

Stichting International Detention Coalition Policy Plan

General Information

Organisation Name: International Detention Coalition (IDC)

Organisation Type: Stichting

Date of Incorporation: 27 September 2022

Chamber of Commerce Registration CCI Number: 87697459

RSIN: 864373363

Address: Fluwelen Burgwal 58, 2511 CJ Den Haag, Netherlands

Website: idcoalition.org

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Key Contacts:

- *Stichting IDC Director* Carolina Gottardo, cgottardo@idcoalition.org
- *Stichting IDC Chairperson* Dr Alice Nah, alicenah@gmail.com

This policy plan is effective for three years starting from January 2023, and is accessible on IDC's public website [here](#).

About IDC

[International Detention Coalition \(IDC\)](#) is a global network of organisations, groups, individuals, as well as representatives of communities impacted by immigration detention, based in over 75 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 team members work 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 (ATD).

Mission IDC strategically builds movements and influences law, policy and practice to end immigration detention, as well as implement rights-based ATD. We advocate 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.

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

Values

Solutions-Focused: We strategically adapt our approaches to context, and develop pragmatic solutions 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 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 to ensure accountability in our work

Registration and Leadership

IDC was first incorporated as International Detention Coalition Inc. (IDC Inc) on 11 March 2009 as a legal association in Victoria, Australia with charitable status. On 28 September 2022, IDC was incorporated in the Hague, Netherlands as Stichting International Detention Coalition (Stichting IDC).

Stichting IDC is governed by a Board who meet at least twice a year.

Stichting IDC's Board includes:

- Chairperson Dr Alice Nah
- Treasurer Ms Anne Harrison
- Secretary Mr Sebastiaan van der Zwaan

Board members do not receive income from Stichting IDC, and reimbursements are minimal and limited to required travel or other nominal logistics. Further, an allowance to a board member will only cover the reimbursements of expenses. If an attendance fee for a board member is paid, the attendance fee per board meeting will be limited to 3% of the [maximum salary scale 18](#) for Dutch civil servants in the respective year.

The Board delegates management of the daily operations and activities of the organisation to the Director Ms. Carolina Gottardo. Ms Gottardo leads a [Secretariat team](#) in charge of daily operations, consisting of 18 people including an Operations and Development Manager and regional teams in Africa, Asia and the Pacific, the Americas, Europe, the Middle East and North Africa. IDC also has a Global Advocacy Coordinator, a Communications Coordinator, a Finance and Administration Coordinator, a Bookkeeper and an Impact, Development and Learning Coordinator.

Strategic Priorities & Programmes

Immigration detention is an expanding global practice used by governments to control the movement of people across and within their borders, and is a flagrant human rights abuse that often has debilitating physical, mental, emotional, and spiritual health impacts on individuals and whole communities. As a global organisation, IDC works in a range of different contexts to address specific local, national, regional and global opportunities and challenges by focusing on the following strategic priorities:

1. Strengthening the movement to end immigration detention and shifting power to grassroots communities
2. Building support and commitment to end immigration detention
3. Building expertise to end immigration detention and advance good practice
4. Strengthening IDC's organisational sustainability

IDC implements regional and global programmes and activities related to capacity building, coalition building, research, government engagement, and strategic communications in order to achieve these priorities, including:

Asia Pacific	This programme works towards ending child immigration detention and developing rights-based Alternatives to Detention (ATD) in Southeast Asia, in particular in Thailand and Malaysia. IDC is responsible for overall project management, facilitation of civil society networks and a regional peer learning platform, as well as providing capacity building and technical support to partners.
Americas	This programme works towards ending the immigration detention of children and people seeking asylum, as well as

	their families, in Mexico and Central America. IDC is responsible for coordinating multi-level advocacy in collaboration with partners and local government in Mexico and Central America.
Africa	This programme works towards increasing research and mapping activities to assist in capacity building efforts among civil society and targeted advocacy and government engagement, mainly in East Africa and Southern Africa. The programme additionally prioritises peer learning and exchange between key actors and stakeholders on ending immigration detention and scaling up alternatives to detention.
Europe	This programme works towards scaling up community-based case management as an alternative to immigration detention in Europe. IDC is responsible for overall project management, directing regional advocacy, and facilitating the work of the European ATD Network by providing capacity building and technical support to partners.
MENA	This programme works to advance evidence, advocacy and capacity building towards ending child immigration detention in the MENA region. IDC is responsible for overall project management jointly with UNICEF MENA, and works in collaboration with partners, governments, UN agencies, and civil society actors.
Global	This programme works to develop global peer learning efforts on alternatives to detention and encourage exchange among key government actors. IDC is responsible for overall project management, as well as co-leading these efforts with UNHCR and UNICEF.

IDC Fundraising History and Approach

Over the past ten years, three main donors - Oak Foundation, Planet Wheeler Foundation, and Open Society Foundations - have provided IDC with consistent unrestricted funding. In large part, support from these foundations has allowed IDC to build up capital to date. Over the last two years IDC has expanded its funding base as a result of a change in strategy aimed to attract new funders, diversifying our funding base, implementing

full cost recovery projects, effective budgeting and cost saving measures. We are aiming to continue enhancing these efforts in the future.

The key to IDC's fundraising success has been the investment of time and energy in building strong and solid relationships with both existing, as well as with prospective funders. Further, IDC has historically been perceived as an expert in its field and as a creative leader to funders, our point of differentiation being the way in which we endeavour to bring government, civil society and UN agencies together to find practical solutions and opportunities to develop and implement alternatives to immigration detention (ATD) and move away from the use of immigration detention.

During a recent fundraising strategy development process, IDC leadership identified the following lessons drawn from our fundraising success:

Relationships

- Ensure IDC team members have the skills sets and quality time to network and identify opportunities for IDC, and potential funding collaborations with members.
- Ensure funder relationships are centered with the Executive Director, as well as key point people in the relevant project team while ensuring that all staff members participate in fundraising efforts and identify potential opportunities at national and regional levels.

Creativity

- Ensure staff have the skill sets and capacity to develop new ideas and approaches that position IDC as a leader and an expert in the field, and to coordinate with colleagues and with partner organisations on potential funding opportunities.

Board Leadership

- Ensure current and future board members have fundraising experience and networks for IDC to draw on systematically. Ensure board members are well informed of IDC's key fundraising efforts and are able to support with scoping opportunities, securing introductions to donors, and proposal development.

IDC's Current Funds

IDC's budget is allocated to support project activities and direct costs, salaries and staffing costs, communications, administration, governance, and fundraising efforts. IDC is funded by a combination of private philanthropic foundations, UN agencies and governments who share our vision of a world where immigration detention no longer exists and people who migrate live

with rights and dignity. Our current funders include: [Oak Foundation](#), [Open Society Foundations](#), [Planet Wheeler Foundation](#), [Danish Refugee Council](#), [Hispanics in Philanthropy](#), [Porticus Foundation](#), [European Programme for Integration and Migration](#), [Robert Bosch Stiftung Foundation](#), [UNHCR Mexico](#), [International Organisation for Migration](#), [UNICEF MENA](#), and [Bureau of Population, Refugees, and Migration](#).

IDC Finances & Financial Forecast

Stichting IDC is a nonprofit organisation, and has no goal of making profit. All raised funds will be spent to support the mission of the organisation. Further, in addition to volunteers, the professional staff employed by the Stichting are working solely to support and coordinate the goals of Stichting IDC. The professional staff salaries are reasonable per type of job and in conformity with the cost of living standards in the country of residence of each staff member. If there is surplus at the end of any financial year, then we will utilise the funds for a future project to further the organisation's charitable mission.

Estimated Income (EURO)	2023	2024	2025
Philanthropic Funding	720,000	775,000	820,000
Estimated Expenses (EURO)			
Staff Salaries	450,000	475,000	498,000
Consultants & Services	70,000	72,000	75,000
Travel & Conferences	100,000	120,000	132,000
Equipment & Capital Expenditure	3,500	3,700	4,000
Other Direct Costs	18,000	19,000	21,000
Indirect Overhead	75,000	78,000	82,000
Total Expenses	716,500	767,700	812,000
Net Surplus/(Deficit)	3,500	7,300	8,000

*The surplus will be reserved and utilised for future projects
in line with Stichting IDC's mission.*

Core IDC Policies

- [Anti-Fraud Policy](#)
- [Safeguarding Policy](#)
- [Equal Opportunity Policy](#)
- [Environmental Sustainability Policy](#)
- [Fundraising Policy](#)
- [Human Rights Policy](#)
- [Partnership Policy](#)