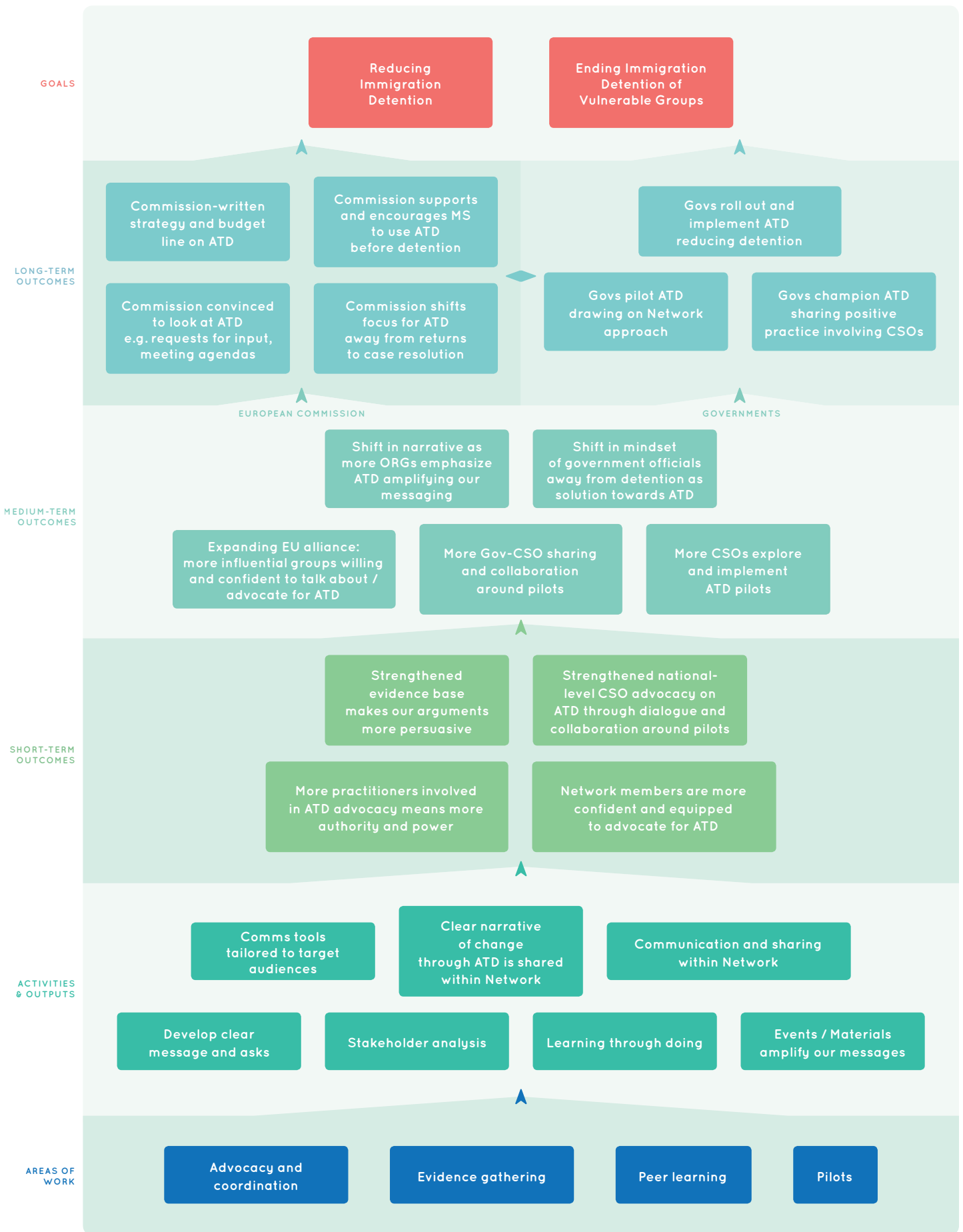# European **Alternatives To Detention** Network

Theory of Change

Building evidence and momentum on engagement-based alternatives to detention, to reduce immigration detention at the national and regional levels in Europe.

October 2019

GOALS

Reducing Immigration Detention

Ending Immigration Detention of Vulnerable Groups

LONG-TERM OUTCOMES

Commission-written strategy and budget line on ATD

Commission supports and encourages MS to use ATD before detention

Govs roll out and implement ATD reducing detention

Commission convinced to look at ATD e.g. requests for input, meeting agendas

Commission shifts focus for ATD away from returns to case resolution

Govs pilot ATD drawing on Network approach

Govs champion ATD sharing positive practice involving CSOs

EUROPEAN COMMISSION

GOVERNMENTS

MEDIUM-TERM OUTCOMES

Shift in narrative as more ORGs emphasize ATD amplifying our messaging

Shift in mindset of government officials away from detention as solution towards ATD

Expanding EU alliance: more influential groups willing and confident to talk about / advocate for ATD

More Gov-CSO sharing and collaboration around pilots

More CSOs explore and implement ATD pilots

SHORT-TERM OUTCOMES

Strengthened evidence base makes our arguments more persuasive

Strengthened national-level CSO advocacy on ATD through dialogue and collaboration around pilots

More practitioners involved in ATD advocacy means more authority and power

Network members are more confident and equipped to advocate for ATD

ACTIVITIES & OUTPUTS

Comms tools tailored to target audiences

Clear narrative of change through ATD is shared within Network

Communication and sharing within Network

Develop clear message and asks

Stakeholder analysis

Learning through doing

Events / Materials amplify our messages

AREAS OF WORK

Advocacy and coordination

Evidence gathering

Peer learning

Pilots

Regional-level Theory of Change

European **Alternatives To Detention** Network

Regional-level Theory of Change

At the regional level, our goal is to reduce immigration detention and end it for vulnerable groups by **building evidence and momentum** on engagement-based alternatives to detention (ATD). The Network links NGOs running case management-based **ATD pilot projects** in Europe with regional advocacy organisations, and conducts and facilitates **advocacy, peer learning and evidence generation** among Network members.

So that

MORE KNOWLEDGE, CONFIDENCE AND INFLUENCE

We increase our own **knowledge and confidence** to advocate for and implement ATD. **More voices talking from practical experience** about ATD implementation and advocacy give us collectively more **authority and influence.** The **strengthened evidence base** makes our arguments more persuasive, helps us reframe "effectiveness" and shows that ATD are a possible and worthwhile strategy to pursue. There is strengthened **national-level advocacy** around pilots for detention reduction.

MORE PRACTICE AND COLLABORATION ON ATD

Further NGOs in Europe **explore and implement ATD** pilot implementation as a strategy for reducing immigration detention. There is **more sharing and collaboration** among NGOs and governments around pilots. Government officials involved start to **change their thinking,** seeing the benefits of engagement-based ATD to resolve cases in the community and moving away from the need to detain.
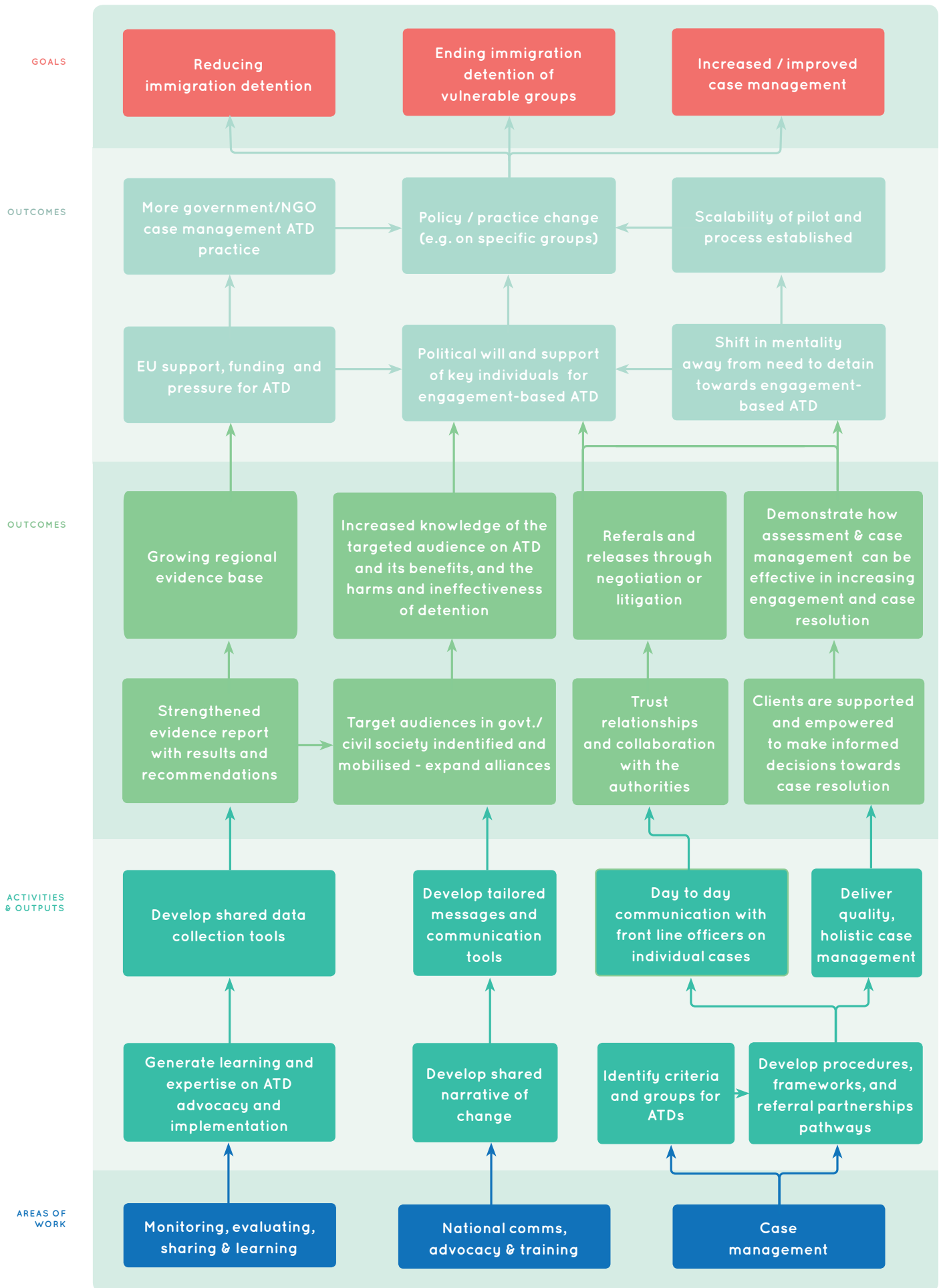
SHIFT IN NARRATIVE AND GROWING MOMENTUM

Our **European alliance expands** with more NGOs motivated and able to advocate for ATD, amplifying the network's messaging. There is a **feedback loop** as more voices, practice and evidence on ATD reinforces the confidence of stakeholders. We see a **shift in narrative** as a growing range of NGOs, regional and international organisations start to emphasise engagement-based ATD implementation in reports, policy documents, and recommendations.

So that

The European Commission is **willing and receptive** to work on ATD. ATD are increasingly on the agenda at Commission meetings. The Commission develops **guidance and funding programmes** on ATD. It shifts its focus in terms of ATD away from increased return rates to **fair and timely case resolution.** The Commission **encourages and supports** Member States to use engagement-based alternatives before detention.

More Member States pilot ATD programmes drawing on the Network's approach, **sharing positive practice** of pilots involving civil society with other governments and regionally. New **models are expanded** as part of detention reform and reduction programmes. Engagement-based approaches become the norm, forming the **basis for fair and trans-parent systems** of migration governance which do not rely on detention. Detention is used **exceptionally** in Europe, as a **measure of last resort.**

GOALS

Reducing immigration detention

Ending immigration detention of vulnerable groups

Increased / improved case management

OUTCOMES

More government/NGO case management ATD practice

Policy / practice change (e.g. on specific groups)

Scalability of pilot and process established

EU support, funding and pressure for ATD

Political will and support of key individuals for engagement-based ATD

Shift in mentality away from need to detain towards engagement-based ATD

OUTCOMES

Growing regional evidence base

Increased knowledge of the targeted audience on ATD and its benefits, and the harms and ineffectiveness of detention

Referals and releases through negotiation or litigation

Demonstrate how assessment & case management can be effective in increasing engagement and case resolution

Strengthened evidence report with results and recommendations

Target audiences in govt./ civil society indentified and mobilised - expand alliances

Trust relationships and collaboration with the authorities

Clients are supported and empowered to make informed decisions towards case resolution

ACTIVITIES & OUTPUTS

Develop shared data collection tools

Develop tailored messages and communication tools

Day to day communication with front line officers on individual cases

Deliver quality, holistic case management

Generate learning and expertise on ATD advocacy and implementation

Develop shared narrative of change

Identify criteria and groups for ATDs

Develop procedures, frameworks, and referral partnerships pathways

AREAS OF WORK

Monitoring, evaluating, sharing & learning

National comms, advocacy & training

Case management

National-level Theory of Change

European **Alternatives To Detention** Network

National-level Theory of Change

At the national-level, alternative to detention (ATD) pilot projects aim to **reduce immigration detention and end it for vulnerable groups** and contribute **to increased and improved case management**. We have three main interlinked strands of work on this.

CASE MANAGEMENT

We set up pilot projects by **identifying groups** at risk of detention who could be managed in the community; developing **criteria, procedures and frameworks**; and **partnerships and pathways for referral**. In implementing pilots, we **deliver quality holistic case management**, so that our **clients are supported and empowered** to make informed decisions towards resolving their cases and we **demonstrate that assessment and case management can be effective** in achieving increased engagement and case resolution.

ADVOCACY AND COMMUNICATIONS

At the same time, we develop a **shared narrative of change** with European ATD Network partners, and **tailored messages and communications tools**. We **mobilise key audiences** in civil society and government and our alliances expand. We undertake solutions-based advocacy through doing, speaking to target stakeholders' interests and influencing through the process of collaborating around shared objectives. This includes developing **day to day communication with front line officers** through case management on individual cases so that we **build collaboration and trust relationships** with the authorities and start to **get releases** onto the pilot.

MONITORING, EVALUATION AND SHARING

We communicate and exchange with other pilots in the Network, **develop shared data collection tools** and feed into M&E. We **generate learning and build our expertise** and authority on ATD implementation and advocacy, so that there is **strengthened evidence** on ATD and **increased knowledge of ATD and their benefits** among our targets. We support the Network's EU-level advocacy and contribute to a growing regional evidence base on ATD.

So that

There is a **shift in mentality** among individual officers at different government levels away from the need to detain, and the **scalability of the piloting process is established**. At the same time, we achieve the **support of key decision-makers** on engagement-based alternatives and there is increased **support, funding and pressure from the EU** to develop alternatives so that there is **more government/NGO case management practice** nationally and **increased political will** to test and roll out engagement-based alternatives and reduce detention.

So that

There is policy and practice change, e.g. on specific groups, **reducing and ending immigration detention** and expanding engagement-based alternatives in the country meaning **increased and improved case management**.