



Immigration and Naturalisation  
Service

*Ministry of the Interior and  
Kingdom Relations*

# A focus on the IND

Annual results 2011

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## Foreword

For the IND, 2011 was a year of investment. The IND made significant progress both in terms of service provision and enforcement. This included the continued development of INDiGO, the new informal way of approaching clients and conducting periodic checks. These investments were made both in order to secure benefits for the future and to ensure that current service provision and enforcement remain at the required standard.

Service provision involves a number of different aspects. For part of these, the IND has succeeded in maintaining the quality achieved in previous years or improving on it. This can be seen in the results of the Client Satisfaction Survey and the increase in telephone availability. In these areas, investments are already beginning to bear fruit. Positive results are also expected from the informal, less formalistic approach to applications, views and applications for reviews. Processing times are another part of service provision. For Asylum, these have seen further improvements. In 2011, the eight-day procedure (general asylum procedure) was applied to 56% of asylum applications. The processing times for certain other procedures have increased for various reasons. This can be seen in the increase in complaints about processing times and the number of notices of default submitted. This aspect of service

provision will be a priority for the IND in 2012. Efforts will be made to process applications promptly, reduce the number of complaints and continue professional complaint handling, in which a more informal approach will also be used.

Enforcement is the other side of the coin. In this area, investment is focused on making enforcement more proactive. Examples of this include periodic checks to investigate whether permit holders still meet the necessary conditions for residence. The IND continues to be committed to a rapid and effective approach in tackling fraud and abuse. An example of this is the successful, intensive and coordinated approach to preventing fraud and abuse of asylum and family reunification policy by Somali subjects. The results of the measures taken can already be seen in the figures. For example, the number of applications for regular provisional residence permits for Somalis wishing to reunite with families fell in 2011 and fewer of the applications were granted.

Migration involving students and the highly-skilled is one of the key areas in which service provision and enforcement come together. Highly-skilled migrants and students make an essential contribution to Dutch society and to the knowledge economy. This is a group which is warmly welcomed by the

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Netherlands and received by all agencies with a highly service-oriented approach, but which also calls for intensive enforcement. With regard to this group, the IND combines a client-oriented service with intensive enforcement. As such, it aptly reflects the spirit of Modern Migration Policy.

I hope you will enjoy reading this review of 2011.

R.J.T. van Lint  
*General Director of the IND*

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# Influx and decisions

The IND is the admissions organisation of the Netherlands. The IND decides on applications for residence (regular and asylum) and naturalisation. In addition, the IND also acts on behalf of the Minister for Immigration, Integration and Asylum and the Minister of the Interior and Kingdom Relations in appeals cases.

## Regular residence

In 2011, the number of applications for regular provisional residence permits (abbreviated to mvv in Dutch) fell, as did the number of decisions on these applications. A total of 32,450 mvv applications were granted. In 2011, the IND also received

58,950 applications for regular residence permits (abbreviated to vvr in Dutch). This is an increase compared to 2010.

At 53,150, the number of decisions on these applications also increased. In 2011, a total of 48,550 regular permits were granted. The number of permits extended in 2011 was 62,650.

<u>Totals for regular residence permits</u>	<u>2011</u>	<u>2010</u>
• Total number of mvv applications	49,700	53,600
• Total number of mvv decisions	48,900	54,050
• Total number of vvr applications	58,950	56,000
• Total number of vvr decisions	53,150	51,950
• Total number of extension applications*	77,600	74,550
• Total number of decisions on extension applications*	67,100	72,050
• Total number of applications for review submitted (mvv and vvr)	11,700	11,500
• Total number of decisions on applications for review (mvv and vvr)	10,250	10,100
• Total number of short stay visa applications	2,400	3,350
• Total number of decisions on short stay visa applications	2,350	3,350
• Total number of applications for review on short stay visa applications	5,650	4,850
• Total number of decisions on applications for review on short stay visa applications	4,850	4,500

*\* The total for extension applications includes the following procedures: permanent regular residence permits, regular residence permit extensions and changes to purpose of residence.*

## Students

For 'study' as a specific purpose of residence, there was a slight fall in the number of regular mvv applications in 2011, compared to 2010. However, there was an increase in the number of vvr applications. For the most part, these are applications within the context of the wide-ranging pilot on study-related applications in anticipation of the introduction of Modern Migration Policy, according to which it was agreed with covenant holders (educational institutions) that they would be permitted to submit combined mvv and vvr applications. There were no combined applications in 2011, whereas 85% of applications involving study as the purpose of residence are now made in this way.

### Students

	2011	2010
• Number of mvv applications	8,200	8,550
• Number of mvv decisions	7,850	8,400
• Number of mvv applications granted	99%	99%
• Number of vvr applications	11,700	10,550
• Number of vvr decisions	10,800	10,350
• vvr applications granted	99%	99%

#### Top 3 nationalities in terms of number of vvr

applications granted (not including appeals)	number	percentage
1. Chinese	2,400	23%
2. American	1,450	13%
3. Indonesian	650	6%
Other	6,200	58%
Total	10,700	100%

## Highly-skilled migrants

The number of mvv applications for residence as highly-skilled migrants in 2011 increased compared to 2010, as did the number of vvr applications. Despite the increase, levels have not yet reached those of before the economic crisis.

### Highly-skilled migrants

	2011	2010
• Number of mvv applications	5,250	4,700
• Number of mvv decisions	5,150	4,650
• Number of mvv applications granted	98%	98%
• Number of vvr applications	6,650	5,900
• Number of vvr decisions	6,000	5,450
• vvr applications granted	98%	99%

#### Top 3 nationalities in terms of number of vvr

applications granted (not including appeals)	number	percentage
1. Indian	2,000	34%
2. American	800	13%
3. Japanese	350	6%
Other	2,750	47%
Total	5,900	100%

In addition to the existing Highly-Skilled Migrant Scheme, it also became possible in 2011 to apply as part of the new European Highly-Qualified Migrants Scheme. Individuals who successfully apply under Council Directive 2009/50 EC can become designated holders of a European blue card. This new European scheme enables the Netherlands and other

EU member states to attract highly-qualified workers from third countries. This promotes the access and mobility of third-country nationals wishing to stay within the European Union for longer than three months. Numbers taking advantage of the new scheme have so far remained small.

### Labour migrants

The number of mvv applications by labour migrants in 2011 increased compared to 2010, as did the number of vvr applications. There were no policy-related changes in 2011 to explain this increase.

Labour migrants	2011	2010
• Number of mvv applications	2,800	2,300
• Number of mvv decisions	2,800	2,450
• Number of mvv applications granted	86%	81%
• Number of vvr applications	3,800	3,300
• Number of vvr decisions	3,150	2,650
• vvr applications granted	81%	78%
<b>Top 3 nationalities in terms of number of vvr applications granted (not including appeals)</b>		
	number	percentage
1. Chinese	1,000	38%
2. Bosnian	250	10%
3. American	200	8%
Other	1,100	44%
<b>Total</b>	<b>2,550</b>	<b>100%</b>

### Family formation/reunification

The number of mvv applications for family formation/reunification fell in 2011, compared to 2010. However, there was an increase in vvr applications. The fall in the number of mvv applications in 2011 can largely be attributed to the decrease in the number of Somalis being reunited with family. This is a result of a variety of enforcement measures. It may also be explained by the tightening of the Civic Integration Abroad Act (Wet inburgering buitenland) in April 2011 and the increase in fees in mid-2011. There is no obvious policy-related cause for the increase in the number of vvr applications.

Family formation/reunification	2011	2010
• Number of mvv applications	28,900	33,150
• Number of mvv decisions	28,700	33,200
• Number of mvv applications granted	48%	47%
• Number of vvr applications	22,400	20,900
• Number of vvr decisions	20,400	19,450
• vvr applications granted	94%	94%
<b>Top 3 nationalities in terms of number of vvr applications granted (not including appeals)</b>		
	number	percentage
1. Turkish	2,250	12%
2. Moroccan	1,700	9%
3. Indian	1,450	8%
Other	13,750	72%
<b>Total</b>	<b>19,150</b>	<b>100%</b>

## Other regular purposes of residence

In addition to the purposes of residence referred to above, there are other reasons for applying for residence. These include 'residence as an au pair' or 'residence for medical treatment'. The number of mvv applications in this category has fallen slightly, as has the number of vvr applications.

<b>Other regular purposes of residence</b>	<b>2011</b>	<b>2010</b>
• Number of mvv applications	4,600	4,850
• Number of mvv decisions	4,500	5,350
• Number of mvv applications granted	80%	62%
• Number of vvr applications	14,400	15,350
• Number of vvr decisions	12,750	14,000
• vvr applications granted	80%	78%
<b>Top 3 nationalities in terms of number of vvr applications granted (not including appeals)</b>		
	<b>number</b>	<b>percentage</b>
1. Bulgarian	1,150	11%
2. Romanian	750	7%
3. American	700	7%
Other	7,600	74%
<b>Total</b>	<b>10,250</b>	<b>100%</b>

## Asylum

In 2011, the Minister for Immigration, Integration and Asylum took measures to ensure asylum seekers are given a clear response quickly, whilst also tackling fraud and adopting a rigorous approach to repatriation in the event of rejection. The number of initial asylum applications fell in 2011 from 12,700 to 11,300. This can be attributed largely to the fall in the number of initial applications from Somalis. This in turn is the result of tackling fraud and abuse in this group. There was an increase in the number of initial asylum applications by Afghans. This was because of the worsening security situation in Afghanistan in 2011. In connection with this, specific groups have been designated to whom special policy applies. In the European context, large numbers of Somali asylum seekers are currently submitting asylum applications in Sweden or Norway. Afghan asylum seekers are primarily seeking asylum in Germany.

The number of second or follow-up asylum applications increased in 2011 from 1,750 to 3,050. No policy-related explanation has been identified for this. In 2011, asylum was granted (not including appeals) on more than 8,000 occasions. Of these, 56% of applications were processed as part of the General Asylum Procedure (abbreviated to AA in Dutch).



## Asylum influx

	2011	2010
• AA first applications	11,300	12,700
• AA second or follow-up applications	3,050	1,750
• Non-AA applications	300	750
<b>Total</b>	<b>14,650</b>	<b>15,200</b>
• Unaccompanied minor foreign nationals	4%	5%
• AA applications granted	22%	22%
• AA applications rejected	34%	18%

## Top 3 nationalities for 1st asylum applications

	number	percentage
1. Afghan	1,900	16%
2. Iraqi	1,450	13%
3. Somali	1,400	12%
Other	6,850	59%
<b>Totaal</b>	<b>11,600</b>	<b>100%</b>

## Asylum decisions

	2011	2010
• Total number of decisions to be taken	25,000	24,900
• Number of decisions	25,240	26,100
• Total number of applications for review submitted	600	500
• Total number of decisions on applications for review	750	700
• Granted (percentage of total number of decisions, including applications for review)	47%	40%

## Top 3 nationalities granted asylum

	number	percentage
1. Somali	2,350	28%
2. Iraqi	1,400	17%
3. Afghan	1,400	17%
Other	3,250	38%
<b>Total</b>	<b>8,400</b>	<b>100%</b>

## Legal representation

In 2011, the number of provisional ruling procedures fell compared to 2010. However, the number of procedures involving appeals to the Council of State increased. This increase can be explained by the fact that a number of issues came to the fore in 2011, which triggered multiple appeals to the Council of State. These were primarily the introduction of the European Return Directive, the issues related to the transfer of asylum seekers to Greece in accordance with the Dublin agreement and issues concerning the Mobile Supervision of Aliens. In terms of admissions, the increase primarily concerned the number of procedures instigated by the foreign nationals themselves. Although there were fewer detention cases, more habeas corpus appeals procedures (appeals against aliens detention) to the Council of State were instigated in 2011 both by the IND and by foreign nationals than in 2010.

## Legal representation

	2011	2010
• Number of appeals procedures	17,100	18,000
• Number of appeals declared well-founded by the court	22%	21%
• Number of provisional ruling procedures	11,100	13,000
• Number of appeals procedures to the Council of State	6,000	4,600
• Number of habeas corpus procedures	15,100	19,000
• Number of habeas corpus appeals procedures to the Council of State	1,800	1,500

## Documents

The number of permanent regular residence permit documents issued in 2011 showed a sharp increase compared to 2010. This was caused by the start of the five-yearly large-scale replacement of this type of document, as a result of expiry.

Documents	2011	2010
• Temporary regular residence permit	103,700	105,800
• Permanent regular residence permit	60,000	19,550
• Temporary asylum residence permit	12,150	11,150
• Permanent asylum residence permit	5,900	3,800
• Residence permit for community citizen	3,200	3,000
• Asylum seeker's w-document	24,900	23,750
<b>Total</b>	<b>209,850</b>	<b>167,200</b>

## Naturalisation

The number of applications for naturalisation to become a Dutch citizen remained virtually the same in 2011 compared to 2010. The number of review applications increased. The latter can be explained by the slight increase in the number of rejection decisions, triggering an increase in appeals for reviews. The increase in the number of rejections was caused by the stricter rules applied to determining identity.

Naturalisation	2011	2010
• Number of applications	26,300	26,300
• Number of decisions	22,600	20,000
• Total number of applications for review submitted	1,350	900
• Total number of decisions on applications for review	1,200	1,150
• Granted (percentage of total number of decisions, including applications for review)	87%	89%

## Caribbean Netherlands

Since 10 October 2010, the IND has been responsible for processing residence and naturalisation applications in the Caribbean Netherlands (Bonaire, St Eustatius and Saba).

The following are the results for 2011.

Totals IND-unit Caribbean Netherlands	Influx	Decision rejected	Decision granted
• Mvv application	525	35	455
• Application for admission on legal grounds	995	10	1,075
• Application for temporary vvr	1,415	35	1,485
• Application for permanent vvr	315	25	295
• Extension on legal grounds	40	0	40
• Extension of temporary vvr	1,655	30	1,745
• Request not applicable	85	5	90
• Return visa	225	0	225
<i>Total</i>	5,255	140	5,410
• Naturalisation applications	100	10	40

## Top 3 influx on the map



# Service provision

The client plays a central role in decisions on residence applications and applications for naturalisation. Good quality service provision is part of this.

In 2011, the IND continued to invest heavily in service provision and this is reflected in the results. For example, processing times of asylum procedures were shortened and the IND's telephone availability saw a slight improvement. In addition, the complaints percentage for the IND is low (1.1%) and client satisfaction with the IND's service provision was maintained, with a rating of 7.3 out of 10 in 2011. For businesses, educational institutions and cooperating organisations, client satisfaction even improved to 7.2 out of 10. Alongside these positive results, the processing times of a number of procedures also increased in 2011. This is also reflected in the increase in the absolute number of complaints and the number of notices of default. Measures have been taken to improve this. The IND continues to focus fully on any complaints and notices of default and these are always handled professionally. The more informal approach to clients is also part of this professionalism. This new way of working, introduced by the IND in 2011, aims to increase client satisfaction.

## Contacts with clients

The IND aims to offer its clients the possibility to contact the IND for information and to submit requests by means of various different channels. For example, clients can visit one of the IND desks in person, there is an information number for questions by telephone and a great deal of information on procedures is available via the IND website and the Client Service Information Guide featured on it.

### Immediate decision-making at the IND desk

Wherever possible, the IND aims to make decisions on uncomplicated applications at the desk. The number of these decisions made at the desk increased in 2011 within the context of family migration. Applications to convert vvr to mvv and those relating to 'children born in the country' are generally decided by the local units. The Intensification of Decisions at the Desk project has shown that some of the applications received by the Utrecht desk can also be decided there. This way of working has a positive effect on processing times.

### Ter Apel application desk

Since the start of 2011, a provisional application desk for asylum cases has been opened in Ter Apel. The aim of this application desk is rapidly to ascertain the personal details of the applicant and the reasons for the application. This information is important for identification and registration, determining the IND workload and assessing the entitlement to accommodation.

**Availability of telephone services**

The IND Telephony department is based in Zwolle and Rijswijk. In addition to providing information and making appointments, these units also provide presentations and process e-mail requests. The Rijswijk location also includes Business Services.

Both locations have a front desk and a back office. In 2011, the front desk processed an average of 2,200 client calls every day. Any complex questions are transferred by the front desk to the back office. In 2011, the back offices handled an average of around 500 calls per day. In Business Services, all calls are taken by cooperating organisations such as the Repatriation and Departure Service (DT&V), local municipalities, the Aliens Police and lawyers. In 2011, these amounted to around 500 calls per day.

**Accessibility**

	2011	2010
• Total number of telephone questions	1.08 mil.	1.09 mil.
• Average availability by telephone	84%	80%

**IND website**

At the start of 2011, the website [www.ind.nl](http://www.ind.nl) was given a completely new look to match the house style of national government. The information was updated and supplemented to include theme-based reports on current issues relating to aliens policy and implementation in practice. In 2011, quantitative research was conducted to gauge how visitors rate the website. The website was rated as satisfactory, although visitors indicated that there was room for improvement. The results of the research will be used to make adaptations to the website in 2012.

**Processing times**

In 2011, 80% of applications (including applications for review) were processed within the designated period. The figure in 2010 was 94%. The table details the percentage of applications processed within the designated period for each department. It shows that the processing time for the asylum procedure has been shortened and the processing times for the other procedures have increased.

**Processing times**

	2011	2010
• Departement Asylum	88%	81%
• Departement Managed Migration	80%	93%
• Departement Economic Migration	96%	98%
• Departement Naturalisation	87%	95%

## Complaints

In 2011, the IND complaint percentage again remained low at 1.1% of the total number of procedures. The absolute number of complaints has increased from 2,793 in 2010 to 4440 in 2011. Most of these complaints relate to the time it takes to deal with applications. As was the case in 2010, 91% of complaints were dealt with within the statutory period in 2011. Of the complaints processed, 73% were (partially) well-founded. This figure was 63% in 2010.

### Complaints

	2011	2010
• Total number of complaints	4,440	2,793
• Complaints about procedures	1.1%	0.8%
• Timely processing of complaints	91%	91%

The new options at citizens' disposal since 1 October 29 as a result of the Penalty Payments (Failure to Give Timely Decisions) Act are being increasingly used by IND clients. This enables them to issue the IND with a notice of default if it does not render a decision on an application within the set period. The number of notices of default received by the IND in 2011 increased to 2,878, compared to 1,052 in 2010. This increase is caused both by the increase in processing times and greater knowledge about the options offered by the new Act. In 2011, the IND processed 2,723 notices of default. Of these, 59% were processed within the statutory period.

## Client Satisfaction Survey

Although there has been an increase in the number of complaints and notices of default, our clients are satisfied with the services provided by the IND. This can be seen from the first results of the 2011 Client Satisfaction Survey conducted by TNS-NIPO. For the quality of the service it provides, the IND is awarded an overall rating of 7.3 out of 10. This is the same as the score achieved in 2009. In 2011, businesses, educational institutions and cooperating organisations rate the IND at 7.2, a slight increase since 2009.

## Talking works!

In 2011, the IND started to apply and develop a more informal and less formalistic approach to applications, views and review applications. This IND programme is entitled Talking works! (*Praten Werkt!*) and is linked to the government-wide programme intended to make dealing with government authorities more pleasant. Research conducted at partner organisations shows that an informal approach can reduce the number of review applications and other procedures, lower costs, increase citizens' satisfaction and raise levels of work satisfaction for civil servants.

Experience shows that a telephone call to the client can often be both more effective and quicker than a formal letter. This process also involves staff adopting a more proactive

approach focused on solutions in order to prevent potential conflicts in public services. Staff are therefore trained in mediation skills. Engaging directly with the client at an early stage makes it possible to reach a sound decision more quickly and can also lead to a reduction in the percentage of applications for review judged to be well-founded. The IND programme *Praten Werkt!* aims to achieve: satisfied clients and staff, better and more efficient business operations, reduced inconvenience for citizens and financial savings for wider society (for example in the form of legal aid).

#### **A case of a satisfied client**

As part of the programme *Praten Werkt!*, Mr Klein was telephoned concerning his wife's residence application, which was incomplete. It was explained to Mr Klein which document was missing, an Employer's Declaration. A few days later, Mr Klein sent the missing Employer's Declaration to the IND. The application was then granted.

## **IND Social Advisory Council**

In 2011, the IND Social Advisory Council was established. The aim of this Council is to support the IND in its role within society and to advise on the changes IND is working to achieve. The Council is chaired by Jaap Boonstra, Professor of Organisational Change at the University of Amsterdam.

The members of the Council originate from or work in areas of civil society that are linked to the IND's working area, such as education (universities), municipal authorities, the legislature, politics and the business community.

The supporting and advisory role played by these members is in part made possible by providing them with an insight into the IND process at special meetings and inviting them to reflect on it in the light of their own knowledge and experience.

There were two meetings in 2011. These focused on the new asylum procedure with a visit to the Schiphol Airport application centre and the theme of service provision by means of a visit to the desks in Rijswijk. The ideas, suggestions and tips that emerge from these meetings are taken seriously by the IND. They can be used to increase the efficiency and effectiveness of the process within the IND or the service it offers clients.



# Enforcement

The IND applies what is known as systematic enforcement. Essentially, this means that the IND applies intensive enforcement if the risks of fraud and abuse are deemed to be high. A focused approach to enforcement is also in the interest of bona fide clients who are unlikely to notice very much about the approach at all.

## Focused enforcement

In 2011, the IND fully focused its efforts on enforcement, with particular attention being paid to public order, identity, cohabitation and family links. This resulted in a range of measures targeted at prevention, detection and repression. For example, simultaneous interviews were conducted at diplomatic missions, in order to prevent foreign nationals from obtaining a residence permit on the basis of a sham relationship. This method will also be deployed in 2012. Fraudulent employment relationships are also being tackled across the board. This has resulted in changes to the highly-skilled migrant scheme (assessment of the market conformity of salary) in order to enable permits to be refused in advance in the case of low-skilled or unskilled work.

## Periodic monitoring

Periodic monitoring is a way of checking whether a permit holder still meets the conditions for residence. Periodic checks can be carried out by consulting external information systems such as Suwinet. In 2011, targeted checks were conducted on continued compliance with the cohabitation requirement, the means of existence requirement and public order. Targeted periodic monitoring of public order will be further optimised this year since it recently became possible to receive reports of sentencing automatically.

## Identity

One example from 2011 of the measures to combat identity fraud is the investigation of *photographic fraud*.

Manual investigations were conducted in 700 cases.

In cooperation with the Aliens Police, these investigations led to the arrest and detention of 49 foreign nationals.

The IND reported all of these cases. In addition, 69 permits were withdrawn. It is estimated that these investigations resulted in savings of EUR 1.2 million in terms of expenditure on reception and civic integration.

*Photographic fraud refers to a foreign national using a different identity, already known by the IND -when submitting an application for residence or extension.*

**Family links and cohabitation**

The intensive, coordinated approach to preventing fraud and abuse by Somali subjects with regard to the asylum and family reunification policy has proved fruitful. These measures are policy-based and procedural in nature: they range from additional IND interview capacity at the diplomatic missions to stricter requirements for the burden of proof. The effect of the measures can be seen in the figures. In 2011, fewer than 10% of the mvv applications for family reunification submitted abroad by Somalis were granted. This amounts to less than 300 on an annual basis, compared to a figure of 2,300 Somali family reunification applications granted in 2010. The number of mvv applications has also fallen significantly compared to 2010.

**Biometrics: residence documents with embedded chips**

Residence permits and other similar documents will soon be fitted with a chip complete with a digital photograph and two fingerprints (biometric data). This measure is intended to combat the fraudulent use of residence documents. In May 2011, the IND began to issue new residence documents with a chip and a facial scan. Fingerprints will be added at a later stage.

**Exclusion orders**

The number of exclusion orders issued remained more or less the same in 2011, compared to 2010.

Exclusion orders	2011	2010
• Number of decisions	2,100	2,000
• Number of exclusion orders issued (of the number of decisions)	1,400	1,400

# Operational management

The IND is an agency of the Dutch Ministry of the Interior and Kingdom Relations. For the execution of its duties, the IND receives funding from the Ministry. In 2011, the IND achieved positive results, INDiGO was developed further and there was further expansion of IND's cooperation with its partners.

## Organisation chart

General Management	Staff Directorates	Departements
<ul style="list-style-type: none"><li>• General Management</li><li>• General Management Staff</li><li>• Corporate Communication</li></ul>	<ul style="list-style-type: none"><li>• Strategy and Advice</li><li>• Information provision</li><li>• Resources &amp; Control</li><li>• Human Resource</li></ul>	<ul style="list-style-type: none"><li>• Asylum</li><li>• Managed Migration</li><li>• Economic Migration</li><li>• Naturalisation</li><li>• Legal representation</li><li>• Specialist Services and International Cooperation</li></ul>

## Income & Expenditure

In 2011, the IND's income was approximately EUR 382 million, most of which (around 85%) was funding from the Ministry. The remainder (around 15%) consists of revenue from fees. In 2011, the IND's expenditure was approximately EUR 364 million. Staffing costs account for most of this (around 55%). The remainder (around 45%) consists of expenditure on goods and services. The IND ended 2011 with a positive result of EUR 18 million, enabling part of the deficiency in net assets accrued in 2009 to be offset.

## Human Resources

### Staff numbers

At the end of 2011, staff numbers at the IND totalled 3,338 FTE. Of the total, civil service staff fell from more than 3,000 FTE in 2010 to approximately 2,900 FTE in 2011. However, the number of external staff deployed increased as the roll-out of INDiGO was not yet complete. In 2011, the hiring of external staff amounted to approximately 13% of the total.

## INDiGO in development

The year 2011 saw major progress in the development and testing of INDiGO, the IND's internal client information system. In the course of 2011, a number of important steps were taken in the introduction of INDiGO. The sharing of data with the Municipal Records Database (GBA) and the Central Shared Database with Basic Information on Applicants (BVG) is now completely coordinated via INDiGO. In June 2011, the first processing plans, required to process INDiGO applications, were taken into use. A number of improvements were made to these processing plans in October and November. In the last quarter of 2011, most of the IND PO Boxes were discontinued. Postal items are no longer received directly at the various IND locations, but at JustID in Almelo, where they are digitised. A Central Post Unit has been set up to make it possible for all post at the IND to be processed digitally. This unit ensures that any item of post is available in INDiGO anywhere within the IND. An administrative organisation like the IND is based on a continuous stream of post and files. This means that the switch to digital postal processing was a difficult and complicated operation that has now been completed. Initial experiences with the processing of the digital post streams in INDiGO have been positive. A limited number of applications are also actually being processed in INDiGO. Over the coming period, this number will gradually be increased in a managed way, until the system can be used across the whole of the IND.

## Expansion of cooperation with partners

### **IND, DT&V and COA**

In 2011, agreements were made on more intensive cooperation between the IND, the Repatriation and Departure Service (DT&V), and the Central Agency for the Reception of Asylum Seekers (COA). This should result in improvements in the sharing of information, more efficient deployment of people and resources and better coordination of implementation within the process. The aim is to improve overall efficiency, which is in line with the central government's Compact Government programme (Compacte Rijksdienst). The most concrete proposal is the establishment of a joint purchasing and implementation centre. Other possibilities for cooperation currently being explored include joint accommodation and shared facilities (conference rooms, training centres), legal support and international cooperation.

# The IND in a wider context

## Piloting Modern Migration Policy

In 2011, the IND programme Implementation of Modern Migration Policy continued its preparations for the implementation of the Modern Migration Policy Act. On 31 March 2011, the Minister for Immigration, Integration and Asylum informed the Dutch House of Representatives that the key conditions for enabling the enactment of the Modern Migration Policy Act had not yet been met. The Minister announced that in anticipation of the enactment of this new law, the pilot programmes in which its principles are being applied as fully as possible, will be continued and extended. For example, there is already a pilot study working on the new procedure for access and residence. Work has been conducted with institutions of higher education on the monitoring of foreign students' progress in their studies. A pilot has also been launched enabling businesses to submit digital applications for highly-skilled migrants to the IND. In cooperation with the Tax and Customs Administration, a pilot has been launched in which businesses can apply for a residence permit and the application of the 30% ruling simultaneously. In 2011, the aspects of the pilots relating to service provision were merged with more intensive supervision and enforcement pilots. The IND has taken action in cases where wrongdoing has been identified.

## European perspective increasingly applied to case law


Increasing numbers of judgments from international courts and the Council of State relate to the application of European regulations. This trend continued in 2011. The most important example was the precedent set with regard to the Return Directive. This has a far-reaching effect on the implementation by the IND and the DT&V of rules relating to the law governing foreign nationals. In various judgments, the Council of State ruled that the IND must issue a separate return decision.

In addition, the European Court of Human Rights (ECHR) ruled in 2011 that it is only possible to demand of Somali asylum seekers from Mogadishu that they settle elsewhere in Somalia if they have family members living there able to offer them shelter and support. This means that residence permits will be issued in many more cases. The admissions policy concerning Somalis was amended in the light of this judgment.

## International cooperation

European case law is only one of the reasons why international cooperation is becoming increasingly important. The IND is actively seeking out international cooperation to an increasing extent. In 2011, the IND played an important role in the development and strengthening of affiliated services in prospective member states. In 2011, there were also several meetings of the General Directors Immigration Services

Conference (GDISC) on a range of themes, including biometrics and migration. The IND made an important contribution to these meetings, with a view to promoting practical cooperation. In addition, the IND was involved in operational cooperation between the EU member states by participating in the European Asylum Support Agency (EASO) and in particular by providing support to Greece. In 2011, the IND also established projects designed to prevent unwanted migration, including border surveillance projects in Liberia and Ghana. Finally, the IND expanded its network of International Liaison Officers in 2011 with two additional missions in the Ukraine and China.



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