

# Summary Multi-year strategy COA 2020-2025



**You are looking at the summary of COA's multi-year strategy for the period 2020-2025. Our mission and legal task: the reception and guidance of asylum seekers together with our chain-partners will not change in the coming period. We are proud of what we have built over the past 26 years.**

We have learned how to continuously adapt to social developments and trends. Our ambition is to do this even better, for our own residents, who we want to offer safe and dignified shelter and guidance at a difficult time in their lives, and also for the local residents in the municipalities and COA employees. Our ambition is also to be reliable for (future) residents, employees and partners under all circumstances. COA has explicitly chosen to give this multi-year strategy an external focus and to open the windows to our environment.

We want to offer our environment and partners insight into the way in which we would like to fulfil our assignment. In this way, we hope that this multi-year strategy and its ambitions will form a basis for renewing our existing partnerships and developing new, even greater joint social added value. At the same time, we want to improve our internal management. COA has formulated four core values that determine the way in which we do our work: dignified, collaborative, open and result-oriented.

They provide guidance in the performance of our work and they are an inseparable part of our identity. Our core values are in line with the vision we have developed on where we, COA, would like to be in 2025. We base that vision on, among other things, an analysis of political and social trends and scenarios in our national and international environment.

Our vision is:

- We are the professionals in the field of dignified and sustainable shelter and guidance for asylum seekers. We play a central role in the reception process in the Netherlands in accordance with European standards. In close cooperation with partners involved, COA responds flexibly, transparently and predictably to changes, for example when it comes to numbers, nationality and background of the asylum seekers.
- We work internationally with our partners to make asylum migration to and in Europe more predictable, planned and more dignified, also in the Netherlands.
- Together with our partners, we create efficient, sustainable, safe, dignified and flexible forms of shelter and thereby offer added social value, for example in the field of (labour) participation, local investments and housing.
- We offer high-quality guidance to our residents. In this way, we stimulate them and enable them to be self-reliant in an environment as yet unknown to them. In this way, they can take responsibility for their own future as early as possible and make a contribution to the society. If our residents are not entitled to asylum, our guidance contributes to a return with perspective.
- We know our residents and their talents at an early stage; therefore, we are able to offer tailor-made solutions. That is why we are an indispensable link for our partners in the continuous line from counselling residents to integration and (labour) participation in the Netherlands. We make our knowledge and experience in this field available at all stages of the asylum process, for example to the municipalities to which we transfer our residents, but also for resettlement and reception in the region.
- COA realizes this vision in a sustainable way by adding value to people, the environment and the society.

To realize this vision in 2025, we have set three strategic objectives:

### **1. COA always offers sufficient dignified reception and scales up and down flexibly**

COA's ambition is to be able to better cope with fluctuations and variations in the numbers and diversity of groups of asylum seekers. To this end, we must be able to scale up and down quickly and, moreover, to deliver tailor-made solutions for specific target groups. Consider, for example, different types of reception for different target groups, such as asylum seekers who have more chance or less chance to be granted asylum; specific reception facilities for unaccompanied minors (UAM), for vulnerable asylum seekers, families or for so-called "trouble makers". In addition, we strive to offer dignified reception in times of high influx. We want to avoid having to shelter people in temporary facilities that are not actually intended for that purpose: preferably no more sports halls or pavilions. We are also convinced that this makes us the most cost-efficient.

### **2. COA enables and stimulates residents to be self-reliant**

COA knows asylum seekers from day one. This creates responsibility. We are able to and willing to stimulate our residents as early as possible and enable them to be self-reliant, take care of themselves and solve their own problems. Our experience shows that this first phase is important to prevent residents from becoming discouraged and experiencing physical and mental problems because they do not know how to find their way or fail to spend their days in a meaningful manner. Our choice means that we deliberately do not take over control from them. Our residents are responsible for their own future. Our role is aimed at enabling them to take that responsibility from day one and to address them accordingly. We are doing this with methodical guidance and psychosocial support (hereafter: guidance) that forms the bridge from their old to their new environment, from their past to their future, in the Netherlands or elsewhere. The residents are the focus of the guidance: we believe in his or her experiences, needs, talents and skills. We do this with personalized, tailor-made support, and based on our agogic expertise. In our guidance we offer tailor-made solutions for target groups such as single mothers, unaccompanied minors and LHBTI persons, who find themselves in especially vulnerable position.

### **3. COA is transparent and predictable; together with its partners, the COA creates social added value and support**

COA is convinced that shelter and guidance for our residents offers social added value for every municipality where our reception centres are located. We notice this especially clearly when we close a reception centre and there are protests from local employers, retailers, schools or sports club. This is because, in practice, our locations usually quickly become a solid part of the local community. This added value is created by the way not only from COA in the capacity of a real estate party and employer. This it is created mainly due to our residents who contribute to the local community and economy with their talents and commitment.

There are regular protests at the opening of new reception centres, especially when local residents in municipalities feel they have been taken by surprise. This often has an unnecessarily negative impact on social acceptability. In such cases, much can be gained if we together with our partners develop and highlight the social added value of the presence of a reception centre even more emphatically.

At the same time, we want to better integrate our environment into developments at COA by communicating openly and in a timely manner about the matters that concern us, by organizing open days and walk-in evenings and by involving local residents in our work.

We elaborate these three strategic goals into a goal tree that branches out into tactical and operational goals. We also invest in two crosscutting themes - topics that are important for all goals: sustainability and responding to technological developments. A precondition is that we continue to build a strong organization.

When we look towards 2025, there is a number of things we know for sure. Worldwide there are and will continue to be hot spots and due to a combination of conflicts, climate change and economic factors, refugee flows are increasing rather than decreasing. However, how that translates into the influx and occupation in the Netherlands, remains unpredictable. With this multi-year strategy, the COA prepares itself as well as possible for possible developments in the next five years and, together with its partners, it tries to respond as well and flexibly as possible.

Should the world go in a different direction in the next five years than foreseen in this multi-year strategy, we will adjust the organization and our objectives in order to continue carrying out our mission properly. We will make this adjustment together with our partners as much as possible.

For questions or comments about this document, please contact the COA Information Line via [info@coa.nl](mailto:info@coa.nl).

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# Goals tree

## Mission

COA offers asylum seekers dignified and safe shelter and guides them to a future in the Netherlands or abroad, in collaboration with partners in the society

## Strategic goals

COA always offers sufficient dignified and flexible reception for asylum seekers

COA enables and stimulates residents to be self-reliant

COA acts in a transparent & predictable manner and, together with partners, creates added social value and acceptability

## Tactical goals

Stable portfolio and flexibilization of locations

Shorter length of stay of permit holders in reception centres

Providing a safe environment for the resident, employee and the neighbourhood

Limit relocations of residents

Continuous guidance and integration

Early guidance to return

Creating joint solutions for national and local social issues

Contributing internationally to harmonization of reception and guidance

## Operational goals

Stable reception portfolio for (medium) long term due to flexible deployment of reception locations

Reducing the length of stay of the relatives who arrived later and referents

A resident is safe and feels safe in a reception centre

Early screening of application centres

Creating Promising links for new permit holder

Guidance aimed at return with perspective from day one

Better results and more support through good cooperation with the partners involved

Municipalities recognize added value of a reception centre

Sharing knowledge and expertise from a knowledge platform

Strategic deployment of COA experts

Regional agreements on scaling up and down

Housing of resettlers directly in municipalities

Decrease in trouble making behaviour on and around reception centres

Stability for minor residents

Daytime activities focused on the future

Continuous development of integrated chain cooperation, vision, strategy and roles

More understanding, acceptability and a better reputation through open proactive communication

Reducing the length of stay of regular permit holders

Resident must be known at an early stage

Adjusting the Placement Process

Case by case, face-to-face transfer of residents to municipalities

Streamlined (chain) processes in relation to return (and departure)

## Cross-cutting topics

### Sustainability: creating value for the environment

More circularity

Sustainable energy consumption

Generating renewable energy

Sustainable transport

Sustainable housing

### Responding to technological developments

Increase efficiency, effectiveness and quality of reception and guidance

Digital capability of the COA organization

Work independently of place and time

Inclusion and normalization of digital participation

Increase self-reliance through technology

Future and Framework from I-strategy

Applying innovative technologies in business processes

## Precondition

### Strong organization

Agile organization

Working at COA is safe and challenging for employees

Solid business operations

Constantly alert

Strategic bold

Operational Decisive

Safe working environment

Challenging working environment

Management and processes validated in order

A higher customer value at a lower cost

# Trends and developments



The number of refugees continues to increase worldwide



Unpredictability of inflows into EU and the Netherlands



The international playing field is more dominant



Decentralization from central government to local authorities



Cyclical real estate market



Tighter labour market



Support and acceptability of asylum shelters and guidance



Horizontalization: from government to locals



Changes due to digitization and technology



Sustainability is high on the agenda

## Scenarios



Assignments from the ministry of Justice and Security and the Social Affairs and Employment



Mission of COA



Core values of COA



Input and feedback from cooperation partners

Vision of COA

Goals

Roadmap and investments

Core of the **Multi-Year Strategy**

Annual plans

Input and feedback from employees



Reception centers and Central Bureau