

HAGAR

The whole journey



Annual Report 2020

(for the financial year ending on 31 December 2020)

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



**One in every
130 women** 
is living in slavery

40.3 million

people are living in slavery



24.9 million

people in forced labour



15.4 million

people in forced marriage

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We pursue the highest degree of care and protection for our clients. While client images are used throughout this report, these images do not necessarily represent the individuals profiled. Names have been changed where required to protect client identities. Permission was obtained from all clients and/or their guardians prior to publication of their stories.

About Hagar

A registered charity in Singapore, Hagar Singapore Ltd (“HAGAR”) is part of a global organisation that supports women and children on their journeys to healing and empowerment after experiencing 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?

For those affected by trauma and those who support them, HAGAR is an expert in care and recovery. When healing happens, the cycle of trauma stops.





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.

INTEGRITY: We commit to act ethically and honestly and strive to do the right thing at all times and in all circumstances.

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

EXCELLENCE: We hold ourselves to high standards. We listen and learn from those we support, our partners and each other, to continuously improve all that we do.

The Whole Journey

The Whole Journey starts with a survivor, an individual who has experienced severe trauma as a result of human trafficking, slavery or abuse. From the moment a survivor enters our care, we employ Trauma-Informed Care principles to respond with compassion, assess their needs and provide individualised services to help them heal. Services may include providing a safe place to live, counselling, family support, legal support, assistance with finding an empowering job, or help with reintegrating them into their community. The learning from our direct client-based experience informs our work on prevention, partnership, empowering and influencing.

We don't have a set timeframe for how long we work with a client. **We do whatever it takes, for as long as it takes.**

Trauma-Informed Care

Over the past 27 years, HAGAR has worked in some of the most challenging geographic locations in the world, where war, genocide and exploitation have devastated communities and caused widespread trauma. Trauma is particularly evident in survivors of human trafficking, slavery and abuse and it can have lasting effects on mental, physical or emotional well-being.

HAGAR specialises in Trauma-Informed Care, which means we recognise the trauma of clients, staff and communities, and build organisational structures that support healing and avoid re-traumatisation.

If not effectively addressed, trauma can cause dysfunctional attitudes and behaviours that may be passed on to future generations. By understanding each survivor's trauma and helping them heal, we are able to stop this cycle.

When healing happens, the cycle of trauma stops.

HAGAR's Trauma-Informed Care approach differs from other organisations because we:

Provide long-term support

We provide survivors with the support and social services they need, no matter how long it takes.

Raise awareness of trauma

We inform families and communities about the prevalence and impacts of trauma and share strategies with them to prevent re-traumatisation.

Collaborate to increase our reach and impact

We build the capacity of our partners to implement HAGAR's Trauma-Informed Care approach in their own work.

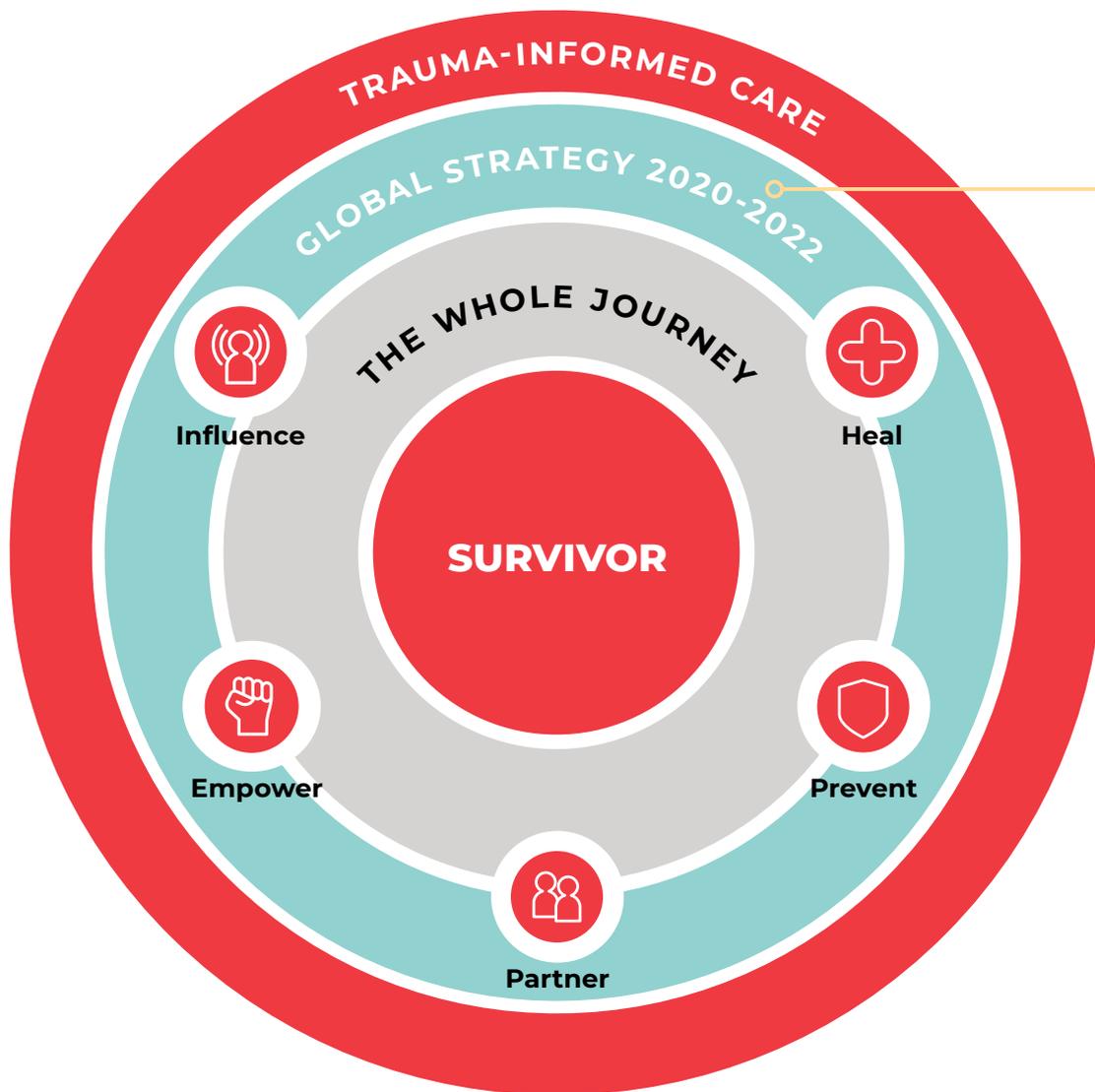
Prioritise self-care for practitioners

We use Trauma-Informed Care tools in our own organisation to help practitioners avoid secondary trauma.

Advocate for systemic change

Our Trauma-Informed Care experience underpins our work to educate, inform and lobby for law revisions. We strengthen protection systems and collaborate with governments and organisations around the globe.

At HAGAR, we know that Trauma-Informed Care changes lives and empowers survivors and communities to live free and healed from the trauma of human trafficking, slavery and abuse.



HAGAR's Global Strategy 2020-2022 is driven by **Five Strategic Goals** that are underpinned by our experience in Trauma-Informed Care.



Heal

Provide access to Trauma-Informed Care services



Prevent

Strengthen mechanisms to prevent human trafficking, slavery and abuse



Partner

Build the capacity of partners to deliver Trauma-Informed Care services



Empower

Empower survivors to actively contribute to society and the economy



Influence

Influence change at local, national and international levels



See page 13

To read more about our Global Strategy.

Message from our Chairman

Chan Chee Onn

Resilience; it's what shone through in our beneficiaries even as the COVID-19 pandemic plunged many into despair. It stood firmly in all our staff across HAGAR offices, who stood by our beneficiaries and persevered in encouraging every client. Resilience was also evident in our volunteers, donors, and partners, who continued to lend their time, resources and skills to uplift the most vulnerable even as they faced their own challenges.

2020 tested all of us in so many ways. The pandemic tested the strength of our Trauma-Informed Care and is evident of the effectiveness of HAGAR's approach in empowering survivors. Though they were beaten, but they were not defeated. All of our clients grappled with the fast-changing circumstances and the uncertainty that COVID-19 caused. Many lost their jobs and found their movements restricted in a bid to protect their health, and even as the pressure turned up, they dug deep to adapt and learned how to make use of technology to get themselves into the digital space and tap into resources that they were able to make use of for their well-being.

Staff across all countries also demonstrated a deep resilience as they persevered through the crisis to answer the growing needs of increasingly vulnerable people. Through the pandemic, we still managed to innovate and were able to pull off the first-ever HAGAR virtual event to raise awareness of human trafficking and critical funds that were needed to provide food assistance and living support to vulnerable families in need. Everyone stepped up to meet the additional responsibilities, some putting their health and lives on the line. No one stopped to count the cost, as everyone doubled down to do whatever it takes to get help to the people most in need.

We saw the best of humanity in this pandemic and we are immensely grateful for everyone who gave and contributed to making things happen. Thank you to every staff, volunteer, donor, partner who lent your support to helping the ones whom HAGAR serves – they are the reason why we continue this work.

We press on in working towards our vision, to see communities free and healed from the trauma of trafficking, slavery and abuse. As statistics have shown, the pandemic has highlighted the huge wealth divide and caused further rifts in impoverished communities. But it is also an opportunity to flatten the curve and bridge this gap.

As we step into 2021, we look forward to having your support so that everyone regardless of backgrounds and status can have equal access to basic needs, vaccines, healthcare, education and jobs. Thank you for joining us to make this world a better place for our next generation.



A handwritten signature in black ink, appearing to read 'Chan Chee Onn', positioned below the portrait.

Message from our Executive Director

Michael Chiam

The world never saw it coming. COVID-19 took us by surprise, sending nations into a public health and economic crisis.

Singapore went into the Circuit Breaker in April 2020 which further brought the economy to a halt. In a short period of time, the pandemic has unleashed an unprecedented crisis, disrupting the progress of development with the world's most vulnerable communities. In Singapore, 93% of the over 54,000¹ COVID-19 infections were found amongst migrant workers concentrated in dormitories; the vulnerable migrant community has been hit the hardest, many have lost their jobs or income to the pandemic. Our beneficiaries were severely affected through job losses and psychological distress from the prolonged isolation and fears of the unknown.

Likewise, our beneficiaries in Cambodia, Vietnam and Afghanistan were not spared from the onslaught of the coronavirus. Overnight, the COVID-19 stripped them of their livelihoods, their health and their hopes for their children's future. They face daily struggles of finding food for their families. Schools are closed and majority are unable to transition their kids to home-based learning due to cost reasons. Numerous businesses and factories in these countries have shuttered and with continuing lockdowns from a second or a third wave of community infections, our beneficiaries fear falling sick to the disease as they have limited access to healthcare and have no money for even basic needs.

Recognising the devastating impact on survivors of trafficking and abuse under HAGAR's care across these countries, HAGAR responded swiftly to the crisis. Launching an emergency response, we rallied support from our supporters, collaborating with local governments, corporates, businesses, community organisations, NGOs and the civil society to provide emergency relief and critical recovery services to the affected communities in Singapore, Cambodia, Vietnam and Afghanistan.

Looking back, we were at great risk of cutting back services to our clients when COVID-19 first struck as donor funding dropped to an all-time low due to the impact of the pandemic on businesses and livelihoods. But we are thankful for the strong support of all donors and supporters who came alongside us during the worst of the pandemic days; it was YOU that helped HAGAR's work to continue in this crisis.

Thank you for your generosity and continued trust. Despite the increased challenges and economic uncertainties, we will press on to do this significant work with survivors, empowering them to build a sustainable future. We hope to be able to count on your support in the new year.



A handwritten signature in black ink, which appears to be 'Michael Chiam'. The signature is fluid and cursive, written over a white background.

¹ Information accurate as of December 2020

Our Leadership

HAGAR is governed by a Board, which is a governing body responsible for overseeing and managing a charity. Reporting to the Governing Board, are Sub-Committees that looks into specific areas such as Governance, Finance & HR, Programme, and Fundraising.

The charity is also headed by an Executive Director.

Governing Board



Chan Chee Onn

Chairman, appointed 11 March 2019
Director of Financial Services, Great Eastern Life
Past: Board Director, appointed 03 March 2016



Jimson Cheng Jang Fa

Board Director, appointed 11 March 2019
Regional Managing Partner, Heidrick & Struggles
Past: Chairman, appointed 27 July 2015



Koh Eu Beng

Honorary Treasurer, appointed 15 March 2017
Associate Director, National University of Singapore
Past: Board Director, appointed 01 January 2013



Chua Eng Hui

Honorary Secretary, appointed 15 March 2017
Senior Consultant, Luo Ling Ling LLC
Past: Board Director, appointed 3 March 2016



Dominique Choy Sok Fun
Board Director, appointed 3 March 2016
Vice President, HCSA Community Services



Lee How Giap
Board Director, appointed 3 March 2016
Adjunct Lecturer, Republic Polytechnic and Singapore
Institute of Technology



Sylvia Chan
Board Director, appointed 3 March 2016
Founder and Director, Emancipasia



Cheryl Chong Chiew Peng
Board Director, appointed 22 July 2020
Associate Director, RySense



Michael Chiam Tow Khoon
Board Director (no voting rights),
appointed 15 March 2013
Executive Director, Hagar Singapore Ltd

Executive Management

Michael Chiam Tow Khoon
Executive Director
Appointed to position since 15 March 2013

2020 Global Impact

2020 was an extraordinary, testing and tragic year for so many, and at HAGAR we did all we could to ease the effects of the pandemic on people and communities around the globe.

We collaborated with other agencies to reach beyond our usual networks of clients and communities to help people in desperate need of emergency relief, wherever they lived. This meant we far exceeded our 2020 Strategic Goal to impact the lives of 35,000 direct and indirect beneficiaries. In addition to delivering our regular programmes for survivors of human trafficking, slavery and abuse, we responded to the effects of the COVID-19 pandemic and helped victims of severe flooding in Cambodia and Vietnam.

208,281

Total beneficiaries

2020 beneficiaries

146,805 + 28,798 + 32,678

COVID-19 response
beneficiaries

Flood response
beneficiaries

Regular programming
beneficiaries

13,496

Direct beneficiaries

Survivors of human trafficking, slavery and abuse who received direct client-based services.

53,798

Other direct beneficiaries

People who participated in capacity-development training, or attended community-based campaigns, e.g. family members, local authorities, government, and like-minded agency staff.

140,987

Indirect beneficiaries

Other community members who benefitted from HAGAR's capacity-development work, e.g. clients reached by people who were trained by HAGAR, family members of school children, or other community members who were trained or attended community campaigns.

Global Media Impact

In addition, our global awareness and education activities achieved the following in 2020:

3.3

million people reached across all forms of media including TV, radio and live-streaming

40,197

followers on social media (Facebook, Instagram, LinkedIn)

49,223

website users



COVID-19 Global Response

COVID-19 Global Emergency Response Plan

The COVID-19 pandemic swept across the globe in 2020 in an unprecedented event that disrupted economies, industries and businesses and had an immense impact on global health. The pandemic moved at a speed and scale never witnessed by living generations, with over 83 million cases and more than 1.8 million deaths reported by the end of 2020.²

In April 2020, a COVID-19 Global Emergency Response Plan was developed and implemented across all country offices. Our goal was to provide continued, yet adapted and tailored, Trauma-Informed Care services to our 10,000 direct clients, 25,000 indirect clients and the general global population, and to ensure HAGAR's sustainability. Four objectives guided our work and helped us quickly respond to the global crisis.

Objectives

1. Adapted Client Operations:

Adapt client case work services, shelter provision and effective delivery of grant project activities, where possible. Ensure access to accurate health information for clients and staff.

2. Fundraising Growth Strategy:

Implement a Global Fundraising and Communications Strategy to ensure continued funding to enable operations to be maintained.

3. Cost Control Implementation:

Assess, implement and track cost control measures at all levels of the organisation to ensure careful financial management and safe transition through the pandemic.

4. Self-Care/Trauma-Informed Care Leadership:

Draw on HAGAR's 27 years of experience to help alleviate stress and uncertainty and improve awareness of self-care for clients, staff, supporters and the global population.

Global Emergency Campaigns

The pandemic caused an almost immediate decline in funding, which threatened our ability to conduct essential client and field activities and deliver our programmes as planned. In April, a Global Emergency Appeal was launched to increase awareness of the pandemic's impact on our local and global services, and raise much-needed funds to support the continuation of our crucial work.

HAGAR supporters responded generously and met the funding target. Following the success of the Taskforce, we will continue to coordinate global fundraising and communications in 2021 and beyond.

Continued and Adapted Services

While the pandemic rendered travel largely unsafe across all the countries in which we work, we supported our clients however possible. Legal and employment support were maintained and all available communication channels and networks, including social media, were employed to keep clients and families up-to-date with COVID-19 information and HAGAR's services.

In Programme Offices, continuity of care was maintained by regularly phoning clients, families, partners and local authorities to provide support and share COVID-19 updates, even when working from home. In Cambodia, face masks and sanitiser were sent to foster families, financial support was provided for our most at-risk clients, and HAGAR's Hotline team collaborated with local authorities to continue crisis support and intervention. Counselling sessions moved from face-to-face to phone consultations and counsellors worked with clients to revise treatment plans and develop Trauma-Informed Care safety plans.

We established a private Facebook group in Vietnam to provide counselling and peer support to those impacted by COVID-19 and counselled clients and ex-clients who were forced to live in government quarantine facilities. In partnership with local authorities, we ran community campaigns and distributed COVID-19 prevention kits in poor and remote communities.

HAGAR's Forgotten No More boys' shelter in Kabul, Afghanistan, continued

operating despite the many changes and challenges, including a large number of staff contracting COVID-19 – fortunately, all staff recovered. Key activities such as education programming were moved online to work around restrictions.

In Singapore, where our usual client base of migrant workers was the most affected by the pandemic through the dormitories where they reside, HAGAR became one of the main responders in-country, providing food, essential supplies, healthcare, counselling and job support for over 40,000 people.

Our efforts to adapt services to the ever-changing situations in each country and ensure all client services were continued meant we exceeded our annual target of reaching 10,000 direct and 25,000 indirect beneficiaries. By the end of 2020, we had reached 67,294 direct and 140,987 indirect beneficiaries. The important lessons learned about how best to provide remote services will be built into our future programming to allow us to continue these innovations.



Global Strategy Update

150,000 beneficiaries by 2022

The HAGAR Global Strategy 2020- 2022 outlines goals, outcomes, KPIs and activities that provide a robust framework to guide our future work.

Our overarching goal is to impact 150,000 beneficiaries by 2022. Our 2020 target was to impact 35,000 direct and indirect beneficiaries.

Number of beneficiaries (direct and indirect)

We reached a total of 208,281 beneficiaries throughout the year. Of these, 175,603 were related to our COVID-19 and Flood Responses.





Goal 1

Heal

Support survivors (particularly women and children) to heal through access to consistent quality social services.

We implement HAGAR's foundational project, **The Whole Journey**, across all country programmes, and in 2020 we accompanied **13,496** people on their individual journeys to healing and recovery. Our clients faced enormous uncertainty and stress and many struggled to make ends meet. HAGAR provided support and services including emergency assistance, food relief, safe accommodation, counselling and therapies, healthcare, education, legal, economic empowerment and reintegration support.



Goal 2

Prevent

Strengthen mechanisms to prevent human trafficking, slavery and abuse of vulnerable populations in target areas.

Prevention activities are integrated across all of our programmes and projects. Innovative community campaigns built awareness of legislation to combat human trafficking, domestic violence and sexual abuse and the consequences for perpetrators. We called on police, local authorities, communities and families to help prevent incidents and sensitively challenged traditional social values that stigmatise survivors. To help HAGAR strengthen and develop prevention programmes appropriate to local contexts we began analysing current prevention systems in Programme Office countries to determine the approaches best equipped to prevent human trafficking, slavery and abuse. These approaches will be piloted in 2021- 2022.



Goal 3

Partner

Build the capacity of our partners to deliver Trauma-Informed Care to survivors.

HAGAR's Trauma-Informed Care case management model helps our partners integrate Trauma-Informed Care principles into their own work. Providing training, supervision and advice to partners, including government agencies, child protection officers, police, legal aid and community leaders, enables us to replicate the impact of HAGAR's work in more communities. In 2020, the Trauma-Informed Care Working Group assessed the Trauma-Informed Care service and knowledge gaps of our partners in Programme Office countries. Tailored plans will be developed to address the gaps and they will be implemented from early 2021.

Global Strategy Update cont.



Goal 4

Empower

Empower and equip survivors at community, national and international levels to actively contribute to society and the economy.

HAGAR facilitates opportunities for clients and former clients to have their voices heard, demonstrate leadership and influence decision-makers at all levels. In 2020, we assessed the empowerment practices of our Programme Offices to identify gaps and inform the development of a Survivor Empowerment program designed to disrupt the cycle of human trafficking, slavery and abuse. The Programme will equip survivors with tools to help build and lead their communities and will be implemented from 2021.



Goal 5

Influence

Contribute to changing policy at the community, national and international levels.

In 2020, HAGAR supported the adoption of minimum standards for Trauma- Informed Care case management in government shelters, contributed to new juvenile justice guidelines, and influenced national action plans to combat human trafficking, respond to gender-based violence and provide essential services for people disadvantaged by COVID-19. We shared our knowledge and experience of how to better prevent exploitation, protect survivors and prosecute perpetrators at national forums, the Asia Regional Trafficking Conference and the Global Youth Economic Forum.



Partnership with Deloitte

Since 2019, HAGAR has collaborated with Deloitte³ as part of D2international (D2i), a Social Impact Programme that connects high-performing consultants with non-profits and social enterprises to serve global communities and build a generation of young change-makers. In 2020, Deloitte partnered with our international office to implement several innovative business solutions including a Performance Management toolkit, leadership training and a global finance policy refresher.

In 2020, D2i collaborated with the Executive Management across all Support and Programme Offices on one of the network's growth areas, Performance Management. The D2i Team conducted interviews with each Program and Support Office, presented key insights and findings, developed a Performance Management strategy and toolkit and conducted training with each office to implement the new strategy. This global Performance Management strategy was designed to foster a culture of trust, enhance organisation-wide communication and alignment, and prioritize employee growth and development.

D2i also provided Deloitte's signature training, Business Chemistry, for our key leaders. Business Chemistry draws upon the latest analytics technologies to provide insights about individuals and teams based on observable traits and preferences. The sessions helped our executive leadership team understand their own styles and how to best work together as a team based on the Business Chemistry of others.

Currently, D2i is providing support by analysing our global Finance Policy and how it is implemented across each Programme and Support Office. D2i has developed strategic recommendations and will assist to implement organisation-wide changes.

³ Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities (collectively, the "Deloitte organization"). DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients.



Our Beneficiaries

In 2020, HAGAR supported COVID-19 emergency response, client programmes, capacity building and awareness initiatives in four countries, namely, Singapore, Cambodia, Vietnam and Afghanistan.

Singapore	19
Cambodia	21
Vietnam	23
Afghanistan	25



Singapore

Singapore is an attractive transit point and destination hub for human trafficking activities, and women and girls are brought into the country for sexual or labour exploitation. Taking advantage of Singapore's attractive economic conditions, criminal syndicates deceive vulnerable victims with false job offers, promising them a better life for their families.

Singapore's 1.3 million low-wage foreign workers⁴ were hardest hit as COVID-19 swept across the country. In April, infections spiraled out of control in densely packed migrant worker dormitories and by the year's end, cases in dormitories had accounted for 93 per cent (54,506 cases) of all cases in Singapore in 2020.⁵ The outbreak was accompanied by widespread media coverage that highlighted the distressing living conditions and exploitation of low-wage migrant workers. HAGAR built on this public awareness via social media channels and kick-started conversations with passionate individuals who became advocates within their communities and raised funds for HAGAR's beneficiaries.

Many migrant workers battled intense stress from prolonged isolation and employment restrictions, which reduced their ability to provide for their families in home countries. Unjust employment terminations and worker exploitation increased and a significant number of psychological breakdowns were reported.

HAGAR responded by extending assistance not only to trafficking survivors and exploited foreign domestic workers but also to migrant workers. We collaborated with the Singapore Government, other agencies and partners to provide emergency relief and recovery services including access to safe accommodation with proper sanitation, food and basic living support, COVID-19 supplies, medical treatment, Trauma-Informed Care Counselling, re-employment assistance and legal assistance.

Direct services such as counselling, English and computer classes were moved online and we held our first online interactive legal workshop for women migrant workers. In collaboration with the NUS Centre for Pro Bono and Clinical Legal Education and NUS Faculty of Law, the workshop helped improve the women's understanding of the Singapore criminal justice system and their legal rights.

⁴ <https://www.mom.gov.sg/documents-and-publications/foreign-workforce-numbers>

⁵ <https://covidsitrep.moh.gov.sg/>



Impact Highlights

40,850

direct beneficiaries

81,700

indirect beneficiaries



Heal

1,950+

hours of individual counselling were delivered.

428

clients received healthcare, medical and dental treatment.

Prevent

47

clients received legal counselling and participated in a legal workshop.

Partner

18,147

low-wage migrant workers were supported via our collaboration with the Ministry of Manpower and other NGOs to provide emergency supplies and critical economic assistance.

Empower

30

online English and computer classes were conducted.

368

clients received job assistance.

Influence

56

corporations, businesses, NGOs, community partners and social groups participated in awareness raising initiatives.

From betrayal to hope

Areesha began working at a garment factory when she was just 10 years of age. With six younger sisters, it was a struggle to find the money to put food on the table and she didn't earn enough to support them through school.

Areesha's music teacher at the time was also a dance instructor and he offered her a job as a dance teacher in Singapore. The job promised at least ten times the income she was making at the garment factory, so she accepted the offer.

Areesha was trafficked to Singapore and, instead of teaching dance, she was forced to provide sexual services to customers at a nightclub. The experience was horrific and Areesha was consumed by guilt and shame even after being rescued. She could not forget the atrocities done to her.

When she came to HAGAR, Areesha's healing began. She received Trauma-Informed counselling and care and employment support. Areesha's dream was to work in an office, so the HAGAR team worked with our volunteers to equip her with literacy and digital skills. These skills enabled Areesha to secure work recently as an Office Administrator in a global human resource company under the Temporary Job Scheme. In this pandemic, Areesha supported HAGAR by helping out in the food distribution to our beneficiaries. Ultimately, Areesha would like to become a social worker. *"I want to help others just like how HAGAR has supported me,"* she says.

Areesha's story is truly a testimony that brings hope to survivors of human trafficking.



Cambodia

Emerging from the ravages of conflict and relatively recent genocide, Cambodia is a country with rich cultural heritage and, at the same time, deep inter-generational trauma. An estimated 261,000 people live in modern slavery⁶ and domestic and gender-based violence are prevalent.

The COVID-19 pandemic and severe flooding brought enormous challenges for Cambodia in 2020. Our clients experienced increased trauma and anxiety, and flash flooding caused property losses and food shortages. Hagar Cambodia collaborated with the Department of Anti-Human Trafficking and Reintegration to provide relief packages to families across 12 Cambodian provinces. These packages included food supplies, toiletries, soap, sanitiser and face masks. We also sought additional support from donors, including ERIKS and Save the Children International, to provide food and financial assistance.

Alongside our relief efforts, HAGAR maintained services including providing safe places to live, loving foster families to care for children, trauma counselling, medical care and legal advice. We provided training on Child Protection, Safe Migration, Positive Parenting and Human Trafficking to 259 participants from commune committees and government departments, as well as village chiefs and police officers. Our Economic Empowerment Team delivered Trauma- Informed Care training to all 44 HAGAR business partners and fostered close working relationships to support clients through on-the-job training and career placements.

Through a Community-Based Care approach, we maintain a network of 25 foster care families who provide safe homes conducive to healing for child clients who cannot stay with their families or kin. During the year, HAGAR foster care families cared for 17 clients. They were regularly supported through phone calls and visits focused on building their capacity and encouraging them to provide high-quality care to clients so they can flourish in safe and healthy environments. They also received education on COVID-19 prevention and hygiene kits to protect themselves from infection and reduce the risk of community transmission.

⁶ <https://www.globallslaveryindex.org/2018/data/maps/#prevalence>



Impact Highlights

20,281

direct beneficiaries

41,057

indirect beneficiaries



Heal

3,979

families and

14,842

family members received counselling, COVID-19 and/or flood relief packages and educational materials.

Prevent

3,083

community members received education about gender-based violence, child protection and COVID-19 prevention.

104

participants and six foster clients received training on child protection and attention, discrimination against children and positive parenting.

Partner

6

partners received training about child protection, positive parenting, safe migration, human trafficking and online safety.

Empower

445

school children accessed a community mobile reading centre.

25

clients/families received support to set up small businesses in their communities.

Influence

Worked with the Ministry of Justice to develop Judicial Guidelines to ensure appropriate protection for vulnerable child witnesses.

Love, care and support with a foster family

During a reflection workshop, Vuthy and his wife shared their thoughts on being one of HAGAR's valued Foster Care families.

My wife and I joined HAGAR's Foster Care team five years ago. I was an experienced carer for disabled children and survivors with difficult behaviors and the skills I learned from HAGAR's training built on my knowledge and helped me change children's lives. We reintegrated the children back to their families by talking with them, motivating and encouraging them to go to school, helping educate them at home, providing them with good food, treating them as our own children and showing them how to be responsible and grow physically, intellectually and socially.

I have tried my best to care for, protect, and love my foster children. We guide them every day to become good children, students, citizens and friends with others. As God has shown and provided me unconditional love, so I am able to love, care, and support children in need.

I am motivated to be a foster father because I love to serve children, especially orphaned and abused children who have been separated from their families. I am not a rich man and have not much money, but I can make sure those children leave with a smiling face, laugh, have enough food to eat, safe accommodation and can go to school.

I encourage new Foster Care families to please be patient with foster children. God gives us love, therefore, when we show children that love they will have a better future. I am proud to see child survivors become good children and reintegrate with their families while we maintain a connection with them.

We are so thankful to HAGAR for giving us the opportunity to play such an important role in supporting child survivors who need help. Without HAGAR, I could not see their priceless achievements. Currently, I am sharing my knowledge, skills and experience with our church members, youth and students to promote and protect the rights of children.



Vietnam

Vietnam is one of South East Asia's fastest developing countries, yet it remains a significant source country for women, men and children who are subjected to sex trafficking and forced labour. Women are trafficked as brides and domestic violence is prevalent.

The COVID-19 pandemic devastated poor and remote communities in Vietnam. Limited initial awareness about transmission, cessation of international travel, quarantine and social distancing measures, import and export supply chain disruptions, and increased unemployment severely impacted these communities. Women and children living in violent households were unable to distance themselves from perpetrators, school closures increased children's vulnerability to early marriage, around one in four businesses closed and national poverty rates increased.

Hagar Vietnam adapted programmes and delivery throughout the year to reach 16,332 people. We informed communities about how to prevent the spread of COVID-19, distributed prevention kits, increased knowledge about gender-based violence, established handwashing stations in schools, and identified clients and former clients in need of food, counselling and support. We regularly contacted every client and ex-client to assess their well-being, provided telephone instead of face-to-face counselling and conducted partner training online.

Nationally, we contributed to Government discussions about support for vulnerable people and our partnerships in Nghe An and Yen Bai provinces resulted in the identification of 73 survivors of human trafficking, gender-based violence and sexual abuse. The UK Embassy invited HAGAR to train border guards in survivor-friendly interview techniques, and we received funding from the United Nations Trust Fund to implement COVID-19 initiatives in remote and ethnic communities. HAGAR also contributed to national and global research including the US State Department Trafficking in Persons Report and the Government of Vietnam draft report on the 2016-2020 National Action Plan to Combat Trafficking.



Impact Highlights

5,444

direct beneficiaries

10,888

indirect beneficiaries



Heal

74

survivors of gender-based violence were supported.

1,500

students benefitted from handwashing stations at six kindergartens and primary schools.

Prevent

4,700

people attended 11 community events against gender-based violence and COVID-19.

Partner

235

local authorities, emergency response team members, and child protection officers were trained.

Empower

52

households were provided small-scale loans or goats to generate and sustain household incomes.

Influence

Participated in

8

national and international coalitions.

Becoming self sufficient with HAGAR's Animal Bank Project

Ms. Minh is a member of the Goat Raising Credit Group in Nghia Thinh commune, Nghe An province. With Hagar Vietnam's support, she was provided with animal husbandry training by the Agriculture Ministry's technical specialists, and a pair of goats for breeding. After two months, one of her goats became pregnant. She appreciates being a member of the group, and says, "The project doesn't only provide goats but also knowledge about raising goats, animal husbandry and how to manage household economics. Thank you very much."

Before Ms. Minh joined HAGAR's Animal Bank project, she experienced significant hardship. She married her husband in 2012, becoming his second wife after his first wife passed away. She has no children of her own and cares for two children from her husband's first marriage. Her husband is in poor health, often drinks and is sometimes violent.

In 2017, Ms. Minh accepted an offer from a labour migration company to go to Taiwan to work in a household. In reality, she was forced to work in a coal mine. After five months, Ms. Minh was suffering ill health and had to return to Vietnam. One month later, she had to pay the company 90,000,000 VND (approximately USD\$3,900) compensation because she terminated her employment contract early.

In 2020, the family borrowed a lot of money for her husband's son to work in Japan but he was unable to leave Vietnam due to the pandemic. Ms. Minh's family is now in debt and pays monthly interest on the loan. Assets from HAGAR's Animal Bank project enabled her to borrow 50 million VND (approximately USD\$2,170) to buy a buffalo and an additional goat. Ms. Minh meets her loan repayments by raising animals, growing sugar cane and rice, and selling slippers in the local market. The Animal Bank loan and support from HAGAR has been important in helping Ms. Minh become financially resilient and heal from the trauma of her experiences.



Afghanistan

Decades of war, political instability, armed conflicts, economic disruptions and the internal displacement of people has exacerbated the exploitation and abuse of vulnerable women and children in Afghanistan. Afghanistan has one of the world's highest rates of violence against women and deeply entrenched gender roles. The COVID-19 pandemic caused fear, distress and extreme economic hardship in Afghanistan due to the closure of small businesses, unemployment and inadequate medical care. It also intensified the violence against women and children.

In 2020, HAGAR's Empowering Women for a Better Future (EWBF) project empowered 362 survivors of gender-based violence, abuse and trauma by providing services in education, training and employment skills. We also provided financial support to EWBF clients who were unable to generate income from their small businesses. Our Forgotten No More (FNM) project provided access to justice, recovery and aftercare support to 87 minor-boy survivors of trafficking, neglect and abuse. The FNM shelter continued to operate in Kabul and boys living in the shelter received education, counselling, medical services and family mediation.

To strengthen mechanisms to prevent human trafficking in Afghanistan, our Legal and Child Protection Team conducted awareness sessions and capacity building training on Trauma-Informed Care, Child Rights and Child Protection. Institutional Outreach was delivered to 150 Police, Prosecutors, Defense Attorneys, Judges, the Ministry of Labor and Social Affairs, and UNICEF's Child Protection Action Network (CPAN). Community Outreach Training was delivered to 120 community leaders, religious scholars, school teachers, parents and local council leaders. Limited internet access meant training was largely delivered via conference calls until October, when face-to-face training was allowed.



Impact Highlights

719

direct beneficiaries

7,342

indirect beneficiaries

+ Heal

133

clients received counselling services.

30

male-child victims of trafficking and abuse were provided with residential care in a family atmosphere.

Prevent

270

participants attended HAGAR training on Child Rights and Anti-Human Trafficking.

Partner

63

NGOs partnered with us to provide training and employment services for women.

Empower

362

survivors of gender-based violence and abuse were empowered.

163

clients received educational and employment assistance.

Influence

30

training sessions in six provinces raised awareness of the exploitation of vulnerable women and children.

From great tragedies to small joys

Kabir is a seven-year-old boy living at HAGAR's Forgotten No More (FNM) shelter in Kabul. He is so little, and yet he has already faced many tragedies. When Kabir first came to us at HAGAR, he was extremely fearful and would not speak or join activities with the other boys. Slowly, he learned to trust his counselor and eventually he shared his greatest fear, that the police would send him to jail.

Kabir was living with his grandfather in the Balkh Province in Afghanistan. His father was addicted to drugs and his mother remarried. His grandfather sent him to stay with a married couple in Kabul. One night, the husband was discovered on the floor with terrible injuries. His wife screamed until neighbours came and took the man to hospital, where he died. The next morning, the man's body was brought home. The police suspected the wife, and she was arrested.

Kabir was traumatised by the man's death and the subsequent police investigations, and he was terrified of being held responsible and jailed. Police and government officials referred Kabir to HAGAR's FNM shelter. It took time, specialised counselling and care, but HAGAR staff were able to reassure him that he was safe.

In the past year, Kabir has become more emotionally stable and has embraced the family atmosphere of the FNM shelter. He laughs and plays like other boys of his age. Kabir is doing well academically and is enrolled in a private school in Kabul. HAGAR's FNM Team is working to locate his grandfather and other family members in the Balkh Province and Kabul. Though he faced so much trauma at a young age, at HAGAR's FNM shelter he found a safe place to heal, grow and experience the joys of childhood.





Major Initiatives

**HAGAR Singapore COVID-19
Emergency Response**

29

40.3 For Freedom

31





HAGAR Singapore COVID-19 Emergency Response

The start of 2020 was nothing unusual though news of a viral infection was starting to gain traction, making it into the news media. As the virus made its way across countries, Singapore started seeing an increase in COVID-19 cases within the community.

Right at the height of the outbreak, just as COVID-19 was declared a pandemic, the crisis evolved into an economic disaster. Shortly after the Singapore Government imposed the Circuit Breaker in April, the coronavirus outbreak in the migrant worker dormitories spun out of control. The close proximity and high living density became the perfect condition for this infectious virus to spread. Very quickly, the government began gazetting entire dormitories and locking down all residents within the compound. In the midst of the major move, the female migrants were rehoused to select dedicated sites.

Serving the migrant community in Singapore since 2015, HAGAR has been supporting trafficked victims and exploited foreign domestic workers on their recovery journeys, empowering them to start a new life after their traumatic experiences. Witnessing the appalling COVID-19 impact on our beneficiaries and other affected migrant workers, we quickly jumped into action to help these vulnerable groups.

Working collaboratively with the Ministry of Manpower and fellow NGOs, we drew support from the local community working through ground-up initiatives and donation drives to ensure the well-being of our foreign workers, in the true spirit of SG United. From gathering essential supplies, buying hot meals for workers, delivering daily living essentials, to organising self-led donation drives and producing reusable masks, we worked hand in hand with volunteers, civil society groups, corporates, church groups to provide emergency relief to affected workers, particularly those who have fallen through the cracks in this crisis

Soon enough, the prolonged isolation and movement control regulations took its toll on the workers' mental health. The uncertainty of their employment, health status and being unable to provide for their families back home was extremely unnerving for these low-wage workers.



Besides addressing their basic needs, HAGAR started a tele-counselling hotline for female migrant workers to provide emotional support and practical help to distressed workers in quarantine. Teaming up with our volunteer counsellors, psychotherapists, psychiatrists, social workers, translators, we formed small teams with multi-disciplinary experts to work through their multi-faceted challenges and compounded stress points.

Amid the gradual reopening of the economy, many workers continued to face heightened anxiety from job losses or income following business closures as a result of financial setbacks. Without a job, they feared repatriation and faced serious risks of slipping back into poverty. Rounding up volunteers from the Macquarie Group, their employees backed up HAGAR's CV-writing initiative to help affected migrant workers find alternative jobs by guiding them through crafting a resume to aid their job search.

While all these recovery efforts were going on, we continued to push through our empowerment objectives. All English, computer classes and skills training were brought online. Though the initial transition was bumpy, the switch to a digital platform also helped to improve their digital literacy as they learnt the basics of using a computer and navigating the Internet and digital systems.

By end August, the majority of workers were able to resume work. For those who were eligible but yet unable to do so because of the mandatory contact tracing apps to be installed on phones, HAGAR worked with fellow community partners and arranged a collection of compatible pre-owned mobile phones from the Singapore community to donate to these workers.



Through the 7-month COVID-19 emergency response, HAGAR assisted 40,850 migrant workers who faced extreme hardships during the pandemic. For many who have bounced back, we rejoice with them at the increased resilience they had cultivated through the crisis.

Admittedly, COVID-19 has exposed the deep structural inequalities in the Singapore society, making the impacts on poor and vulnerable communities more pervasive. Vulnerability to enslavement will increase as the crisis amplifies some of the major drivers of modern slavery, such as poverty and financial crisis. Workers are put in vulnerable situations and may turn to risky or exploitative employment in fear of losing their jobs and repatriation, and therefore placing migrant workers at greater risk of exploitation by employers.

Moving ahead from here, building community resilience post-COVID is one of HAGAR's key priorities to ensure that survivors of trafficking and abuse are able to maintain healthy levels of psychological and physical functions, and economic activity even in the presence of calamities.



40.3 For Freedom

HAGAR's first virtual sports fundraising event, the 40.3 Freedom Race was birthed in the thick of the COVID-19 pandemic where all large-scale physical events were either cancelled or postponed.

Prior to the pandemic, leveraging the Angkor Wat International Half Marathon held every November in Cambodia, HAGAR organised teams of runners from Singapore each year to participate in the annual Run for Freedom to raise awareness of human trafficking and support for victims.

With the cancellation of the Cambodia race, there remained the need to continue calling for attention and support for vulnerable populations who are experiencing even greater hardships in this crisis. Globally, it is estimated that 40.3 million people live in slavery and in fact, the numbers are set to grow as the pandemic has created severe economic stress and other resultant challenges, compounding the sufferings faced by victims.

The 40.3 Freedom Race aimed to help increase awareness of modern slavery and human trafficking, and provide practical help to survivors of exploitation by helping them to recover and be empowered with skills and literacy to start a whole new life. It is a brand new concept that was developed inhouse as the team raced to think of a fundraising approach in line with the safe distancing measures because of the pandemic.

Completely novel and off the charts, the sports event was themed around the 40.3 slavery statistics. Participants could choose to clock either distance or time and opt to run, walk or cycle to complete their chosen 40.3 challenge.

The response was overwhelming and 168 participants from Singapore rose to the call, campaigning passionately for the future of survivors through the inaugural 40.3 for Freedom virtual race. Rallying their personal and social networks, many of their private communities gave in support of their participation.

Over 10 days from 23 November to 2 December 2020, more than 4,177 km was covered, with a total of \$177,435 raised – an incredible result that we are immensely grateful for.

To make it fun for participants, four exciting categories were created to recognise trailblazers in fundraising, and social awareness building. There was also a top social personality category and best dressed challengers who received prizes for being on top of their game. Participants were very sporting and took to social media, sharing their motivations for joining the event.

At the end of the Race, the greatest reward for all participants was seeing how all of their efforts had enabled HAGAR to provide critical food assistance and essential COVID-19 supplies, medical treatment, continued education and economic support to survivors of trafficking and slavery during these current challenging times. Though the pandemic is far from over, we are heartened to see how different people from all walks of life in our Singapore community have come together in this event, to show care and deliver tangible aid to marginalised communities.



23 NOV TO 2 DEC 2020
40.3 FOR FREEDOM
Singapore Virtual Race
Freedom From Slavery



Quotes from 40.3 Freedom Race participants

"From 23 Nov-2 Dec, my brother and I will run 40.3km to raise funds in the HAGAR 40.3 for Freedom Run. Human trafficking and slavery are particularly heinous crimes. We're no fitness fiends, but we just want to do what little we can to help! Would you be willing to support our efforts? 🙏 Make a donation or join our team via the link in my bio. You can choose to run, cycle or walk as a family and fundraise too. Drop me a message if you're keen to find out more. Thank you for taking time to read this! If nothing else, we would greatly appreciate your prayers for strength and our knees too. 🙏 #HagarWalkRun #My403forFreedom #HagarSingapore #XtraTrafficking

~ Denise Ong

"Everything's better when we're together. We are fortunate to have friends, to have freedom to go out and meet! But some people don't – they are forced to work or marry and don't have the liberty to go out wherever and whenever they want. Thankfully, there are people at HAGAR working towards helping them get out of this unhealthy cycle."

~ Petrina Leow



"Ellen will be riding 40.3km for Hagar Singapore, to help raise funds for them to help the vulnerable communities of women and children who suffered from trauma, abuse, human trafficking and slavery. Give your support!"

~ Ellen Ng



"2020 has been a bad year for many of us but even more so to those who are unable to fend for themselves."

~ Chris Lai

Our Volunteers

The restorative work that HAGAR has been able to do through the years would not have been possible without our team of volunteers and partners who have given selflessly to the cause. Harnessing different skills and influences to make lasting change, we work with multiple stakeholders on various fronts and projects to implement effective solutions. Collaborating closely with governments, local authorities and enforcement bodies, corporations, institutions, religious groups, help agencies, and the civil society, we work to help survivors recover and thrive, beyond the pandemic and build a future where they and their families can look forward to.

**8,734 volunteer
hours were
contributed in
2020**



Cecilia Mok

Never one to turn down our requests for counselling and therapy assistance, Cecilia is an absolute gem and has been serving with HAGAR for several years now. Despite her busy schedule, she always makes time to meet with our beneficiaries, responding to their distress with empathy and imparting practical handles to help them start life anew. A financial consultant by profession, Cecilia took up counselling studies and left her job in the business sector some years ago to do what mattered most to her – helping broken people recover.

Possessing a special gift of connecting with people and meeting them where they are in their deepest hurts, Cecilia mends their broken spirit and helps them strengthen their inner resources to cope with their challenges and setbacks without losing hope.

“Providing counselling and support to trafficking survivors and exploited domestic workers, I hope that they felt helped and received healing through the virtual support calls. I am so sorry for what you had gone through in our nation where we had not always played the host that we should. Thank you for inspiring us with your perseverance and resilience, for the sake of your families. You are an amazing woman, daughter, mother, sister, and you deserve success and fulfillment in life!”

– Cecilia

Jasper Yap

This enterprising 26-year-old is managing Singapore's largest B2B marketplace for industrial and business supplies. Yet, amidst his busy work, Jasper has a deep compassion for the underprivileged and has been lending his hand to HAGAR with software development and programming to innovate our community and fundraising projects, which has become extremely important in this pandemic where all outreach efforts have been brought online.

Breaking down our project aims and goals, Jasper gave wings to our inaugural 40.3 Freedom Race concept, building a dedicated website to facilitate the race registration and delivering a positive user experience. Juggling his family and church commitments amongst a host of other personal duties during weekends, Jasper continued to give time to us, making sure the 40.3 Freedom Race takes off without a hitch. Thank you, Jasper! You are truly one in a million!

"I just want to do what I can to help. Having been down and out myself, the power of someone believing in me helped me to pull myself out, and I want to extend that same help to people who have experienced so much pain and abuse. They have so much potential in them and they can rise up to be change-makers too if only they were given that extra help."

– Jasper



Our Partners

Corporates

Allied World Assurance
Alvia International Sdn Bhd
Aspen Insurance UK Limited
Aspen Singapore Pte Ltd
Beacon Law Corporation
Boeing Global Corporate
Citizenship
CFAM Pte Ltd
Crocs
DDB Worldwide Pte Ltd
Edelman Pte Ltd
Expatriate Dental
FEO Grace Pte Ltd
Liberty Specialty Markets
Linklaters Singapore Pte Ltd
Macquarie Group Foundation
Noel Gifts International Ltd
Trident Trust Singapore
Wood Mackenzie Asia Pacific
Pte. Ltd.

Trusts and Foundations

Holywell Foundation
Kewal Ramani Foundation
Lee Foundation
Macquarie Group
Foundation
MDRT Foundation
Trailblazer Foundation Ltd
(Chan Chiew Ping Fund)
Texel Foundation

Schools

American International
School
Anglo-Chinese Primary
School (Barker Road)
National University of
Singapore (NUS) Faculty of
Law
NUS Centre for Pro Bono
and Clinical Legal
Education
Singapore Bible College
United World College of
East Asia

Government/Public Institutions

Ministry of Home Affairs
Ministry of Manpower
Ministry of Social and
Family Development

Non-Government Organisations

Alliance of Guest Workers
Outreach
Ang Mo Kio Family Service
Centre
Bethesda Care Services
Community Justice Centre
Crossroads Global Village
(UK)
Emancipasia
Foreign Domestic Worker
Association for Social
Support and Training
HealthServe
Hope Initiative Alliance
Humanitarian Organisation
for Migration Economics
Justice Without Borders
Law Society Pro Bono
Services
Migrant x Me
Scarlet Web
Soles4Souls
Tamar Village

Churches

Adam Road Presbyterian
Church
Barker Road Methodist Church
Bethesda (Bedok-Tampines)
Church
Bethany Emmanuel Church
Church of Christ Geylang
Geylang Evangelical Free
Church
Katong Presbyterian Church
Mar Thoma Syrian Church in
Singapore
New Creation Church
World Revival Prayer Fellowship

Looking Ahead

In spite of the drastic drop in donor support in the first quarter of the year during the initial COVID-19 outbreak, HAGAR pulled through the financial crisis with the overwhelming support received from supporters during the most crucial moments of the emergency response. At HAGAR, we are immensely grateful for the end-of-year outcomes; we were able to meet our financial and service commitments to survivors and even expanded our assistance to the wider migrant community in Singapore and flood victims in Cambodia and Vietnam who encountered turbulent times.

Desperate for economic opportunities, the COVID-19 pandemic is likely to push people towards risky labour market decisions that can make them vulnerable to exploitation. Employers will have stronger levers of power and influence over vulnerable populations, creating greater latitude for exploitation.

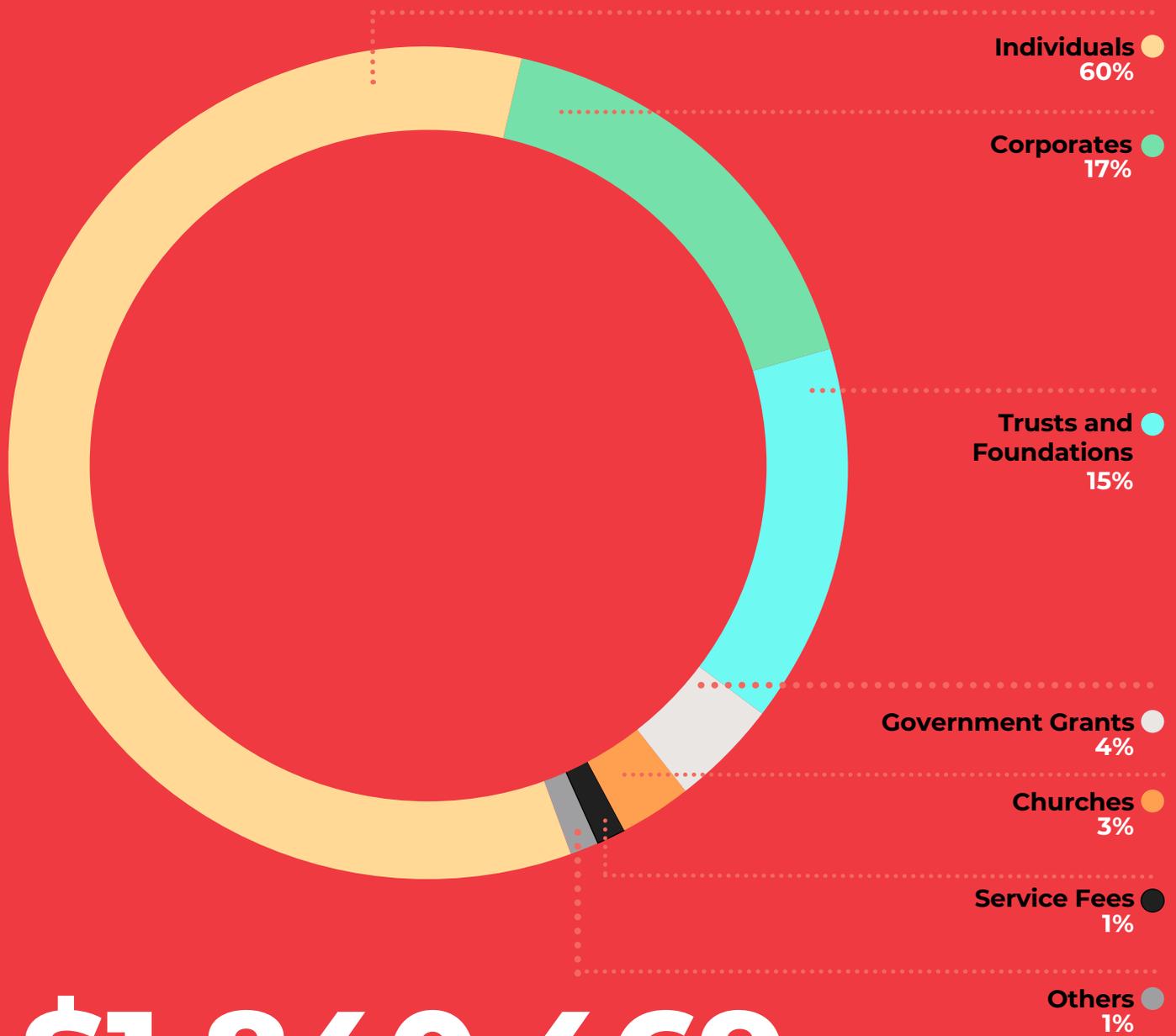
To this end, HAGAR will be embarking on a social media campaign in 2021 to generate awareness of human trafficking, exposing manipulative tactics used by traffickers to exploit victims. The campaign will see the production of a series of short films. On top of creating an improved understanding of human trafficking, this initiative will target prospective foreign workers who are migrating to Singapore for work in the entertainment sector. The video will communicate Singapore's zero-tolerance stand on human trafficking and exploitation, and provide clarity on how workers can seek help should they encounter such a situation.

The economic outlook in 2021 remains uncertain as businesses face the full brunt of the pandemic. Although funding from corporate partners had reduced and suspension of physical fundraising events is likely to persist through the new year, HAGAR is working to explore other innovative means of increasing awareness and growing support for survivors of trafficking and slavery.

Our Accountability

2020 Financial Highlights

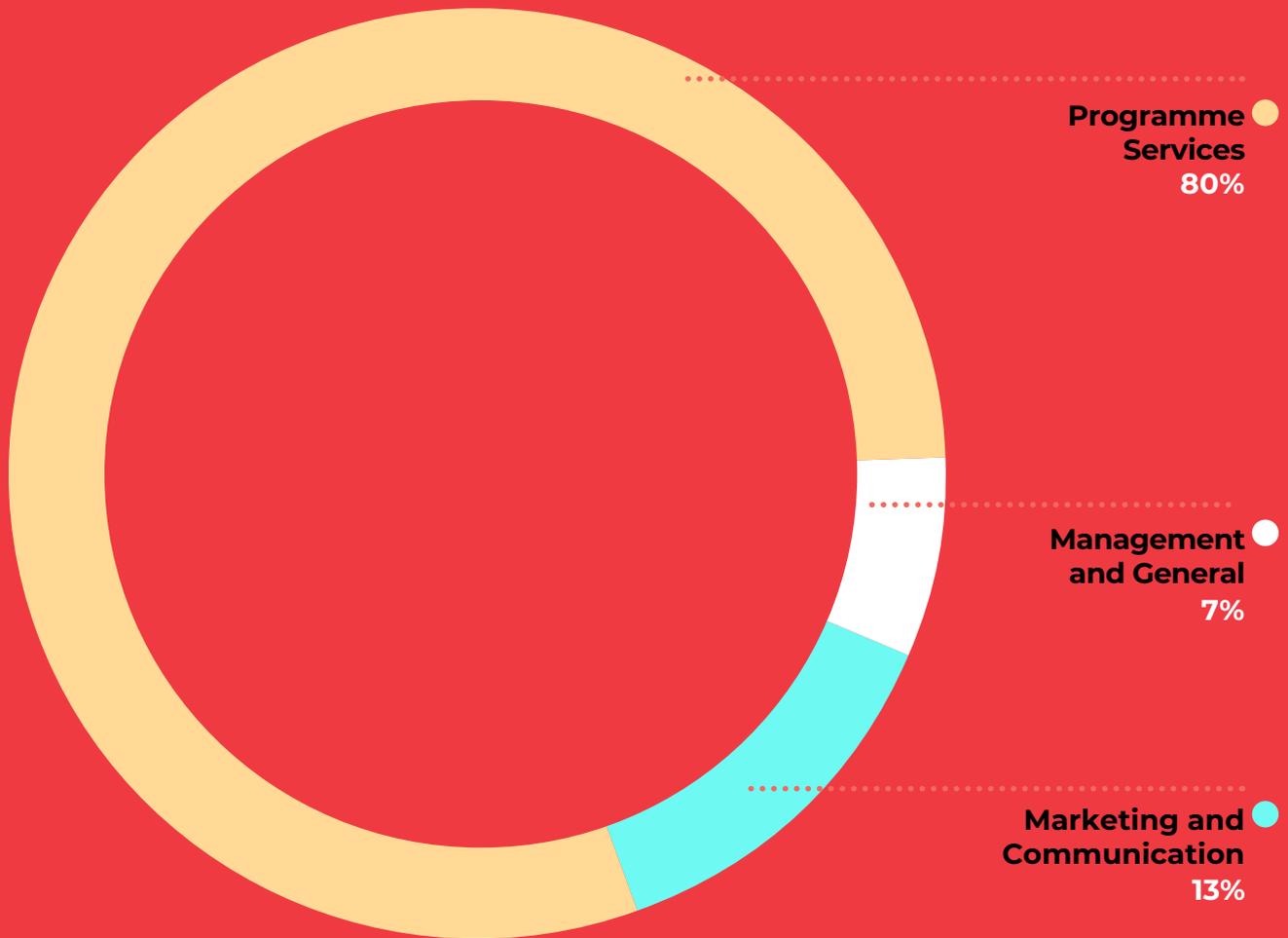
2020 Income Summary



\$1,840,469

Total (SGD)

2020 Expenditure Summary



\$1,062,748

Total (SGD)

Financial Performance Summary

Total Income: **\$1,840,469**

Total Expenditure: **\$1,062,748**

Donations increased by \$764,360 in the financial year mainly due to funds received in support of HAGAR's COVID-19 relief efforts and the Job Support Scheme payouts from the Singapore Government. From these funds, two major donations were received in December 2020 for the provision of services to beneficiaries in the following year.

Expenses increased by \$29,733 in the financial year, mainly due to channelling more funding support to programme services for beneficiaries.

Our Accountability

Corporate Governance

HAGAR's Board provides strategic direction and oversight of HAGAR's programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance. As part of its role, the following matters require the Board's approval:

- Approve budget for the financial year and monitor expenditure against budget;
- Review and approve quarterly financial statements;
- Regularly monitor the progress of the charity's programmes

To enable succession planning and steady renewal of the charity, the Board has a term limit of nine years.

Four board meetings and one AGM were held during the financial year.

Board Meeting Attendance

Name	18-Mar	18-Jun	27-Aug (AGM)	20-Oct	11-Dec
Chan Chee Onn	■	■	■	■	■
Jimson Cheng Jang Fa	■	■	■	■	■
Koh Eu Beng	■	■	■	■	■
Chua Eng Hui	■	■	■	■	■
Dominique Choy Sok Fun				■	■
Lee How Giap	■	■	■	■	■
Sylvia Chan		■		■	■
Cheryl Chong Chiew Peng	N.A.	N.A.	■	■	■
Michael Chiam Tow Khoon	■	■	■	■	■

Code of Governance

HAGAR is committed to and adheres to the Code of Governance for Charities issued by the Charity Council.

Reserves Policy

HAGAR has a reserve policy for long-term stability of the operations and it ensures that there are sufficient resources to support the charity in the event of unforeseen circumstances. As a general rule of thumb, HAGAR targets to have at least 3-6 months of operational expenditure kept as reserves. The reserve level is reviewed yearly by the Board to ensure that the reserves are adequate to fulfil the charity's continuing obligations.

The reserves that have been set aside provide financial stability and the means for the development of the charity's principal activity. HAGAR intends to maintain its reserves at a level that is capped at a maximum of 6 months of operational expenditure. The charity intends to use the reserves to sustain the following activities in the event of an economic crisis where HAGAR's ability to receive funds is severely hampered:

- a) Programmes and services to beneficiaries in Singapore and;
- b) Commitments to global programmes for survivors of trafficking and abuse in Cambodia, Vietnam and Afghanistan, and;
- c) Running of the HAGAR office to provide uninterrupted delivery of services and programmes for stakeholders and beneficiaries.

For more information on the charity's current reserve balance, please refer to Note 8 on fixed deposits (page 19) of the charity's Financial Statements.

Conflict of Interest Policy

All Board members and staff are required to comply with the charity's conflict of interest policy. The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on a regular and need-to basis.

Whistle-Blowing Policy

HAGAR has in place, a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.

Remuneration Declaration

None of the charity's staff receives more than \$100,000 in annual remuneration each.

Funding Sources

HAGAR's main source of financial support are donations from individual donors, foundations, churches and corporations.

Hagar Singapore Ltd

HAGAR was incorporated as a company limited by guarantee on 04/02/1994, and is an exempt charity. HAGAR was registered as a charity under the Charities Act (Chapter 37) since 07/04/2014. HAGAR has M&AA as its governing instrument.

Unique Registration Number (UEN)

200401226H

Banker

DBS Bank

Registered Address

**600 North Bridge Road #05-01 Parkview Square
Singapore 188778**

Mailing Address

**Simpang Bedok Post Office P.O. Box 200
Singapore 914807**

Auditor

Baker Tilly

Our ability to make a difference in the lives of survivors is dependent on your generosity. You can support us through financial giving, or volunteering your time and expertise. For more information about what we do, and how you can get involved, please visit hagar.org.sg

Facebook @HAGARSingapore

Instagram @HAGARSingapore

Email singapore@hagarinternational.org

