



**HAGAR AUSTRALIA
STRATEGIC PLAN
2017–2019**



HAGAR
the whole journey

A young girl with long dark hair, wearing a colorful floral shirt and blue jeans, is riding a blue bicycle on a grassy field. In the background, there is a yellow climbing structure and green trees. The scene is bright and sunny.

**Focusing
our efforts
to transform
lives**



About this plan

Hagar Australia is a small, lean organisation that, as part of the global Hagar network, is ambitious to transform as many lives as possible and do all that we can to prevent human trafficking, slavery and abuse. As such, we must focus our efforts and resources where they can have the greatest impact.

This Strategic Plan is intended to provide that focus. It sets out why Hagar Australia exists, what our values are and what we are working towards.

It establishes the four goals that will guide all of our work over the next three years. To achieve each of these goals, there are a range of strategies we will pursue and outcomes we will measure and hold ourselves accountable to.

Our motivation

There are between 21 million¹ and 45 million² people in forced labour or slavery in the world today. We don't know the exact number because, most of the time, slavery is hidden behind closed doors. What we do know is that the majority of these people live in our own region of Asia Pacific.³

About 70 per cent of human trafficking victims are women or girls. Beyond that, one in three women worldwide has experienced physical or sexual violence. 120 million girls have experienced forced intercourse or other sexual acts and more than 700 million women alive today were married as children.⁴

While these figures are staggering and indicate the scale of the issues Hagar works on, our view is that even one person in slavery, one woman being beaten or one girl being married is one too many.

We support, adhere to and raise awareness of international human rights agreements and see our work in the context of global efforts to protect rights and promote human development, including the Sustainable Development Goals.

The issues Hagar works on are global issues, yet they impact individuals in isolating and often intimate ways.

Consistent with our values, Hagar Australia's work is motivated by respect for the rights and dignity of every human being and compassion for those whose rights have been violated.

We respect the right of every individual to freely hold their own beliefs, while being motivated by our own Christian faith in a God, who sees, hears and deeply loves those who are so often unseen and unheard in places where they are enslaved or abused.

1 International Labour Organization <http://www.ilo.org/global/topics/forced-labour/policy-areas/statistics/lang--en/index.htm>

2 Global Slavery Index, The Minderoo Foundation, <http://www.globalslaveryindex.org>

3 ILO as above

4 All figures from UN Women <http://www.unwomen.org/en/what-we-do/ending-violence-against-women/facts-and-figures>





How we work with others

Hagar Australia is part of the global Hagar International network of organisations and actively contributes to the strategic direction of the network. We know that by working together, we can be more effective in pursuit of our shared vision to see “communities free and healed from the trauma of trafficking, slavery and abuse”.

Hagar Australia works in partnership with Hagar International program offices in Cambodia, Vietnam and Afghanistan to fund, design, deliver and evaluate projects. Here in Australia, we raise funds to support those projects and advocate for the Australian community to play a leadership role in combatting human trafficking, slavery and abuse.



Our vision

What are we working towards?

Communities free and healed from the trauma of human trafficking, slavery and abuse.

Our mission

Why do we exist?

To do whatever it takes for as long as it takes to transform the lives of those impacted by deep trauma and end the cycle of trafficking, slavery and abuse.



Our values

What do we stand for, and how do we behave?

Respect – We believe in the right of all people to be heard and treated with respect and dignity.

Compassion – We want compassion and kindness to be evident in our attitude, communication and in active, practical ways.

Integrity – We commit to act ethically and honestly, striving to do the right thing at all times and in all circumstances.

Excellence – We hold ourselves to high standards, listening and learning from those we support, our partners and each other, to continuously improve all that we do.

Our goals:
How will we
achieve our
mission?

GOAL 1

TRANSFORM LIVES

As an active member of the global Hagar network, we will draw on and provide expertise, evidence and an understanding of emerging needs to transform the lives of those who have experienced trauma.

To achieve this goal, we will:

- (a) Collaborate with our partners in the global Hagar network at all stages of the program cycle and ensure the people we support, and the communities they live in, are able to participate in the design of our programs.
- (b) Consistent with our regulatory and partnership obligations, we will ensure our programs are effective and well-managed.
- (c) Play an active leadership role in the global Hagar network to help ensure it is equipped with the expertise, evidence and understanding of emerging needs required to design and deliver innovative and effective programs.

AS A RESULT

- ▶ More individuals who have experienced the trauma of trafficking, slavery or abuse will be empowered to heal from their trauma and transform their lives.
- ▶ The impact of our programs will be more effectively communicated.
- ▶ The global Hagar network will be strong and working collaboratively to achieve its shared goals.

GOAL 2

ADVOCATE FOR CHANGE

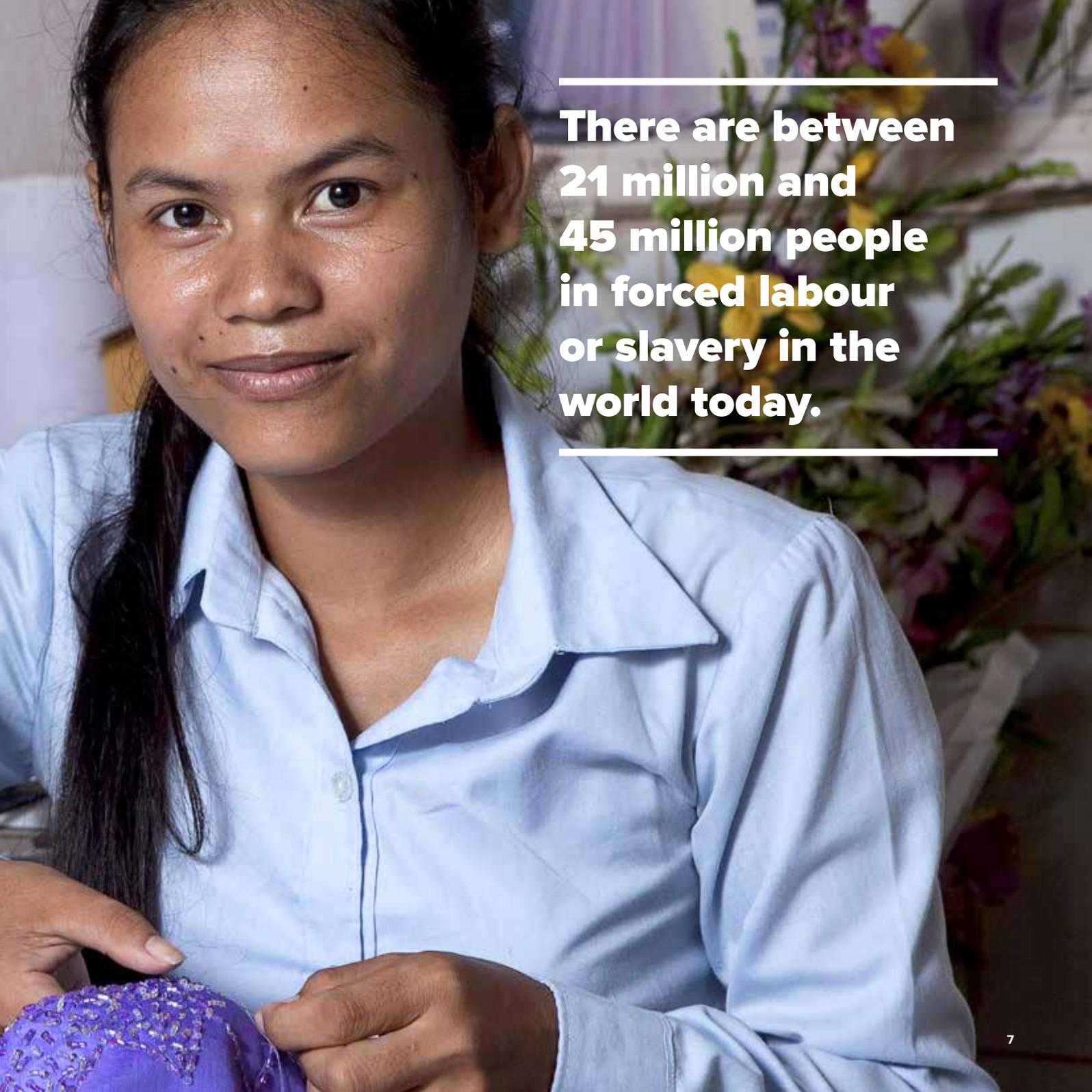
We will advocate for the Australian community – through its governments, companies, civil society and citizens – to play a leadership role in combatting human trafficking and slavery within our region and the world.

To achieve this goal, we will:

- (a) Undertake research and collaborate with other organisations to identify the most significant changes required by the Australian community to combat human trafficking and slavery in our region and the world.
- (b) Advocate for these changes, including through the Australian Government's Roundtable on Human Trafficking and Slavery.
- (c) Raise the awareness of the Australian community about human trafficking and slavery and what shifts are needed to eliminate these human rights abuses.

AS A RESULT

- ▶ Australian governments, companies and organisations will strengthen their policies and practices to help combat human trafficking and slavery in our region and the world.
- ▶ More Australians will be aware of the issues of human trafficking and slavery and what they can do to help eliminate these human rights abuses.



**There are between
21 million and
45 million people
in forced labour
or slavery in the
world today.**

GROW

We will engage more Australian partners to resource and support Hagar's work as we grow and diversify our income, especially unrestricted and regular sources of funds.

To achieve this goal, we will:

- (a) Invest in growth and implement our Fundraising Strategy.
- (b) Build awareness of our brand in the Australian community.
- (c) Develop a regular giving product and supporter journey.
- (d) Secure and nurture long-term partnerships with foundations, companies, churches and community groups.

AS A RESULT

- ▶ A diverse and growing number of supporters and partners will feel valued and connected to our work.
- ▶ Our income will grow each year, especially unrestricted and regular sources of income.

NURTURE EXCELLENCE

We will invest in and equip our people to build a high-performing, cost-effective organisation that consistently reflects our values.

To achieve this goal, we will:

- (a) Ensure that our Board has the right skills and experience to oversee the successful delivery of this Plan.
- (b) Build a cohesive, motivated, values-driven team of staff and volunteers with the right skills and experience to deliver this Plan.
- (c) Set and review staff performance outcomes that are aligned to the Goals in this Plan.
- (d) Equip and support staff and volunteers with the tools and training they need to continuously improve their performance.
- (e) Prioritise the engagement of volunteers, more accurately measure their contribution to Hagar Australia and consistently show that we value them.
- (f) Invest in tools and technology that reduce manual procedures and improve our cost-effectiveness.

AS A RESULT

- ▶ Our Board will provide strong, effective governance to ensure the achievement of this Plan.
- ▶ Our staff and volunteers will feel valued, supported and engaged to achieve this Plan.
- ▶ The percentage of income that we invest in our programs will be competitive and reflect our cost effectiveness and desire to transform as many lives as possible.



**More than
700 million women
alive today were
married as children.**



Hagar Australia
Hagar.org.au
03 9257 2369
admin@hagar.org.au
@HagarAustralia