



Ruhama

Fighting Sexual Exploitation, Prostitution and Human Trafficking

Ruhama Strategic Plan (2024-2028)

July 2024

"Just knowing that there is someone I can talk to when my world is breaking, someone that will not judge me, was life changing for me."

Ruhama Service User

"Human trafficking is real, modern slavery is real, I was forced into prostitution and used as a sex slave. I am free today but still trying to recover, the memories do not go away. To every victim of human trafficking out there, do not lose hope."

Ruhama Service User

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1. Who we are

We are a Non-Governmental Organisation (NGO), and registered charity founded in 1989. We work to provide services and supports to women impacted by prostitution and human trafficking for sexual exploitation. We also advocate for change to both policy and legislation that will support and protect women impacted by sexual exploitation. We have our operational base in Dublin with auxiliary services in the Midlands, Limerick Mid-West and the Cork/Kerry region. The work of the organisation is overseen by a voluntary Board made up of individuals working in the public, private and philanthropic sectors.

2. Our Vision

'Is of a world free of the sexual exploitation of women where all women's lives are valued.'

3. Our Mission

'Support and empower women impacted by prostitution and human trafficking for sexual exploitation, raise public awareness of the harms of prostitution and human trafficking and act as an advocate to influence policy that will support and protect women.'

4. Our Values

Are as follows:

- **Dignity** - We create a respectful caring and confidential environment where our service users, staff and volunteers are valued.
- **Integrity** - We demonstrate integrity and accountability and transparency in our practice, organisational systems and structures.
- **Collaboration** - We work in partnership and collaborate with others to achieve our mission.
- **Diversity** - We strive for inclusivity and gender equality in an environment that respects difference.
- **Quality** - We are committed to quality through evidence-based practice innovation and continuous evaluation and improvement of our services.
- **Survivor-informed** - We recognise and value the unique perspectives of our service users based on their lived experiences and the challenges they face, and we work to ensure their views are sought and meaningfully embedded in our work.

5. How we work

We recognise that prostitution and human trafficking are forms of gender-based violence and we bring a gendered lens to the work that we do.

Until relatively recently we focused primarily on the provision of services to women impacted by prostitution and human trafficking for sexual exploitation. Supports we offer include supporting women wherever they are on the continuum (active, contemplating exiting, exited) assisting them to stay safe and seek alternatives to prostitution, if that is their objective, and recovery from human trafficking. Specific services we provide include holistic wrap-around support for women, men, and transgender women which supports them to deal with the immediate impact of trauma, through various support mechanisms. The services are offered based on an individual's needs using a case management model and trauma informed approach, designed to support healing. The services we offer are predominantly frontline in nature, extensive in breadth and not solely replicated by any other agency in Ireland.

We also advocate to influence policy that supports and protects the women with whom we work. Our focus is on policy and legislation that impact directly and indirectly on prostitution and human trafficking at both a national and indeed a European level and this is a particular area of expansion for the organisation.

More recently we have also begun to think about what we can do to raise public awareness of the harms of prostitution, its links to pornography and human trafficking and challenge attitudes to the purchase of sex, with the goal of reducing demand and ultimately preventing prostitution and human trafficking occurring.

What is a survivor-informed organisation?

An organisation that actively incorporates meaningful input from a diverse community of survivors at all stages of its programmes or projects, including development, implementation and evaluation. This approach recognises the expertise and lived experiences of survivors, ensuring their voices shape policies, practices and decision-making. By centering survivors' perspectives, these organisations create more effective and empathetic support systems.

Source: National Human Trafficking Training and Technical Assistance Centre (2023 Toolkit for Building Survivor-Informed Organisations)

6. The World we work in

At Global level

Goal 5 of the United Nations (UN) Sustainable Development Goals¹ is 'the elimination of all forms of violence against women and girls in public and private spheres including trafficking and sexual exploitation' thus making the elimination of violence against women and girls a global target.

A recent statement by UN Special Rapporteur on Violence Against Women (UNSRVAW) that recognised prostitution as a form of violence against women and not a form of acceptable 'work' has been welcomed. 'Prostitution is a system of violence against women'¹, she stated.

In 2025, it will be 30 years since the Beijing UN global meeting on violence against women and women's rights. As part of this anniversary, the European Women's Lobby plan to host an event which will place a strong emphasis on prostitution. This event will be very relevant for us and our work. Also, at the global level, there is a push on to get the European Union (EU) to ratify the Convention on the Elimination of all forms of Discrimination against Women (1979). This again is something we are pushing to gain support for at a national level.

At European level

There are over one million women in Europe involved in prostitution, the vast majority of whom are migrants², while trafficking for the purpose of sexual exploitation is the most prevalent form of trafficking in the European Union (69%) of whom 95% are women.

We are proud to report that the European Union now has the first ever law to effectively fight violence against women and domestic violence 2024³. The law criminalises certain forms of violence against women offline and online and requires Member States to put in place robust measures of prevention, protection, access to justice, support, coordination and cooperation between authorities. The law is not perfect (as it does not yet include rape, forced sterilisation, sexual harassment and prostitution) but it is a start, and it provides a space for us to work with our colleagues to ensure its meaningful transposition into national law. It is also the case that a new EU gender equality strategy will be coming post 2025 and this is a space and an opportunity for us to push for the Irish policy on prostitution to feature in this new EU strategy.

¹ <https://www.unwomen.org/en/news/in-focus/women-and-the-sdgs>

² SERP: *Gender Equality and Sexual Consent in the Context of Commercial Sexual Exploitation: A Study by the SERP Programme in UCD, in collaboration with the National Women's Council*: Breslin, R.; Canning, M.; De Faoite, M.; Kennan, M., September 2022.

³ https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/gender-based-violence/ending-gender-based-violence_en 2024

At National level

Ireland signed up to the Council of Europe Convention (Istanbul Convention) in 2019. The Convention requires all parties who sign it to 'apply the convention to all victims of violence against women and domestic violence and to pay particular attention to women victims of gender- based violence in implementing the provisions of the convention'.

In Ireland, the profile of women in the sex trade (estimated to be 1,000 women at any one time) is of young, vulnerable migrants from the Global South and impoverished regions of Central and Eastern Europe⁴. Recent polling of the public in Ireland revealed that a majority see a connection between paying for sex, coercion and diminished consent, with 62% agreeing that people in prostitution who have no alternative income do not have the same power of consent as others. In the same poll, 65% of those surveyed agreed that buying sex from people who have no alternative income is a form of sexual violence⁵.

Developing a critical understanding which recognises how consent within the prostitution contract and the buying of sexual access to some women's bodies undermines the movement for meaningful sexual consent for all⁶ is a clear part of our awareness, advocacy, and policy work.

The Irish model of tackling prostitution which criminalises the purchase of sex and then provides supports for women to exit using all the wrap around supports they require, is well regarded. The EU Trafficking Directive and the new Violence Against Women legislation show that there are spaces for the Irish model to be highlighted, placing prostitution as a key policy area, also the Irish model is seen as a good model for sharing with other countries to follow and see its success. It is interesting to note in this context that Germany is beginning to shift position after years of supporting sale of sex⁷.

⁴ Kelleher & Associates, O'Connor M., and Pillinger J., 2009 *Globalisation, Sex trafficking and Prostitution: The Experiences of Migrant Women in Ireland*, Dublin: Immigrant Council of Ireland: O'Connor M., and Breslin R., 2020. Shifting the Burden of Criminality: An Analysis of the Irish Sex Trades in the Context of Prostitution Law Reform. Dublin: SERP. https://www.udc.ie/geary/newsevents/news/text,523382_en.html

⁵ *Language*, 2020. Survey by Opinions Market Research, n=873 nationally representative sample.

⁶ SERP: *Gender Equality and Sexual Consent in the Context of Commercial Sexual Exploitation: A Study by the SERP Programme in UCD*, in collaboration with the National Women's Council: Breslin, R.; Canning, M., De Faoite, M., Kennan, M., September 2022.

⁷ From interview with EWL Gen Sec March 2024

The Irish model of tackling prostitution involves criminalising the purchase of sex while decriminalising those engaged in prostitution. Here are some key points about the approach:

1. Legal framework:

- The maximum penalty for buyers of sex is a €500 fine for a first offence and €1,000 for subsequent offences.
- If the prostituted person is trafficked or a child, substantial prison sentences apply.
- This legal framework aims to shift the burden of criminality away from those selling sex and towards buyers.

2. Support Services:

- Alongside legal measures, Ireland provides support and exiting services for individuals in prostitution.
- The focus is on assisting those who want to leave the sex trade.

Source: O'Connor and Breslin (2020) *Shifting the Burden of Criminality*. SERP, UCD, Dublin.

The Third National Strategy on Domestic, Sexual and Gender-Based Violence (DSGBV)

Ireland's Third National Strategy on Domestic, Sexual and Gender-Based Violence (DSGBV) has at its end goal zero tolerance of DSGBV in Irish society⁸. The Strategy, for the first time, names prostitution as a form of violence against women. 'Recognised forms of gender-based violence which are contained in the Third Strategy include pervasive partner, home-based, post separation, psychological/physical coercion, abuse and violence; prostitution, human trafficking for sexual exploitation, sexual harassment, female genital mutilation (FGM), stalking and related acts and cyber violence⁹.

The Third Strategy also recognises that while both men and women can be victims/survivors, women and girls are affected disproportionately, as a manifestation of historically unequal power relations between men and women. As a result, the emphasis within the Strategy is particularly on meeting the needs of women and girls. The Strategy also recognises and acknowledges the need to provide supports for all victims/survivors of domestic, sexual and gender-based violence acknowledging the need to reflect lived experiences and particular victim/survivor groups, including migrants, Travellers and Roma, disabled people and LGBTI+ people, and recognises the additional risk factors created by overlapping forms of discrimination.

The Third Strategy recognises prostitution and trafficking for sexual exploitation and states that 'according to the UN, women are reported to be victims/survivors in more than 80% of trafficking cases; 79% of reported trafficking in human beings is for sexual exploitation and women constitute 85% of victims/survivors of trafficking for sexual exploitation¹⁰. While our work focuses on adults, we are very aware that underage children are also groomed and forcibly brought into the sex trade¹¹.

A new statutory DSGBV agency Cuan was launched in 2024, its role is to ensure a permanent and dedicated focus on the implementation of this Strategy. The structure will include NGOs in a consultative forum and a smaller number in an operational group to support oversight of the work of the new agency. Ruhama will play a role in the new structure to ensure its work on prostitution and human trafficking is highlighted and supported in the delivery of the strategy.

The four pillars of the current strategy are Prevention, Protection, Prosecution and Policy Co-ordination, reflecting the pillars of the Istanbul Convention¹². Under each pillar in the Strategy there are actions where we are specifically named in relation to the action implementation.

⁸ Zero Tolerance Third National Strategy on Domestic, Sexual and Gender-Based Violence 2022-2026 (Dept Justice, Ireland).

⁹ IBID p.12

¹⁰ IBID p.14

¹¹ *Protecting Against Predators: A Scoping Study on the Sexual Exploitation of Children and Young People in Ireland*. Canning, M., Keenan, M., Breslin, R., SERP, 2023

¹² <https://www.coe.int/en/web/istanbul-convention/text-of-the-convention>

Prevention: working towards the eradication of the social and cultural norms that underpin and contribute to gender-based violence:

Relevant work for us under this pillar includes enhancing an understanding of prostitution and human trafficking in various Government awareness campaigns; training of frontline responders to better understand needs of victims of prostitution and human trafficking; contributing to greater understanding of the harms of prostitution and commercial sexual exploitation, and awareness of the harms of pornography and human trafficking. We are also identified as having a role in relation to awareness raising relating to the root cause and education on violence against women, including pathways to safety and sanction; also raising awareness on the harm of prostitution and its impact on wider gender equality and making the links to human trafficking through national campaigns supporting awareness of the Criminal Law Sexual Offences Act Part 4 on the harm and illegality of purchasing sex. Research and development of age-appropriate campaigns regarding how pornography fuels misogyny is also of interest to Ruhama's work.

Protection: ensuring victims/survivors have immediate and longer-term access to safety, support and advocacy they need, with agencies held accountable for the protection of victims/survivors.

Relevant work for us under this pillar includes being a lead agency in the provision of adequate, extensive, and accessible information offline and online; also in the provision of accessible, quality specialist services and supports; enable rapid access for victims/survivors to safety, including accommodation and support services; provide a wrap-around victim/survivor centred service and supports with clear pathways; ensure those, primarily women, in prostitution have access to safety, health care, support and exit routes. Specifically, ensure access for women in prostitution to safety, health care, support and exit routes; also, access to specialist health services for marginalised women and providing specialist accommodation for victims of human trafficking with special regard to victims of human trafficking for sexual exploitation.

Prosecution: ensuring that the Justice systems implement the law and provide the consistent enforcement and judicial proceedings necessary to vindicate the rights of victims/survivors.

Relevant work for us under this pillar includes supporting frontline and professionals working with victims/survivors of prostitution and human trafficking through training and support to provide them with the necessary expertise to do their work to support the prosecution of perpetrators; input to the revision of Family Law Court to ensure victims/survivors are better protected; reduce demand for prostitution; strengthen the policing and prosecution of crimes against those in prostitution and trafficked for sexual exploitation; and ensure perpetrators are held to account. Specifically, reduce demand for prostitution; make links between the Third Strategy and the new Human Trafficking Action Plan; and consider findings of the review of part 4 of the Criminal Law (Sexual offences) Act 2017.

Policy Co-ordination: ensure the State offers a comprehensive, co-ordinated, authoritative, monitored and evaluated set of responses to crimes experienced by those in prostitution and/or trafficked, informed by engagement with key stakeholders and service users at national, regional and local level.

Relevant work for us here includes engagement in policy development spaces advocating for work to support victims/survivors of prostitution and human trafficking and also to advocate and influence policy development under the above 3 pillars of the national strategy; including engagement in the implementation structures set up to deliver the strategy, also in the regional co-ordination structures; input and influence effective and robust research and evaluation of the strategy; contribute to data gathering to build evidence base of strategy effectiveness and effect; ensure the voice of the victim is heard at different levels of the State action to combat prostitution and human trafficking; and input at the international level in advocacy to support the zero tolerance aim of the Irish strategy at EU and global spaces where such policy and practices are being discussed, debated and decided. Specifically, ensure actions to prevent prostitution and combat human trafficking for sexual exploitation are addressed in an integrated manner; and input to proposed research opportunities.

The Third National Action Plan to prevent and combat Human Trafficking (2023-2027)¹³

Ireland's Third National Action Plan to prevent and combat Human Trafficking takes a victim centred focus and its overarching goal is to strengthen a whole-of-government approach to combatting human trafficking in the state. Taking an all of society approach to co-ordination in supporting victims and decreasing incidence of human trafficking. This new strategy also uses the Prevention, Protection, Prosecution and Policy co-ordination Pillars. Under the Plan there are actions where we have a clear role as follows;

Under the Prevention Pillar we have a clear role to play in relation to the provision of training and information and running awareness campaigns for all front-line people who have the potential to meet victims/survivors of human trafficking for the purposes of sexual exploitation.

Under the Protection Pillar we have the potential under the new National Referral Mechanism to be a 'trusted partner' working with the 'competent authorities' to identify victims and their needs. We also have a role to play in relation to the continuing development of exiting pathways for victims/survivors through education, employment and other means.

In relation to Partnership and policy co-ordination we have a role to play in working with civil society organisations and State actors and international partners to support meaningful collaboration to progress the Strategy; regarding the TIP report moving the State from a second-tier country to a top tier country.¹⁴

An additional significant development relevant to our work was the report of the Recommendations of the Citizen Assembly on Gender Equality (2021) which called for 'sufficient public funds for beds, shelter and accommodation for all victims/survivors of DSGBV across Ireland in line with the Istanbul Convention'¹⁵.

Recommendations of the Citizen Assembly on Gender Equality (2021)

¹³ <https://emn.ie/third-national-action-plan-to-combat-human-trafficking-launched/202>

¹⁴ <https://www.irishtimes.com/ireland/2023/06/15/significant-gaps-remain-in-protection-of-human-trafficking-victims-in-ireland/> 2023

¹⁵ <https://citizensassembly.ie/wp-content/uploads/2023/02/report-of-the-citizens-assembly-on-gender-equality.pdf> June 2021

7. Who we work with

We connect and work at a variety of levels with a range of organisations and groups that include civil society organisations, international and European agencies as well as national government.

At Global and European level

We regularly connect with the Coalition of the Abolition of Prostitution (CAP International) which works at EU, UN, and Council of Europe levels and they are very interested in the model we are using to support women.

We have also worked closely over many years with the European Women's Lobby (EWL) to counter the sexual exploitation of women (including through pornography, and prostitution). We also work with the 'Brussels Call' a co-ordinated platform of NGOs who work together to put pressure on Governments and the EU to tackle prostitution (other members of the coalition include the European Network of Migrant Women, and CAP International).

At National level

We work closely with the relevant government departments and agencies responsible for tackling prostitution and human trafficking. We also work with various civil society organisations to raise awareness of the harms of prostitution and human trafficking. As a long-standing member of the National Women's Council, we have brought various motions to AGMs of the Council who have a seat on the EWL Board. We also work as part of the National Observatory on Violence Against Women which also feeds into the European Observatory and European Women's Lobby board on matters relating to violence against women, including prostitution.

At Regional and Local levels

We work with the regional offices of national organisations and with regional and local organisations to raise awareness of the harms of prostitution and human trafficking and to support front-line staff to be able to identify the signs of prostitution and human trafficking, to better support individual victims/survivors. In some instances, organisations seek us out and invite us to speak to their staff, in other instances, we identify, prioritise and approach organisations that are most likely to encounter women in prostitution or who have been trafficked for the purposes of sexual exploitation and offer to provide their staff with information and relevant supports.

8. Achievements under the 2019 - 2024 Strategic Plan

Strategic Priority One:

‘Develop and deliver a diverse range of services to women affected by prostitution and sex trafficking’

Achievements

- Model of practice developed and implemented
- More than six new Programmes developed that include:
 - Outreach/In reach (hard to reach cohorts)
 - Peer Support
 - Seeking Safety Ireland (piloted and mainstreamed)
 - Service User Engagement/Survivor Voice
 - Joint Welfare checks with An Garda Síochána
- Trauma Therapy
- Regional Expansion with three new Hubs now in place in the Midlands, Limerick Mid-West and the Cork/Kerry Region
- The Bridge to Work Programme has been evaluated and mainstreamed
- **50%** increase in number of service users engaged in Education/Development
- **82%** increase in number of service users availing of Counselling/Trauma Therapy
- Overall, **36%** increase in service users engaging with Ruhama
- Strong interagency partnerships in place with An Garda Síochána, and South Inner-City Drug & Alcohol Task Force
- Memorandum of Understanding (MOU's) established with a number of key organisations that include Merchant's Quay Ireland, Coolmine Therapeutic Community, De Paul Ireland and Seeking Safety Ireland

Strategic Priority 2:

'Advocate and campaign to reduce the prevalence of prostitution and sex trafficking.'

Achievements

- **100%** increase in our organisational profile witnessed in part by:
- Being selected to be supported by the Lord Mayor's Charity Ball in 2022
- Awarded the Irish Security Industry Association (ISIA) Premier Award for our contribution to combatting Human Trafficking and Sexual Exploitation in 2023
- Chosen to be a charity partner of the GAA in 2024
- We ran two successful awareness raising campaigns "We Don't Buy It" and "Get the Full Picture"
- We hosted two very successful international conferences on Sexual Violence and Sexual Exploitation
- Partnered with the Sexual Exploitation Research Programme (UCD) on the seminal research study 'Pathways to Exit' 2023
- Developed a comprehensive Communications Strategy
- **28%** increase in social media engagement
- **77%** increase in the number of training sessions delivered
- Increased survivor voice, by empowering survivors to help raise awareness and influence policy based on their lived experiences
- Development and implementation of a suite of new training programmes tailored to meeting the specific needs of frontline workers, other agencies and the private sector
- Full-time Training Lead post has been put in place
- Increased our Policy and Communications Team from a half time post to two and a half posts

Strategic Priority Three:

To ensure Ruhama has the structure, capacity, and resources to deliver its mission

Achievements

- A **61%** increase in our statutory funding since 2019
- A **50%** increase in employees since 2019
- A **100%** increase in corporate partners
- A new centrally located premises acquired for headquarters in Dublin
- Effective and transparent financial controls and systems achieved
- Staff engaged in internal Health and Wellbeing committee activities and **100%** increase in staff development days
- IT infrastructure and service user's outcome monitoring delivered
- Full upgrade of our IT systems successfully completed
- Triple locked member of the Charities Institute
- Fully compliant with the Charities Regulatory Governance Code and with all other legal and regulatory frameworks

9. Developing this plan

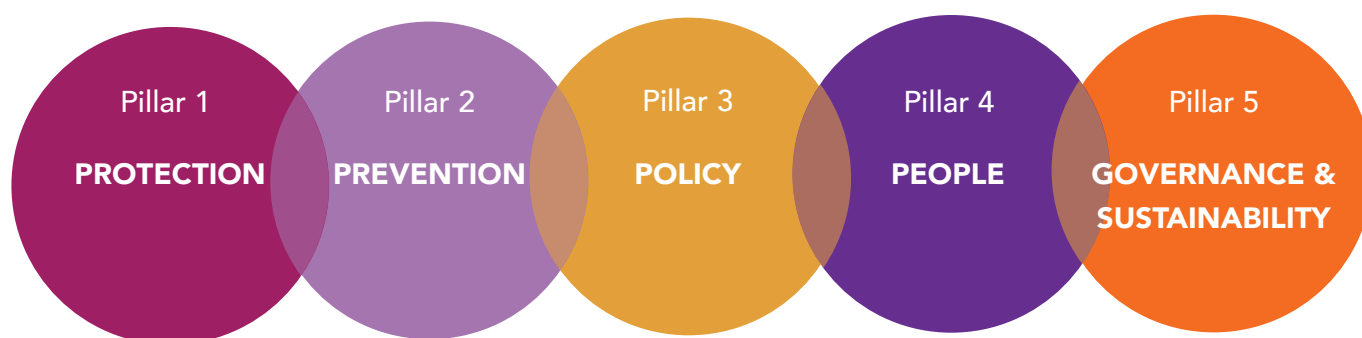
This strategic planning process was facilitated by independent strategic planners Dr Grainne Healy and Dr Kathy Walsh and developed based on:

- A series of engagements with our Board and with individual Board Trustees.
- Conversations with a range of external stakeholders to get their views on our strengths, weaknesses, opportunities and threats.
- Engagement with members of the Senior Management Staff Team.

This plan was also informed by an Evaluation of our frontline services completed earlier in 2024, which had involved engagement with all staff, service users and key funders.

10. Plan structure

The Plan is broken down under five pillars.



Pillar 1: Protection (through excellence in service delivery)

Overall Objective: Provide quality and inclusive services that transform the lives of our service users.

Key Strategic Objectives

1. Continue to maintain and develop existing services.
2. Continue to implement systems to monitor and regularly evaluate our effectiveness and improve services as a result.
3. Expand the geographical reach of services to meet the needs of service users around the country.
4. Expand the range of services as necessary, in response to national policy, emerging needs and new opportunities.
5. Establish a Training Hub sharing expertise on supporting victims/survivors of Human Trafficking & Sexual Exploitation.
6. Achieve trusted partner status and participate as a key stakeholder in the new National Referral Mechanism (NRM).
7. Support the embedding of a survivor informed approach including the incorporation of peer support model.

The National Referral Mechanism is the mechanism aimed at identifying, protecting and assisting victims of trafficking human beings, through referral, and involving relevant public authorities and civil society.

Source: Conclusions on the new EU Strategy towards the Eradication of Trafficking in Human Beings 2012 - 2016 of the 319th Justice and Home Affairs Council Meeting, 25 October 2012

Pillar 2: Prevention (through increased public awareness)

Overall Objective: Raise public awareness about the prevalence and harms of prostitution, human trafficking, sexual exploitation and pornography.

Key Strategic Objectives

1. Develop and implement the Getting Fit for Equality Project with the GAA and the Men's Development Network.
2. Continue to provide awareness raising training for front line staff in a range of organisations.
3. Implement our communication strategy (including upgrade and website management).
4. Source the necessary resources to engage in other public awareness initiatives.
5. Support the embedding of a survivor informed approach through ensuring that all the public awareness work is informed by the lived experiences of our service users.

Getting Fit for Equality Project involves Ruhama working with the GAA and the Men's Development Network. It is designed to create a pathway of awareness, engagement and action to address Domestic, Sexual and Gender based Violence. The Programme will include benchmarking research to measure current knowledge, attitudes towards the issues, awareness training that will be rolled out as part of the GAA Healthy Clubs initiative, as well as a National Public Campaign and a Sexual Harassment awareness-raising campaign for GAA members and supporters.

Source: Ruhama

Pillar 3: Policy (through advocating for policy and/or legislative change)

Overall Objective: Use the expertise we have gained from supporting our services users to effect positive policy and legislative change, strengthening our reputation as a leading policy expert and provider of services and supports designed to address human trafficking and tackle the sexual exploitation of women in Ireland and abroad.

Key Strategic Objectives

1. Input into global, European and national strategy implementation, emerging legislation and policy.
2. Deliver and disseminate research (e.g. links between pornography and prostitution).
3. Advocate for the provision of resources to fill key gaps in service provision (e.g. provision of a range of accommodation options for individuals who have been trafficked).
4. Increase awareness of Ruhama as a leading organisation addressing human trafficking and tackling the sexual exploitation of women at an international level.
5. Support the embedding of a survivor informed approach through ensuring that all of our policy and legislative change work is informed by the lived experiences of our service users.

Pillar 4: People (Our people's commitment and expertise is key to our work)

Overall Objective: Retain and continue to attract a diversity of quality staff, volunteers and Board Trustees.

Key Strategic Objectives

1. Create a diverse and inclusive workplace environment.
2. Continue to embed our positive organisational culture to ensure staff, volunteers and Board Trustees feel valued in their respective roles and work.
3. Continue to develop and enhance our Human Resources services and supports.
4. Review our current structures and processes to support the continuous professional development of staff.
5. Provide our Board with the resources and supports necessary to function effectively.

Pillar 5: Governance and Sustainability

Overall Objective: To continue to deliver sound financial management, good governance and the provision of the necessary infrastructure to facilitate operations.

1. Generate sufficient revenue (across a range of diverse streams) and manage expenses in such a way as to ensure we can continue the delivery and expansion of our specialist services.
2. Secure capital investment to safeguard our long-term viability and sustainability.
3. Develop and implement a funding strategy to support our growth and expansion nationally.
4. Build our levels of unrestricted financial reserves.
5. Ensure sufficient resources are provided to ensure that the survivor voice is audible and is embedded across the organisation.
6. Maintain and enhance our strong corporate governance culture including on-going compliance with the Charity Regulator's requirements.
7. Continue to invest in our Information and Communications Technology systems to ensure they are effective and equip us to meet our legal obligations under GDPR.

Plan Monitoring and Evaluation

Responsibility for overseeing the implementation of this Strategic Plan rests with our Board. Progress in relation to the implementation of the plan will be assessed using a series of headline indicators. There are at least two indicators for each objective.

Annual and staff work plans will be developed based on the plan and will link directly to the achievement of the headline indicators.

Our Board will review overall plan implementation and progress twice yearly. Depending on progress and the emergence of new issues, the plan will be amended and updated.

Key Performance Indicators for Ruhama

A Key Performance Indicator (KPI) is a measurable value that demonstrates how effectively an organisation is achieving its key strategic objectives.

Pillar 1 Protection (through excellence in service delivery)

Provide quality and inclusive services that transform the lives of our service users.

1. 10% annual increase in number of service users accessing Ruhama's services nationally
2. 20% increase in the number of Ruhama services that have been positively evaluated
3. Expansion into two new geographical regions in response to demand
4. 20% target in the number of referrals Ruhama is actively involved in as a trusted partner within the National Referral Mechanism

Pillar 2 Prevention (through increased public awareness)

Raise public awareness about the prevalence and harms of prostitution, human trafficking, sexual exploitation and pornography.

1. Increase in the number of clubs and volunteers proactively participating in the Getting Fit for Equality Project
2. Increase in the number of Public Awareness Campaigns Ruhama is proactively involved in
3. 100% of Ruhama communications are informed by the lived experience of service users

Key Performance Indicators for Ruhama

A Key Performance Indicator (KPI) is a measurable value that demonstrates how effectively an organisation is achieving its key strategic objectives.

Pillar 3: Policy (through advocating for policy and/or legislative change)

Use the expertise we have gained from supporting our services users to effect positive policy and legislative change, strengthening our reputation as a leading policy expert and provider of services and supports designed to address human trafficking and tackle the sexual exploitation of women in Ireland and abroad

1. 10% increase in the number of inputs into key national/european policy/strategy decision influencing fora
2. 10% increase in the number of formal policy/legislation related submissions made by Ruhama annually
3. Ruhama to engage in two joint peer reviewed publications

Pillar 4: People (Our people's commitment and expertise is key to our work)

Retain and continue to attract a diversity of quality staff, volunteers and Board Trustees

1. 80% staff retention rate; KPI measures the percentage of staff who continue to work for the organisation over time. A higher rate indicates that the organisation has a stable staff base
2. 90% target in employee organisation satisfaction levels (self-reported surveys) conducted and monitored annually

Pillar 5: Sustainability

To continue to deliver sound financial management, good governance and the provision of the necessary infrastructure to facilitate operations

1. 10% increase in statutory and non-statutory funding
2. Satisfactory annual audits
3. Compliance with the CRA and other regulatory bodies

Ruhama's Board of Trustees would like to thank and acknowledge all stakeholders involved in the development of our Strategic Plan and the independent strategic planners Dr Grainne Healy and Dr Kathy Walsh.

Ruhama is funded and supported by the following:



An Roinn Dlí agus Cirt
Department of Justice



An Roinn Leanaí, Comhionannais,
Míchumais, Lánpháirtíochta agus Óige
Department of Children, Equality,
Disability, Integration and Youth

Community
Foundation
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-  **Limerick:** Mahon House, Upper William St, Limerick, V94 T8KR
-  **Offaly:** Unit 1, The Tanyard Resource Centre, Tanyard Lane, Tullamore, Offaly
-  /RuhamAgency
-  /Ruhamalreland
-  /company/ruhama
-  /ruhamaagency
-  www.ruham.ie

Current Board of Trustees

Ian Carter	Carolann Minnock
Chairperson	Pauline Houlihan
John Sansome	Lucy Maguire
Secretary	Louise Hyland
Donagh O'Farrell	Alison Gilliland
Treasurer	

Company Registration Number: 209799
Charity Number: 10733
Regulatory Charity Number: 20027827



Ruhama

Fighting Sexual Exploitation, Prostitution and Human Trafficking

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