is and will remain a social job. Our employees are COA's capital.

Our employees in the spotlight

COA stands for a professional and proactive organisation. Staff development is focused on the realisation of the mission and vision of COA. Therefore, in 2009, we worked at developing a new HRM vision that will give guidance for the attitude and behaviour of employees and that assumes that they themselves are responsible for their professional and personal development. It is important that they cooperate and develop with the changes. COA supports, stimulates and guides its employees and invests in their growth. If employees expand their knowledge and talents the organisation will grow, too.

Implementing the HRM vision into the new staff policy will take place in 2010. The process is mainly aimed at further professionalising the employees and developing the team. The personnel adviser leads team meetings, where the entire team undergoes a process of growth. Additionally, employees can participate in trainings at our in-company training centre COAcademy, which contributes to the further development of their professionalism.

Our working environment is constantly changing, asylum flows fluctuate and COA has known years of downsizing and growth.

COA offers its employees support in development and education focused on a future at or outside COA. We continue to take steps as an organisation to develop our employees' potential.



A good employer



A partner who has lost his or her job, the bankruptcy of the partner's company, or a divorce. These are just a few reasons why employees can get into temporary financial problems. COA does not turn its back on these employees. They can appeal for help to COA's Social Fund.

The Social Fund offers employees tailor-made help

The Social Fund helps COA employees with financial problems and those who have appealed to the fund for help. Furthermore, the fund mainly focused on preventative training in 2009. The goal was: to let people make wiser spending decisions. In cooperation with our in-company training centre COAcademy, the Social Fund organised the training 'Where does my money go?'. The training helps participants to get and maintain an overview of their financial means. They gain insight into their expenses by doing assignments and they make a cost plan. The training stimulates them to make well-thought choices. The training 'Keep a hand on your wallet' is aimed at managers. They learn about the activities of the Social Fund, but they also learn to notice signals of employees with financial problems.

The Social Fund has existed for more than ten years. It is an independent foundation within the COA organisation that helps COA employees with financial problems to get back on their feet. In 2009, a number of employees asked the fund for help. The financial means are derived from voluntary contributions from employees, donations from third parties and a donation

per employee annually from COA. The support of the Social Fund is diverse, ranging from a training in budget control to giving an advance or granting a loan or a donation. The employees of the fund talk to the employee involved individually and subsequently provide a tailor-made solution to the problem.

Heart for employees

Exploitation report

(values x € 1,000)

Realisation
2009

Realisation
2008

Total income	518,149	468,854
Employees	127,647	138,016
Equipment	190,259	152,655
Interest and depreciation	23,443	21,461
Medical expenses and MOA	100,554	101,246
Programme expenses	60,966	59,117
Total expenditure	502,869	472,495
Net operating result	15,280	-3,641
Result downsizing	-8,805	-6,475
Incidental health care costs	-4,949	-27,165
Contribution Justice incidental health care costs	-	17,223
Reserve for allocation acceleration of measures	-305	-
Remaining net operating result	1,221	-20,058

Assets

(values x € 1,000)

31-12-2009

31-12-2008

Fixed assets		
Intangible fixed assets	5,646	3,825
Tangible fixed assets	195,936	181,904
Current assets		
Receivables	45,247	30,788
Liquid assets	20,550	25,175
Total fixed assets	267,379	241,692

Liabilities

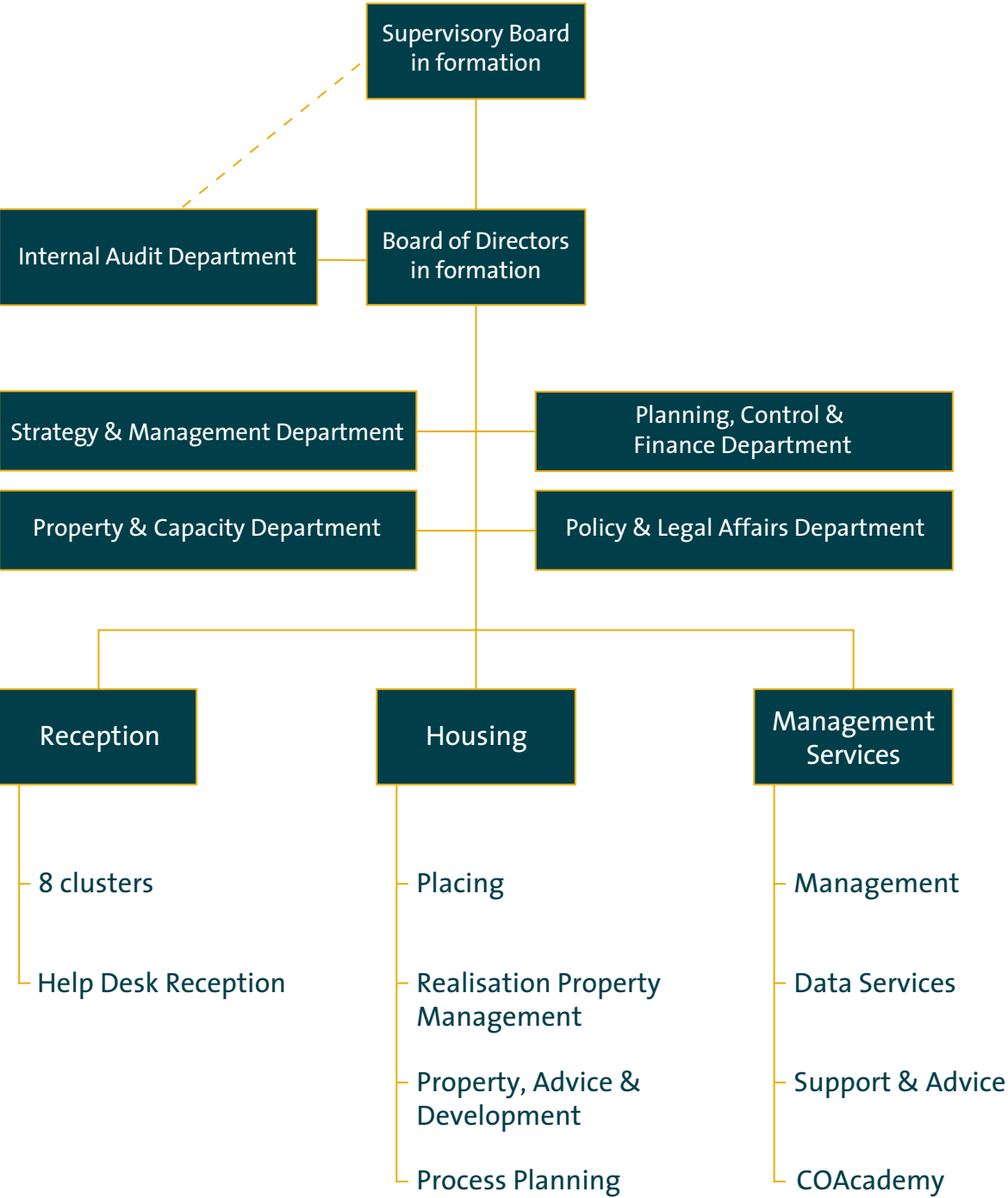
(values x € 1,000)

31-12-2009

31-12-2008

Liabilities		
Equity capital	8,407	7,365
Assets at the disposal of the Ministry of Justice	-	-
Equalisation account	71,445	84,887
Provisions	81,019	71,705
Current liabilities	106,508	77,735
Total liabilities	267,379	241,692

Organisation chart



Organisation

Supervisory Board in formation

Loek Hermans	Chairperson
Jaap Besemer	Vice-Chairperson
Anne-Wil Duthler	Secretary and Member of the Audit Commission
Rein Willems	Member and Chairperson of the Audit Commission
Adjiedj Bakas	Member

Board of Directors in formation

Nurten Albayrak-Temur	Chairperson
Erik de Borst	Member (from 1 November 2009)

Managing Body in 2009

Frank van Engelen	Director of the Housing Department
Petra Ginjaar	Director of the Strategy & Management Department
Caroline Herlaar	Director of the Policy & Legal Affairs Department
Mirjam Huisman	Director of Reception
Herman van der Meulen	Director of the Management Services Department
Jelle van Netten	Director of the Planning, Control & Finance Department
Hans Poot	Director of the Property & Capacity Department (until 1 July 2009)

Staff

	2008	2009
Staff in Employment # Employees	1,603	1,599
Staff in FTE Employment	1,447	1,437
Number of Women	868	863
Number of Men	735	736

Our vision

For Dutch society, we are the reception organisation that ensures the smooth reception of aliens. We do this by providing safe accommodation, a means of existence and tailored programmes.

Our mission

We ensure in a professional manner that people in a vulnerable position are accommodated and supported in a safe and liveable environment, in order for the reception of aliens to remain manageable and justifiable for politicians and society at large.



Colophon

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We are grateful to all those who have made a contribution to the making of this annual report.

Press

Albe de Coker

April 2010

