

# International Detention Coalition Strategic Plan

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# Contents

- 1 Introduction

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- 2 About IDC

---
- 3 Strategic Goals, Objectives & Outcomes

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- 9 Core Organisational Approaches

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- 11 Implementation

# Introduction

Over the last decade, we have seen governments increase their use of immigration detention, in response to growing rates of migration. The detention of children has also risen, as well as inhumane detention conditions, and escalating racism and xenophobia towards migrants, refugees, asylum seekers, and stateless people. Progress has been made regionally and internationally to ensure human rights are upheld, such as the 2018 Global Compact on Migration (GCM) and the Global Compact on Refugees (GCR). Such commitments raised key opportunities to reduce detention, and successfully implement and scale alternatives to detention (ATD) at national levels. However, simultaneously, some governments responded to rising nationalist movements by enacting migration control measures that expanded immigration detention, and led to further human rights violations.

In this already volatile environment, the 2020 impacts of Covid-19 brought worldwide systemic shock to governments, civil society, and the human experience. At the time of writing, IDC members shared concerns about duress on economic, healthcare, housing and judiciary bodies, leading to poverty, homelessness, illness, food shortages, lack of documentation and heightened risk of detention. Detention and prison conditions, and denial of entry at closed borders, also raised human rights concerns. At the same time, some governments closed detention centres and released thousands of people due to Covid-19.

In the coming months and years, the actions of global entities, governments and civil society will set a course for the post-pandemic world to either return to expanding detention, or commit to protecting rights and dignity in the migration experience.

At this historical tipping point, IDC is uniquely placed to build on our past decade of experience advocating to reduce immigration detention and implement ATD. Over the next two years, we will support members, partners and governments to recover, rebuild, and re-envision rights-based migration systems without immigration detention.

# About IDC

International Detention Coalition (IDC) is a powerful global network of 400+ organisations, groups, individuals, and representatives of communities impacted by immigration detention, based in over 100 countries. IDC members have a wide range of specialisations related to immigration detention and alternatives to detention, including academia, law, research, policy, direct service, advocacy, and community organising.

IDC staff work across the world, nationally and regionally, in Africa, the Americas, Asia Pacific, Europe, the Middle East and North Africa, and at the global level. Staff coordinate with members and partners on advocacy, research, coalition and capacity building, as well as create opportunities for national, regional and global collaboration to reduce immigration detention and further rights-based alternatives to detention.

## Mission

IDC advocates to secure the human rights of people impacted by and at-risk of immigration detention. In partnership with civil society, UN agencies, and multiple levels of government, we strategically build movements, and influence law, policy and practices to reduce immigration detention and implement rights-based alternatives to detention.

## Vision

A world where immigration detention no longer exists and people who migrate live with rights and dignity.

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## Values



### Solutions-Focused

We strategically adapt our approaches to context, and develop pragmatic solutions that are grounded in everyday reality and experience



### Innovation

We continually innovate our understanding and practices, through curiosity, learning, and exploring new possibilities



### Collaboration

We engage in collective thinking and group-centred processes that facilitate an active exchange of ideas and contributions



### Respect

We listen closely and with empathy to diverse perspectives, share and accept critique, and treat one another with dignity



### Representation

We prioritise diversity, inclusion, and the leadership of people with lived experience of detention, in order to ensure accountability in our work

# Strategic Goals, Objectives & Outcomes

- IDC exists to achieve two long-term strategic goals:**
- 1. End immigration detention**
  - 2. Establish rights-based ATD as a best practice**

In IDC’s experience, ATD is a critical tool to reduce the use of immigration detention. IDC focuses on the realisation of rights in ATD policy and practice. IDC’s Community Assessment and Placement (CAP) Model serves as a baseline framework for identifying and developing rights-based ATD.

IDC works across five regions, and at the global level. In order to focus our efforts, we strategically identify target countries or subregions based on the following measures:

- IDC has members or partners in the country or subregion who are actively engaged in working towards at least one of our long-term strategic goals
- IDC identifies an opportunity for positive impact related to one or more of our core organisational approaches: advocacy, research, coalition and capacity building

- Within these processes and aspirations, IDC sets out its two-year strategic goals:**
- Goal 1**  
Strengthened **civil society movement** engaged in immigration detention reform and/or implementation of rights-based ATD
- Goal 2**  
Increased number of States reform **law and policies** to reduce immigration detention and/or increase rights-based ATD
- Goal 3**  
Increased number of States reduce the use of immigration detention in **practice**, particularly through the use of rights-based ATD
- Goal 4**  
Strengthened **organisational effectiveness** with investment in a robust internal infrastructure

Strategic Goals, Objectives & Outcomes

# Goal 1

Strengthened **civil society movement** engaged in immigration detention reform and/or implementation of rights-based ATD.

Strategic Objectives	Desired Outcomes
<p><b>1.1</b> To build, support and strengthen the capacities of civil society coalitions in target countries</p>	<p><b>1.1</b> Coalitions in target countries are actively working to set the advocacy agenda on immigration detention and rights-based ATD</p>
<p><b>1.2</b> To connect members at national, regional and global levels, and facilitate the development of shared learnings and practices, fostering a network of advocates and ATD implementers</p>	<p><b>1.2</b> National coalitions are more connected at regional and global levels, and these connections are leveraged to strengthen advocacy related to immigration detention and implementation of rights-based ATD</p>
<p><b>1.3</b> To strengthen knowledge of IDC members on the implementation of rights-based ATD, with tailored IDC resources in priority languages</p>	<p><b>1.3</b> IDC members have a stronger understanding of rights-based ATD, and how to advocate for and implement these in their national contexts</p>

Strategic Goals, Objectives & Outcomes

# Goal 2

Increased number of States reform **law and policies** to reduce immigration detention and/or increase rights-based ATD.

Strategic Objectives	Desired Outcomes
<p><b>2.1</b> To collaboratively build the capacity of IDC members and State actors to reform laws and policies in priority countries to reduce immigration detention</p>	<p><b>2.1</b> IDC members and State actors gain more knowledge and skills needed to reform laws and policies to reduce immigration detention</p>
<p><b>2.2</b> To work collaboratively with IDC members to actualise regional and global commitments into concrete national and regional outcomes</p>	<p><b>2.2</b> IDC members are able to utilize regional and global commitments in their advocacy to reform law and policy at national and regional levels</p>
<p><b>2.3</b> To amplify and facilitate inclusion of IDC member expertise in national, regional and global dialogues on immigration detention reform, such as implementation of the Global Compacts, and mechanisms such as the UN Human Rights Council</p>	<p><b>2.3</b> More national and regional perspectives and experiences inform and shape dialogues across multiple levels on immigration detention reform</p>

Strategic Goals, Objectives & Outcomes

# Goal 3

Increased number of States reduce the use of immigration detention in **practice**, particularly through the use of rights-based ATD

Strategic Objectives	Desired Outcomes
<p><b>3.1</b> To support IDC members in developing public and policy engagement strategies that problematise detention and incentivise governments to reduce its use</p>	<p><b>3.1</b> Greater public and political support is generated for reducing the use of immigration detention through strategic engagement initiatives</p>
<p><b>3.2</b> To develop, update and disseminate research in priority languages on the impact of immigration detention, and the benefits of implementing rights-based ATD</p>	<p><b>3.2</b> Strengthened evidence-base and tools for ending immigration detention and implementing rights-based ATD are easily available in priority languages</p>
<p><b>3.3</b> To support IDC members and State actors at national, regional, and global levels to conceptualize, implement, monitor, evaluate and scale rights-based ATD in target countries</p>	<p><b>3.3</b> IDC members and State actors are more confident in their ability to conceptualise, implement, monitor, strengthen, and scale rights-based ATD in their respective countries</p>



Strategic Goals, Objectives & Outcomes

# Goal 4

## Strengthened **organisational effectiveness** with investment in a robust internal infrastructure

IDC was launched in 2008, with just one staff member in Melbourne, Australia. A decade later, IDC has over a dozen staff working on multi-level advocacy within dynamic political environments across five regions, and globally. IDC’s growth in scale and complexity led to this new strategic planning process in 2019, which involved both internal and external reviews to gain insights into strengthening our organisational effectiveness.

Strategic Objectives	Desired Outcomes
<p><b>4.1</b> To build a strong, supportive and sustainable organisational structure and culture, building on values of inclusion and diversity</p>	<p><b>4.1</b> IDC staff feel they have greater support, resources, and guidance to accomplish organisational goals, and our structure and culture is more accountable to values of inclusion and diversity</p>
<p><b>4.2</b> To implement a fundraising strategy such that donor partnerships are strengthened, and IDC maintains the income required to deliver its organisational goals</p>	<p><b>4.2</b> IDC has stronger partnerships with donors, and a more successful and diversified funding portfolio that is supported by robust financial systems</p>
<p><b>4.3</b> To strengthen governance oversight, leadership and accountability</p>	<p><b>4.3</b> There is increased confidence in the leadership, management and performance of the organisation</p>

Strategic Goals, Objectives & Outcomes

## Cross-Cutting Strategic Practices

In order to achieve our Two-Year Strategic Goals, IDC will prioritize the following cross-cutting practices that will underpin our activities in this period:

### 1 Peer-Learning

Since its inception IDC has prioritised supporting the development of communities of practice. Peer-learning processes facilitate the sharing of ideas, experiences, knowledge, challenges, as well as encourage ongoing support among stakeholders, particularly networks of ATD implementers. To this end, IDC will support and facilitate peer-learning among IDC members and State actors at local, national and regional levels, as well as cross-regional and global level platforms, such as the Cross-Regional Peer Learning Platform on Alternatives to Child Immigration Detention.

### 2 Lived Experience Leadership

IDC believes that people with lived experience of detention need to be involved in shaping the policies that directly impact their own lives and communities, and we see this representation as key to systemic social change. To this end, IDC will strive to ensure people who have experienced or are at-risk of experiencing immigration detention are provided with opportunities to conduct and lead national, regional, and global level advocacy on immigration detention reform, and rights-based ATD.

# Core Organisational Approaches

IDC is a global organisation with a localised worldview, and is grounded in member relationships and understanding of context. We respect the unique expertise, systems, and frameworks that shape opportunities and challenges in different parts of the world. With our grassroots analysis, IDC engages in adaptive solutions-based policy discourse at national, regional and global levels.

IDC sets a collaborative and pragmatic agenda for change through our core organisational approaches: advocacy, research, and coalition and capacity building.

Over the next two years, IDC will sharpen our approaches by centering key areas of focus:



## Advocacy

### Key Focus

IDC will align our national, regional and global advocacy to impact national change



## Research

### Key Focus

IDC will strengthen our resources with innovative, rigorous and solutions-focused research



## Coalition & Capacity Building

### Key Focus

IDC will strengthen membership structures & support

## **Advocacy**

Based on recent feedback from stakeholder audits, IDC will measure, evaluate, and then strengthen our structures, and internal and external communications to support effective advocacy collaboration between civil society and governments across national, regional and global levels, with the aim to impact national change.

During the Covid-19 crisis and recovery, IDC is uniquely positioned to respond with tailored solutions, in collaboration with members and governments. IDC will map and pursue opportunities to develop policy positions, strategic communications and action plans. We will also support member campaigns and advocacy strategies during this critical period, and measure, evaluate and strengthen our own campaign and advocacy work.

## **Research**

IDC has published world-renowned publications, reports, and findings since its inception, such as the Community Assessment and Placement (CAP) model, which has led to reevaluations of migration management approaches. IDC also produced impactful research on ATD and implementation guidance, such as *There Are Alternatives*. By shaping civil society and government understanding of rights-based ATD, IDC has made significant movements towards reducing the use of immigration detention.

IDC will sharpen our position on ATD and build on our research, in order to adapt to rising opportunities and challenges. We will further our technical knowledge by documenting current ATD and responses to Covid-19, as well as monitoring and evaluating ATD effectiveness, and developing impact and learning outcomes.

Our findings will offer targeted technical advice and learnings to support civil society and governments seeking innovative change. These adaptable resources will inspire local ownership over the solutions that work on the ground, and will be made available in priority languages: English, Spanish, French and Arabic.

## **Coalition & Capacity Building**

IDC was founded in 2008, and began as an email listserv of individuals and organisations concerned about immigration detention. This listserv was the beginning of a global membership coalition that was the first to bring people together to forge identity and political analysis, and foster solidarity in the movement to end immigration detention, and develop alternative solutions.

To honour this history, IDC commits to strengthen our coalition to ensure even greater collaboration across regions, particularly in light of global Covid-19 impacts in the years to come. We will develop opportunities for members to participate in peer learning, capacity building, and advocacy strategy development. We will also ensure organisational structural change that prioritises feedback and inclusion, whereby key members input into IDC's strategic decisions, and their concerns are brought into our work, and the global fora.

# Implementation

This strategic plan will be actualised through operational plans relating to national, regional and global advocacy work, as well as communications, organisational management and finance. These operational plans are developed on an annual basis with input from regional and international advisors, and include specific objectives, and a monitoring and evaluation framework.

## Stay up to date

Stay in touch with IDC and the latest developments on ATD advocacy, regionally and internationally.



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Subscribe to our free monthly newsletter at: <http://idcoalition.org/stay-in-touch>

**International  
Detention Coalition**  
Rights and dignity for all who migrate